USMANU DANFODIYO UNIVERSITY, SOKOTO
(POSTGRADUATE SCHOOL)

ROLE OF ENTERPRENEURIAL HABITUATION IN VENTURE EMERGENCE: A MULTIPLE CASE STUDY

A Thesis

Submitted to the

Postgraduate School,

USMANU DANFODIYO UNIVERSITY, SOKOTO, NIGERIA

In fulfillment of the Requirements for the Award of the Degree of

DOCTOR OF PHILOSOPHY (MANAGEMENT STUDIES)

BY

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AUGUST, 2021

DEDICATION

This thesis is dedicated to my late parents- Alhaji Sadi Akilu and Hajiya Asabe Isah Madawaki. May Allah have mercy on them and reward them abundantly. I also dedicate this thesis to my wife and children, for their love and encouragement. Their faith and prayers have been the source of my strength and I thank Almighty Allah for blessing me with their presence.

CERTIFICATION

This thesis by NURA SADI AKILU (Adm. No.14410905004) has met the requirements for the award of the degree of Doctor of Philosophy (Management Studies) of the Usmanu Danfodiyo University, Sokoto and is approved for its contribution to knowledge.

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ACKNOWLEDGEMENTS

All gratitude goes to Almighty Allah. I thank Him for all the favors He bestowed upon me, knowing fully that it is only by His infinite wisdom and mercy that I am able to accomplish this task. My deepest appreciation goes to my major supervisor, Prof. M.M Maishanu, whose guidance and heartfelt commitment in discharging his supervisory responsibilities, motivated my sustained efforts towards accomplishing the task of writing this thesis. I would also like to extend my sincere gratitude to my Co-supervisors Prof. N.M Yauri and Prof. M.Y Abubakar. Their time, criticism, contribution, and encouragement will always be appreciated. I am especially grateful for the mentorship I have always received from Prof. N.M Yauri. His ever willingness to assist has been persistent since my undergraduate days, and words would not be enough to express my deepest gratitude. I equally thank the Head, Department of Business Administration, Prof. A.S Junaidu for his kind gestures and support. I acknowledge also, the contribution of my respected and revered teachers- Prof Dauda Abdussalam and Prof. M. S. Umar, I would not have succeeded without their guidance. I wish to thank Prof. A.D Sheidu, Buhari Dagara, Ibrahim Walis and Ibrahim Buba for their immense contribution to my growth and journey in life

My special gratitude goes to my beloved Aunty, Hajiya Luba Lawal Ammani and my lovely sisters Zainab and Bilkis, as well as my younger brothers Faiz and Khalifa. I also acknowledge the contribution of all my colleagues and the many individuals in the Department, Faculty, and University at large and all other organizations, that contributed to completion of this work, which are too numerous to mention. It is also with deep appreciation, that I acknowledge all members of our extended family, my friends and well-wishers.

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ABSTRACT

The study explores the phenomenon of Habituation, in terms of Entrepreneurial Cognition and Behavior. It specifically sought to understand the role played by the phenomenon in the process of venture emergence, particularly as it relates to yielding successful outcome. Retroductive reasoning is employed in the synthesis of ideas that have been sourced from diverse disciplinary orientations, on the basis isomorphism. This results into a theoretical process model for entrepreneurial habituation, or the EHP-Model. The Model purports the existence of entrepreneurial habituation mechanism, which is assumed to drive a chain of causal processes towards successful consummation of entrepreneurial intent. The study then adopts a qualitative multiple case study design to investigate this mechanism, and purposively selects three entrepreneurs operating within Sokoto metropolis, to serve as cases and units of analysis. An interview matrix, which contains a set of semi-structured questions, was utilized in obtaining the narrative data, using audio visual devises. The study then utilizes deductive category assignment in treating the data, which it interprets using triangle of meaning, so as to provide standard for replication. The logic of process tracing is also employed by applying the techniques of hoop and smoking gun tests in the analysis of findings. The findings support the existence and mediation of entrepreneurial habituation mechanism in the success of emergent ventures, within the context of the cases examined. Hence, the study recommends the adoption of EHP-model as viable option for instruction, in the effort towards developing entrepreneurial culture in Nigeria, particularly in tertiary institutions of learning.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the Study

This study sets out to explore the role of habituation in determining the success of emergent ventures, within the context of entrepreneurial cognition and behavior. The inclination to investigate this phenomenon is spurred by the present economic and political landscape of Nigeria, in which the compelling trend towards developing an entrepreneurial culture in the country is evidently pervasive. Consequently, new ventures are encouraged to emerge, existing businesses are compelled to be innovative to survive competition, and nascent entrepreneurs are increasingly willing to take the risk of initiating startups. But, what remains strikingly important is that, despite this development it is still much easier for new ventures to emerge, than it is easy to secure the success of these emergent ventures or guarantee the sustainability of existing businesses.

This tendency is as pervasive, as it is necessary to come up with innovative and sustainable means to overcome it. However, the benefit of appropriately responding to the demands of this necessity cannot be overemphasized given its rippling effect, which spreads far and beyond the purview of a single dimension. This is because the current penchant for developing an entrepreneurial economy in Nigeria is not only crucial and all encompassing, but is necessarily pivotal, to the survival of the entire nation, given the current global quest for economic supremacy. It is nevertheless assumed that gaining the benefits of entrepreneurship at national level, cannot be independent of effective social innovation. However, effective social innovation is supposedly idiosyncratic in nature, since it has to reflect the cognitive and behavioral peculiarities of not only its originators, but the citizenry of the originating nation at large.

Given that entrepreneurs, nascent and experts alike, are part of the citizenry, a deep understanding of their cognitive and behavioral tendencies can have far reaching implication for entrepreneurship development. Impliedly, if such a consideration is taken to cognizance in the design of a social innovation, it would have the promise of fostering entrepreneurship culture in Nigeria.

It is common knowledge that entrepreneurship is crucial to the economic growth of any nation. The high prevalence of people willing and able to undertake the entrepreneurial task in any given society shows the society's potential for a vibrant and sustainable economic development. According to Drucker, (1985) entrepreneurship represents a meta-economic event, something that profoundly influences and indeed shapes the economy. He emphasized that success in any attempt towards establishing an entrepreneurial economy depends largely on social innovation. This emphasis on social innovation should however be understood, in terms of the development of such institutions as schools and universities, banks, civil service, as well as labor relations, which of course relative to being effectively realized, is easier said than done, but remains achievable.

Japan for instance, demonstrated the efficacy of such understanding, and in the formative years of its economic development, deliberately made a decision to concentrate its resources on social innovation. The leadership understood that institutions needed cultural roots to grow and prosper and that technology can be imported at low cost with a minimum of cultural risk. This implies that, Japan through social innovation, developed the ability to imitate, import and adapt technological innovation with startling success (Drucker, 1985). This confirms that social innovation

is indeed the specific instrument, which enables the development of an entrepreneurial economy.

Seen in this context, and considering the fact that entrepreneurs are more frequently associated with the creative act of innovation, it behooves the government of any nation aiming for a vibrant entrepreneurial economy, to focus on such policy arrangements that would have the promise of enhancing entrepreneurs' capacity to innovate. This in essence should form the basis for strategic social innovation, on the part of the government. The objective being that, the productive resources of a nation are endowed continuously, with a new capacity to create wealth through the actions of motivated and enabled entrepreneurs. The dynamics is then likely to translate into an evolving culture of entrepreneurship, thereby enabling the whole nation to enjoy the desired benefits, associated with an entrepreneurial economy.

However, this possibility is presumably conditional, subject to a proper apprehension of the distinction between the concept of "social innovation", which expresses the idea of innovation in its wider societal context, and the use of the word "innovation" in its more frequently expressed connotation, as the creative activity of individual entrepreneurs. The implication of apprehending this distinction is understandably pivotal, in that it partly determines the success or otherwise of any strategic policy, meant for the provision of conditions that are conducive to the development of an entrepreneurial economy in any nation.

Yet, even if taken into cognizance, that social innovation is functionally distinct from the innovative activities of entrepreneurs, and even while acknowledging the fact that proper understanding of this distinction remains necessary, it is equally vital to remain mindful of the idiosyncratic context upon which this understanding is based. This is

because social innovation by its very nature is more likely to be effective, if it accommodates the peculiarities and idiosyncratic realities of the very culture that gives birth to it. After all, it is necessarily a product of social cognition and therefore remains a reflection of the cognitive and behavioral tendencies of the citizens of the nation that originates it. Thus, the emergence of an entrepreneurial economy is much more a cultural and psychological event, than it is an economic or technological eventuality. The causes are likely to lie in changes in values, perception and attitude, changes perhaps in demographics, in institutions, or even changes in education as well, (Drucker, 1985).

In Nigeria, this fact has been acknowledged and is reflected in the design of government policies that are meant to support entrepreneurial development. One observes the prevalence of support institutions established by the government, which range from specialized banks designed to focus on the funding of small and medium enterprises (SMEs) to agencies and departments meant to give a flip to the fortunes of SMEs (Bogoro, 2015). For example, the establishment of Bank of Industry (BOI) with its attendant mandate, alongside the establishment of Small and Medium Enterprises Development Agencies of Nigeria (SMEDAN). Additional support was the establishment of Small and Medium Industries Equity Investment Scheme (SMIEIS) and the government backing of international development finance facilities such as European Investment Bank (EIB) facilities and several other similar governmental initiatives that are focused in same direction.

Going by the description of social innovation as presented in the foregoing, all these governmental initiatives rightly exemplify the government's efforts towards institutionalizing enabling frameworks that can be functionally associated with the idea

embedded in the concept of social innovation, for the purpose of establishing entrepreneurial economy. Similarly, the effort of Government towards improving the quality of entrepreneurial ability amongst its citizens, especially the youth, is particularly observable in the recent mandatory incorporation of entrepreneurship curriculum in all courses at tertiary level.

These and similar initiatives must have grown out of the recognition that improving the skills and education of potential entrepreneurs is akin to developing their human capital, which invariably reflects in the enhancement of their innovative abilities. This perhaps, is expected to render the act of innovation potent, as an effective instrument of entrepreneurship, particularly with respect to the creative activity that makes the recognition and exploitation of profitable opportunities worthwhile, in yielding the desired entrepreneurial results. While all these governmental efforts are indeed objective realities, it remains doubtful that the results so far achieved are commensurate with the objectives intended, and this raises the concern of whether or not the right objectives have been set *ab initio.*

In reviewing some of the studies conducted in Nigeria with respect to the issue raised in the foregoing, it is evident that concern over economic considerations, relative to entrepreneurial development weigh heavily on most entrepreneurial research efforts. Many studies abound that examined the effect of entrepreneurship development especially in relation to prospects of micro, small and medium enterprises relative to the problem of high unemployment rate, high level of poverty and slow economic growth amongst other considerations of this kind, (see Adefumo, 2001; Ariyo, 2005; Agboli & Ukaegbu, 2006; Abimbola & Agboola (2011) ; Thaddeus,2012 Salami 2013;

Bogoro, 2015). The prevalence of studies that view entrepreneurship from this perspective suggests that to a very large extent, attention is tilted towards familiar paradigms, at the expense of other plausible alternatives. This further suggests the need to explore other terrains or even the need for a paradigm shift.

One plausible alternative is to redirect attention towards the antecedents, such that, right "causes" of success are anticipated based on what stands to be obtained locally, prior to advancing initiatives that worked in other parts of the world, or assessing the "effects" of policies or interventions. Such possible alternatives are indeed beginning to attract scholarly interest. It is therefore within the purview of this orientation that this study sets out to examine entrepreneurship, particularly new venture creation, from the perspective of habituation and with specific emphasis on entrepreneurial cognition and behavior.

1.2 Statement of the Research Problem

The need for more rigorous and novel empirical evidence as to what works and why, with respect to the institutionalized policies, that are meant to address the challenges of entrepreneurial practices in Nigeria is suggested by the increasing concern over establishing an entrepreneurial economy in the country. This perhaps, cannot be achieved, without an in-depth study, and understanding of the individual entrepreneur himself. However, this is most likely gained through inferences that can be made, of the entrepreneur's behavioral and cognitive tendencies, which stand more habitually pronounced, relative to the experiences he gains and the competencies he develops while passing through the entrepreneurial process. This invariably necessitates the need to understand entrepreneurship from the process perspective, especially within a

context, which is commensurate with psychological dimension of entrepreneurial possibilities. Yet, it appears there is little or no attention centered on such concerns.

It is however, useful to bear in mind that while trying to gain understanding of entrepreneurial possibilities from this perspective, a consideration of the process of new venture creation with all its attendant psychological underpinnings, especially from retrospective viewpoint of an accomplished entrepreneur, seems more promising in yielding the desired result, than can otherwise be explored. This is even more so, since it complements the understanding, that for social innovation to achieve its true objective, strategic considerations of the cultural and socio-economic realities that are peculiar to the society in question, have to be made. This, in other words means taking into cognizance, the impact of economic conventions and social representations on the minds of the entrepreneurs, and how this translates into either opportunities or constrains that must be utilized or overcome by the entrepreneurs, to be able to record successes at new venture creation.

For this to be effective however, information must be derived from findings that emanate from rigorous micro-level studies of entrepreneurs and firms, that aim for an in-depth understanding of common prevailing peculiarities, such as values, perception, and attitude, while serving to provide strong bases for social innovations. It is in view of such understanding that policies, which support and sustain the innovative function of entrepreneurs towards the development of an entrepreneurial economy are ideally expected to evolve. This is because if properly explored and understood, the impact of social and knowledge representations that shapes entrepreneurs' world view, while in confrontation with prevailing economic conventions, could be appropriately utilized.

Entrepreneurs could as well be trained accordingly to surmount familiar challenges with relative ease, by initiating the appropriate social innovation.

The strength of these micro-level studies however lies in their capacity to generate findings that are grounded on in-depth understanding of the entrepreneurship process, particularly from viewpoint of the cognitive and behavioral tendencies of individual entrepreneurs. Because, this is most likely to provide insight regarding the habituation dynamics they experience, in their struggle for success along the developmental trajectory of venture creation process. However, to the best of my knowledge no previous study is explicitly tied, to these considerations, especially within the Nigerian context.

Yet in other parts of the world, scholarly efforts are extended to accommodate such micro-level concerns, since there has been steady advancement in the scholarly domains of entrepreneurial cognition and behavior that focuses on individuals, alongside continuous flux of literature on entrepreneurship processes from view point of complexity sciences (See, Lichtenstein, 2009; Read, Song & Smith 2009; Sawyer, 2005; Sarasvathy, 2008; Venkataraman, Sarasvathy, Dew & Foster, 2012). In spite of these however, and to the best knowledge of the researcher, there has not been a holistic conception of entrepreneurial process that centers distinctively on habituation mechanism, and which captures the unique blend of both endogenous dynamics of prior patterns of the entrepreneurial personality and exogenous environmental realities that affects his or her thinking, within the Nigerian context.

The researcher is of the opinion, that the knowledge of such a mechanism, if adequately explored and understood, could be employed in reinforcing other behavioral and cognitive tendencies of the entrepreneur. This has the utility of aiding the development

of resilience and the competence dimed necessary, for the creation of successful new venture, amidst prevailing constraints.

Consequently, the study attempts to conceptualize this idea, which is conceived in terms of the dynamics of Entrepreneurial Habituation. The idea grew out of the growing recognition that "Habits" do have a behavioral compelling presence, particularly in matters of individual and social cognition, and should as such form part of the issues to be considered, while seeking a befitting social innovation that fosters the establishing of entrepreneurial economy in Nigeria.

The dynamics of habit formation ought to be driven by a mechanism that facilitates outcome of the learning process and all that goes into character formation, and the functioning of such a mechanism has remained relatively unexplored concept in the context of entrepreneurship. Nevertheless, Habituation is certainly an important concept that should be given close attention in entrepreneurship, and its importance, lies in the utility it possibly confers in aiding the development of strong habits regardless of circumstances. This is particularly relevant in developing nations such as Nigeria, which are considered to be predominantly resource constrained and unstable, owing to high prevalence of institutional voids, and developing useful habits is certainly one way of overcoming associated challenges. It is amidst these concerns that the problem of the study is situated, and poses the question:

Does habituation as a psychological and co-evolutionary causal force play a decisive role in the process of venture emergence and leads to the attainment of successful outcome? If yes, how could this be understood and put to use in entrepreneurial context? While contemplating these questions, the following abstraction emerges as a possibility: The tendency for a sustained entrepreneurial behavior towards opportunity

exploitation and the eventual success of the entrepreneur at venture creation, even if instigated by prior external events or internal motives and perceptions, is equally influenced by the co-evolutionary dynamics of habituation mechanism. This is likely, since the entrepreneur, while acting alone, or in mutual interdependence with co-founders, can along the process, be wholly immersed in the practice of entrepreneurship in order to create value, thereby developing certain competencies that culminates into entrepreneurial excellence.

It is perhaps, the prevalence of this dynamic state of excellence, which enables value creation and translates into new market demand and new consumer satisfaction, thus bringing about the emergence of successful entrepreneurial venture. This abstraction is only a product of speculation. The question of whether or not such a mechanism truly exists as the driving force behind the successes of practicing entrepreneurs is what the present study sets out to examine.

1.3 Research Questions

In order, to address the problem of the study, the following research questions are posed:

1. How and why is the intending entrepreneur inclined towards developing and sustaining effective entrepreneurial behavior?
2. How and why is the practicing entrepreneur, capable of embarking and maintaining effective entrepreneurial endeavor in the face of apparent constraints?
3. How and why is the practicing entrepreneur exhibitive of high level proficiency regardless of the dynamic nature of situational contingencies?

4. How and why, is success of emergent venture, attributable to existence and mediation of habituation mechanism?

1.4 Objectives of the Study

The main objective of the study is to develop a process model for Entrepreneurial Habituation in the context of cognition and behavior, and in a way that ascertains the character and role of habituation mechanism relative to success of an emergent venture. The derivatives of this objective are stated as follows:

1. To develop propositions and test resulting conjecture, regarding the dynamics and attendant implication of entrepreneur's inclination towards developing and sustaining entrepreneurial behavior.
2. To develop propositions and test resulting conjecture regarding the dynamics and attendant implication of entrepreneur's capability of embarking and maintaining effective entrepreneurial endeavor in the face of apparent constraints.
3. To develop propositions and test resulting conjecture regarding the dynamics and attendant implication of entrepreneur's tendency towards exhibiting high level of proficiency while responding to situational contingencies.
4. To develop propositions and test resulting conjecture regarding the existence and mediation of Habituation mechanism in the success of emergent venture.

1.5 Significance of the Study

The growing emphasis of the Nigerian government towards establishing the culture of entrepreneurship in Nigeria, understandably demands, that the appropriate approach be considered for the realization of optimal results. These results ought to be sought in terms of having to achieve increased numbers of people with high proficiency in the

practice of entrepreneurship. However, achieving this cannot be independent of a kind of knowledge that could be considered most appropriate, in aiding the accomplishment of entrepreneurial tasks. Such a knowledge pertains to habitudinal patterns that most often predict success, and if well explored, it stands to provide useful insight that could be harnessed towards yielding the desired result.

Thus, it is by virtue of this understanding and in view of the resulting need of having to explore such knowledge due to the utility envisaged, that this study claims its significance. However, the crux of this claim , rests in the presupposition that such knowledge ought to be derived from an in-depth understanding of such habitudinal patterns associated with success, particularly from view point of practicing entrepreneurs. Thus, the significance of this study is tied to the novel insights the outcome is envisaged to provide, which if found useful and put to use, could bring about some desired results.

Accordingly, the findings of the study yielded specific knowledge base, which if properly harnessed, could affect the acquisition of both practical proficiencies of entrepreneurs and pedagogical expertise of instructors in the field. The necessity of this would be apparent, if considered from view point of the need to establish an entrepreneurial culture in Nigeria. It is this necessity that lends credence to the significance being claimed, given the objectives already specified.

Moreover, the proposed theoretical model of this study is envisaged to influence the development of new line of empirical inquiries, which could further advance and enrich related literature. Taking this further to accommodate wider possibilities, the finding could attract the attention of policy makers given its potential utility. It therefore could

influence policy and provide new direction for government intervention in entrepreneurship development programs. It would provide a manual that fosters entrepreneurs' understanding of intrinsic values, indispensable to securing success. Hence, training organizations could as well utilize the outcomes of the research in developing modules for the training of prospective entrepreneurs.

1.6 Scope of the Study

In line with qualitative tradition and the case study approach, the study developed a theoretical model, wherein propositions regarding the presumed mechanism of "Entrepreneurial Habituation", were put forward alongside theoretical conjectures. Hence, the study examined the conceptual leanings in terms of the developed propositions and the conjectures of the model within the context of the Cases being studied.

Three entrepreneurs were selected as Cases for the study within Sokoto metropolis, on the basis of convenience and discretionary or judgmental choice. Impliedly, the cases are not "sampling units", and the typical criteria regarding sample size was not used, since the study's main concern was to examine the participants' lived experience so as to gain understanding, in the light of the proposed theoretical model.

Furthermore, the conceptualized mechanism of entrepreneurial habituation is thought of as partly representing the inner dynamics of our mental processes, which cannot be observed directly, but can otherwise be inferred from retrospective account of individuals that are assumed to have experienced the impact of habituation. For this reason, the scope of the study did not go beyond the narrative data obtained through the in-depth interviews held with the two selected cases.

Thus, the study explored the inferable habitudinal patterns associated with the presumed dynamics that constitute the operational phases of the entrepreneurial process. The attendant forms of activities therefore, and all the levels and nature of interactions of the entrepreneurs with relevant stakeholders, as well as the implications that ensues from the overall dynamics are all within the scope of the inferences made with respect to the narrative account of lived experiences of the cases examined. This is based on the definition of the derived constructs that have been coined with conceptual precision. The scope of the study is thus basically extended, to encompass all aspects of venturing events as contained in the retrospective narratives of the participants, but limited to the theoretical boundaries of the proposed model.

1.7 Limitations

The study explored the conditions under which success of emergent venture is attainable, and the mechanism of entrepreneurial habituation that mediates the process. This involved investigating behavioral antecedents of consequent outcomes, relative to venture creation process. Given the study's focus on participants' lived experience, it is understandable that the findings could be more revealing, if the research was to be conducted using a longitudinal approach. That is, by placing the participants on actual observation, starting from the time they begin to manifest their entrepreneurial ideas, to the time they become able to realize the execution of their intent, in terms of the possible number of years it would take to achieve this.

Such rigor could not be attained however, due to the exigencies of limited resources and time. Moreover, the phenomenon explored, is closely related with the dynamics of inner processes, which are inferable but not directly observable. Hence, the study opted

for a multiple case study design, and had to rely on narrative data, while confronting a number of associated limitations.

One such limitation, has to do with the narrative data used, which owing to its retrospective tone, poses a major challenge to objectivity, due to the likelihood of obtaining information that is tinted with bias. However, given the qualitative and interpretive stance adopted by the study, this limitation is tempered with inter-subjectivity, which remains tolerable within the qualitative research tradition. Furthermore, the pattern of interpretation adopted by the study is duly strengthened with standard modality, by employing the logic of triangle of meaning, so as to render its replication possible.

Secondly, the study relied on retroduction in devising the concepts, propositions and conjectures it originates, as basis for constructing the theoretical model it proposes. Irrespective of the fact that this approach certainly yields results, its limitation is nevertheless acknowledged as one of rigor. Meaning, unlike inductive inference, commonly employed in grounded-theory design, which involves starting with empirical observation that rigorously seeks to unveil consistent patterns, retroductive inference, mainly originates ideas, rooted in abstraction, and tends to support lines of thought as worthy of exploration and testing. However, the study duly observed the principle of isomorphism so as to lend credence to its use of retroductive approach and to temper the implied limitation. It also evoked a deductive argument that confers testability to the theoretical propositions posited, so as to ensure that the recognizable standard of carrying out retroduction is not unwittingly undermined.

Finally, the study acknowledged its limitation with respect to both the selection of cases and the number of cases examined. In that, the selection has been purposive and the cases examined are relatively small in number, to enable depth of understanding at the expense of width or large number of cases. This suggests that statistical generalization is eschewed in favor of the analytical generalization that is usually posited contextually, but this certainly has its own limitation. However, the limitation is consciously undermined, owing to the study's deliberate focus on theory building and its preference for depth of inference. Of which, only within-case approach avails with convenience, as this usually proceeds with a small number of cases. And, it is to this end, that this study specifically garnered its efforts.

1.8 Chapter Scheme

This study is divided into eight chapters. Chapter one provides the general introduction of the study. It starts with background of the study, which sets the overall study in context, and goes on to delineate statement of the research problem. Stipulation of the research questions and objectives of the study follows and then the significance of the study is specified.

Chapter two presents review of literature on entrepreneurship. It includes a brief introduction, after which the concepts of entrepreneurship and venture creation are expatiated. It then examines some of the theories of entrepreneurship from view point of disciplinary orientations in the respective scholarly fields of Management, Economics, Psychology, Sociology and Complexity sciences. The review is then narrowed down to examine perspectives of entrepreneurial cognition and behavior, which are areas that are more directly related to the subject matter of the present study. The chapter then goes on to review empirical literature, and recent studies that addresses

issues, with which the present study is similarly concerned. These are critically examined and the gap identified.

Chapter three introduces a proposed theoretical model for entrepreneurial habituation. It includes the delineation of basic concepts and stipulates certain conceptual assumptions alongside the explanatory principle. All of which, represents the ground upon which the proposed model is founded. The concept of Habituation is examined in detail, from view point of Aristotelian virtue ethics, and contextualized to reflect the phenomenon of entrepreneurship. The chapter goes further to delineate the phases of the conceptualized process of entrepreneurial habituation and establishes relation between constructs by means of propositions, which are further conflated into conjectures that describe the dynamics of each phase. The structural implication of the proposed model follows, after which the derivation of assessment dimensions is presented. This is followed by the deductive argument, from which the working hypothesis and the rival hypothesis are drawn. The chapter then presents a set of testable predictions that serves as basis for the subsequent theory testing.

Chapter four provides a description of the research methodology and its philosophical underpinnings. It starts with a discussion of the research philosophy, which is followed by a presentation of the research design. A discussion on selection of cases follows, after which the source of data collection and instrumentation are explained. The chapter then concludes with a description of the method of data analysis. Chapter five presents the empirical analysis, in respect of the causal conditions of the initiation phase of venture emergence, as specified by the proposed model This is followed by Chapter six and seven. These chapters similarly present the empirical analysis of the model's phases of habituation dynamics and consummation phase respectively. Finally, the summary,

findings, conclusion and recommendations of the study are presented in chapter eight, which is the last chapter of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on concepts of entrepreneurship and venture creation. It examines the theories of entrepreneurship from view point of disciplinary orientations in the respective scholarly fields of Management, Economics, Psychology, Sociology and Complexity sciences. The review is then narrowed down to examine perspectives of entrepreneurial cognition and behavior, which are areas that are more directly related to the subject matter of the study. The chapter also reviewed empirical literature, and recent studies that address issues, with which the study is similarly concerned.

2.2 Concepts of Entrepreneurship and Venture Creation

Entrepreneurship as a field of study is concerned with *what* happens when entrepreneurs act; *why* they act; and *how* they act (Stevenson & Jarillo, 1990). Consequently, there appears a categorization, which spreads across three broad fields of scholarly interest, viz. Economics; Psychology/Sociology; and Management. The Economists for instance, would be concerned with results of actions of entrepreneurs, a concern over the questions of what happens, when they act, not the entrepreneur or his action. The Psychologists or Sociologists on the other hand would seem more interested on the entrepreneur as individual or on the idea that individual human beings with their background environment, goals, values and motivations are the real objects of analysis, (Stevenson &Jarillo, 1990; ; Shir, Nikolaev, & Wincent, 2021). In this sense, they address themselves to the question of *Why, as* regards the action of an entrepreneur. However, when it comes to the question of how entrepreneurs act, it is the characteristic of entrepreneurial management, and how entrepreneurs, are able to

realize their aims that matter. And, these are concerns over which students of management ponder.

This explains why entrepreneurship is described in different ways, without having to undermine the fact that the entrepreneur's central activity is that of business creation, which can be studied at an individual and or group level. However, Drucker (1985) stressed a somewhat different perspective. In his view, entrepreneurship is neither a science nor an art but a practice that has a knowledge base. He considers entrepreneurship as means to an end, largely defined by practice. Based on this idea, he explains that the practice of entrepreneurship focuses on the institution that is the carrier of innovation, which deals with entrepreneurial management in three areas: the existing business; the public service institution and the new venture. In all these however, the entrepreneur remains central and can be described as someone who is always involved in series of activities characterized by high sensitivity and search for change, while responding to this change, and exploiting it as opportunity, (Drucker, 1985). This brings us closer to the central idea, which stresses the notion of entrepreneurial activity.

Consistent with this understanding, three basic concepts or set of ideas that explain the appearance of entrepreneurial activity are identifiable in entrepreneurship literature. The first fundamental set of concepts focuses on the individual, whereby entrepreneurial action is conceived in terms of human attribute or characteristic, such as willingness to face uncertainty, Kihlstrom and Laffont, (1979), and the need for achievement (McCleland, 1961). The emphasis here is on having to view entrepreneurs as distinct from the rest of the society. The second set of ideas emphasizes enabling economic and environmental factors or hindrances relative to entrepreneurial activity,

such as the dimension of markets or the dynamics of technological change (Tushman & Anderson, 1990; Fredstrom, Peltonen, Wincent, 2021). The third fundamental set of concepts is linked to the functioning of institutions, culture and social values.

However, in all these can be found, traces of concern over the *what*, the *why* and the *how* of entrepreneurship, of which the implication of any understanding derivable from conceptual convergence of this differentiation stands adequate, in delineating the phenomenon of entrepreneurship. Yet, a contentious discussion is still prevalent in entrepreneurship research concerning the definitions of entrepreneurship, and dual perspectives in this regard, stand prominent. One perspective argues that entrepreneurship is about discovery, evaluation and exploitation of opportunities (Shane & Venkataraman, 2001; Vladasel, Lindquist, Praag, 2021). Whereas the other perspective regards entrepreneurship as firm emergence or venture creation (Gartner, 1993). In view of the latter perspective, it remains axiomatic, that new venture creation is an integral part of entrepreneurship (Timmons & Spinelli, 2003). As such, entrepreneurship represents a process that primarily concentrates on what leads to the creation of new venture. This process, is more or less a journey in which an entrepreneur or group of entrepreneurs engage in entrepreneurial activities, in order to turn a new venture idea or an opportunity into something of value (Salamzadeh, 2015), and this process certainly has a beginning.

The beginning of new venture starts with an idea that is intended to become an outcome of the invention-innovation process. Consequently, a successfully created new venture can be considered a type of the invention-innovation diffusion process, resulting in innovation if it transforms an invention into new benefit for it users, authors and owners, (Klyver, Evald & Hindle, 2011). For Drucker (1985), this represents the creation of

new satisfaction and new consumer demand. Achieving this, is however complex and would require complicated attempts. Thus, success is rare, unless all the crucial attributes are considered for the attempts to match the law of requisite holism. The concept of requisite holism, which is a derivative of system thinking, should be understood in this context, as having to suggest a holistic approach to the study and practice of new venturing. It involves settling on what is relevant from diverse disciplinary areas of study relative to the desired end, in way that is consistent with whole system thinking, regardless of challenges that the dialectic nature of this possibility, presents (Mulej & Rebernik, 2011). This perhaps explains the influx of relevant fit theories into entrepreneurship research. Fit theories seek to describe a perfect match or ideal compatibility, between a person and some defined concept. For instance, Markman & Baron (2003), extended fit theory into entrepreneurship field, by broadening the person-organization fit framework to encompass the context of new venture formation. Likewise, the psychological perspective of person, process and choice, of new venture creation, as introduced by Shaver and Scott (1991), into the scholarly domain of entrepreneurship.

These among others, exemplify the existence of many variants of fit theories, according to which dialectical system of crucial viewpoints, regarding successful new venture creation have been advanced. It explains also, the prevalence of several theories of entrepreneurship and models of new venture creation in entrepreneurship literature.

2.3 Theories of Entrepreneurship

Entrepreneurship theories are multifarious, as there are diverse perspectives emanating from the multiplicity of academic disciplines, seeking understanding of the phenomenon. Therefore, theoretical expositions of entrepreneurship phenomenon are

replete with multifaceted ontological and epistemological positions that derive from not only the context, but also the intellectual core of originating academic disciplines, depending on scholarly orientation. As such, the review of entrepreneurship theories in this study, centers on relevant contributions made by prominent scholars of varied academic fields of study, bound by their commonality of interest as regards the entrepreneurship phenomenon.

2.3.1 Economic and Management Theories of Entrepreneurship

Economic entrepreneurship theories are rooted in the classical and neoclassical theories of economics as well as Austrian market process. The earlier proponents of the classical theory extolled the virtues of specialization, free trade and competition (Ricardo, 1817; Smith, 1776). The thinking at that time was deeply influenced by the industrial revolution of mid-1700, which lasted until 1830s.Thus, the classical movement, which is a resultant of these occurrences, lays emphasis on the directing role of entrepreneurs in the context of production and distribution of goods in competitive market (Say,1964). The neoclassical model on the other hand, shifts emphasis towards closed economic system, characterized by exchange participants, exchange occurrences, and the resulting impact of the exchange on other market actors. The importance of exchange, alongside diminishing marginal utility then created enough impetus for entrepreneurship in the neoclassical movement (Murphy, Liao & Welsch 2006).

It is however axiomatic that both the classical and neoclassical theories favor the assumptions that circumstance are repeatable, always leading to the same outcomes in an economic system, while ignoring the fact that entrepreneurs do effectuate knowledge, when they believe it will procure some individually defined benefits,

(Simpeh, 2011). This raised series of scholarly concerns that culminated into a new movement widely known as Austrian market process.

One of the prominent figures in this stream of thought is Schumpeter (1934), who opined that the fundamental impulse that propels the capitalist engine, owes its potency to outcomes of entrepreneurial efforts. This, he attributes to the creations of capitalist enterprises, which in his opinion consists of new consumer goods, the new methods of production or transportation, the new markets and the new forms of industrial organization. Thus, the emphasis of this view is not only on economic factors of entrepreneurship both also other aspects, that did take into cognizance the significance of an innovative and growth-oriented venture, (Virtanen, 1997). This Schumpeterian argument, which favors the economies of scale as requirement for innovation has however been partly rejected by some scholars, in the light of empirical evidence (Acs & Audretsch, 1988).

In spite of some of the criticisms leveled against the Schumpeterian view of innovation by critics of the Austrian market process (Arcs & Audretsch, 1988), and in comparison to the perspective of this school of thought, the management perspective of innovation differs not so much in content than it is the case with context. This is particularly evident in the views of Drucker (1985), who happens to be a major proponent of entrepreneurial management perspective. In his views, entrepreneurship needs to be systematic and be managed. It also needs to be based on purposeful innovation.

Entrepreneurs will therefore have to learn to practice systematic innovation. In this sense, innovation, rather than factored against economies of scale as viewed by the Austrian market process school of thought, should be considered systemic, the dynamics of which needs be subjected to practice. This according to Drucker (1985), consists in the purposeful and organized search for changes and the systemic analysis

of the opportunities such changes might offer for economic and social innovation. This in essence, forms the thrust of his argument regarding entrepreneurship.

However, in delineating his ideas regarding entrepreneurial management, Drucker (1985) made a distinction between existing business, public service institution and new venture. He emphasized that for the existing enterprise, whether business or public-service institution, the controlling word in the term "entrepreneurial management" is "entrepreneurial". While for the new venture, it is "management". In the existing business, the existing is the main obstacle to entrepreneurship, while in the new venture it is its absence. He elaborates further, that entrepreneurial management in the new venture requires a focus on market, financial insight, and building of strong management team. Likewise, the entrepreneur has to make decision, as regards the area of his work, and the nature of relationships (Drucker, 1985).

One important feature of this perspective is that it does not only emphasize systematic innovation, but also its reliance on systematic examination of the areas of change that typically offer entrepreneurial opportunities. It is noteworthy in this regard, that perspectives stressing the idea of opportunity discovery, seem to offer a common intellectual ground, from which theoretical views from other disciplinary fields of study such as sociology and psychology take their point of departure.

2.3.2 Sociological and Psychological Theories of Entrepreneurship

The sociological perspective holds that opportunity structure consists of both objective structure of economic opportunity and a structure of differential advantage in the capacity of system's participants to perceive and act upon such opportunities (Stewart, 1991). Thus, emphasis of the sociological enterprise is mainly on the social context and

in view of this, Reynold (1991), identified four social contexts that relates to entrepreneurial opportunity. These are social networks, life course stage, ethnic identification and population ecology.

Accordingly, social network theories emphasize trust at the expense of opportunism, as integral part of relationships, while the life courses context involves deriving understanding of entrepreneurship from the life structures and characteristics of individuals who have decided to become entrepreneurs. In essence both social and life contexts seem to be commonly associated with entrepreneurial behavior. In contrast, the ethnic identification and population ecology contexts are considered as process oriented. In that, while the former takes into cognizance the sociological process by which disadvantageous background of individuals induces them into becoming entrepreneurs, the latter examines the processes of organizational survival in relation to environmental factors (Virtenan, 1997; Kimmitt, Munoz, Newbery, 2020).

Thus, the dynamics of entrepreneurial behavior and the influence of environmental factors are major considerations when trying to understand entrepreneurship from these perspectives. Nevertheless, since entrepreneurial behavior refers to individual behavior, (Gartner & Carter, 2003), it relates more directly with the psychological school of thought. In view of this therefore, one observes that the focus of the psychological theories of entrepreneurship has been on the traits and characteristics of the individual rather than the surrounding context (Aldrich & Wiedenmayer, 1993).

There exist however, contrasting views and most notably, the views of Gartner (1988), who argued in favor of having to focus on process, by which new organizations are created. Yet, the thrust of his argument, while revolving around the individual, stresses the need to focus on what the entrepreneur does, and not who the entrepreneur is. As

such, an allusion to the process perspective becomes observable, even though environmental factors do not appear to be in this case, the main area of contention. What appears to be relevant however in this regard, is that this perspective, views entrepreneurial behavior as the behavior of individuals engaging in a process of new venture creation.

The process then includes discrete units of action that can readily be observed by others (Bird & Schjoedt, 2009). However, this description might of course, appear over simplified, and this is particularly so, if viewed through the theoretical lens of an emerging school of thought in entrepreneurship studies. This school of thought borrows its precepts from academic domain of complexity sciences.

The precepts of complexity sciences aim towards dealing with situations of complexity mostly associated with social systems. Most of the theoretical positions of this school of thought, borrow from assumptions that are already established in their application to scientific inquiries in natural sciences. Thus, the law of requisite holism in entrepreneurship studies will be seen to be more vividly pronounced in the complexity perspectives of entrepreneurship process theories than would be found elsewhere. It is important to note however, that the complexity perspective of entrepreneurship theories is not so theoretically distinct as to undermine all assumptions held by other theorists of the aforementioned schools of thought. Instead, there appears to be theoretical juxtapositions, a kind of syncretism according to which this perspective, views entrepreneurship phenomenon in a different light, while also retaining the key assumptions that are considered essential in any description of the phenomenon.

2.3.3 Process Theories of Entrepreneurship: A Complexity Perspective

A process focused approach offers much unexplored potential for understanding if not unifying a highly disparate research domain such as entrepreneurship (Bygrave, 2004),

hence, it is observed that studies of process, even though not prominently employed by researchers in the field, is at epicenter of the debate on the nature of entrepreneurship, (Moroz & Hindle 2011). Process theorists tend to advocate complex and radical process theoretic approach, one that accommodates the non-linear interaction of creative, purposeful individuals, possessing limited local knowledge, who unintentionally bring about far from equilibrium system level order as a result of learning, while continually adapting to new knowledge obtained, through recursive feedback (Langley, 1999, Tsoukas & Chia,2002). As such, they seek and advance causal explanations of set of sequences overtime, by telling a story of how and why a phenomenon evolved because of temporal ordering of probabilistic interaction of numerous events (Mohr, 1982).

Entrepreneurial process perspectives explain the events of an entrepreneurial journey in terms of mechanism as against the received view in entrepreneurship of variance theory, (Selden & Fletcher, 2015).) This echoes the growing disconnect between variance explanation that focus on causal correlation within an entrepreneurial process as against explanations that focus on the unfolding of an entrepreneurial process, (Mcmullen & Dimov, 2013). The nature of this disconnect is such that it involves two distinct conception of the entrepreneurial journey (Van de Ven & Englemen, 2004). From viewpoint of variance, an entrepreneurial journey is a retrospectively identified entity within the parameters of which it is possible to isolate independent and inter-temporal causal relationship between conditions, properties, events and outcomes.

In contrast, the entrepreneurial journey from a process perspective is an emergent sequence of events in which an event is both path dependent on prior process and contingent on contemporaneous process (Fletcher, 2006; Sarasvathy 2008; Venkataraman *et al*, 2012; Lichtenstein, 2014). To explain the unique pathway of an entrepreneurial journey, we need to adopt the process view that with every event the

counterfactual possibilities of the journey change. Alternatively, the entire sequence of events of an entrepreneurial journey, up until the explained event, is an explanatory unit that is critical to explanation of how contingencies are interpreted and new possibilities opens up (McMullen & Dimov, 2013).

The process literature is rich in explanation of non-linear pathways of emergence (Litchtensten, 2009), Creativity (Dimov, 2007) path dependency (Garud & Karnoe, 2001), and self-reflexivity (Sarason *etal*, 2006). These are conceptualizations of the entrepreneurial journey as an emergent process, in which abstract ideas are converted into tangible ventures (Dimov, 2007; Litchtensen & Kurjanowics, 2010; Venkataranam *et al*, 2012). More recently, the conceptualization of Selden and Fletcher (2015), rendered the entrepreneurial journey as emergent hierarchical system of entrepreneurial artifact-creating process. They claimed that explanation of the entrepreneurial events relative to endogenous dynamics of prior patterns of artifact emergence could be advanced.

In line with the ideas in this stream of thought, Low and Macmillan (1988) point out that to understand entrepreneurship, one need to understand process, context and outcomes. In other words, such understanding necessarily entails, comprehending, how strategies are construed, molded and adapted in processes of interaction with environments (Aldrich & Martins 2001).

A more process based understanding of entrepreneurship has been developed by scholars such as Lichtenstein, Dooley and Lumpkin (2007), which places more emphasis on dynamism and processes. Such scholars, while noting the linear perspective that is replete in the extent literature about new venture creation, are of the opinion that complexity theory which focuses on non-linearity, provides a better

approach than the traditional attempt to make causal linkages between specific activities that yield particular outcomes.

In view of this, Lichtenstein (2011) observes that the field of entrepreneurship and complexity science are linked in a number of important ways. In his view, studies of entrepreneurship and complexity science are both focused on innovation, novelty and emergence. This opinion seems consistent with the view that entrepreneurship scholars tend to study the emergence of new organization while complexity science scholars study the dynamics of emergence (Mckelvey, 2004, Meyer, Gaba, & Colwell, 2005). In addition to this, both fields explore interactions and emergent phenomena at multiple levels of analysis and both highlight the importance of non-linear and unpredictable processes that generate emergent order in dynamic systems (Lichtenstein, 2011). The concept of "Emergence" therefore, which forms part of the conceptual core of entrepreneurship and complexity theory and about which the current discourse is largely concerned, stand prominent in this regard, particularly as it relates to the creation of new venture.

2.3.4 Notions of Emergence and New Venture Creation

The concept of emergence originates from complexity sciences and is associated with initial conditions that are considered pivotal, relative to the idea of new order creation. In a broader sense, the emergence of an order in any system is seen in this perspective as co-evolutionary process arising from the interaction between heterogeneous agents in the system and is characterized by constant change, mutual dependence between agents, (Holand,1997, Lichtenstein, 2011) as well as sensitivity to initial conditions. In view of this perspective, it can as well be asserted, that if creation of new economic order in form of firms or ventures is what entrepreneurs do, (Mckelvey, 2004) and if

entrepreneurship produces emergent order, then processes that produce emergent order must have some deep relationship with process of entrepreneurship (Fuller, Warren & Welter 2008).

Certain entrepreneurship studies have started exploring organizational emergence through process of identity creation, adding a social constructionist perspective. Narratives and discourses are used as resources to craft self-identities. Entrepreneurs themselves are here construed as having to create meaning and deeper understanding of organizational emergence as they frame the creation process through dialogue and interactions (Fletcher, 2006). Scholarly views consistent with idea such as these tend to demonstrate a generalized notion of emergence, while some other theoretical perspectives take a least generalized view of emergence, seeing it as a central process in the shifting relationships between individuals, firms and the environment in a social hierarchy.

Sawyer (2005) notes, that an emergent approach requires a focus on multiple levels of analysis that may include individuals, interaction and groups as well as a dynamic focus on how social phenomenon emerge from communication process among individual members. This introduces us to yet another argument that entrepreneurial emergence takes place across different ontological levels, thereby stressing the relevance of complexity theory, since it provides a befitting context for the emergence of new order, which relative to the creation of new venture still remains central. Compatible with entrepreneurship research, such context allows for not just the study of change at multiple levels of organization but also the possibility of dynamical relationship between emergent ontological levels (Harvey & Reed, 1996).

However, in organizational behavioral approaches, the notion of emergence is used as indicator for progress made with venture creation. For instance, Katz and Gartner (1988) identified four properties, namely intention, resources, boundary and exchange, which according to them distinguish between emerging organizations and existing ones. This distinction in their view enables the development of a framework for identifying and selecting new organizations, while linking entrepreneurship research to organization theory. The process perspective of these authors lays more emphasis on the transition of entrepreneurial activities from pre-organization to new organization. In other words, the process of creating new venture in their view represents how the concept of emergence is best understood.

Gartner, Bird and Starr (1992) further developed this idea, by rendering entrepreneurship as the process of emergence, while relating the concept with the construct of enactment. In this sense, emerging organizations are considered as elaborate fictions of proposed possible states of existence (Gartner *et al* 1992). This perspective, which tends to contextualize emergence as process of how organizations make themselves known, paved way for a stream of research that focuses on legitimizing behavior of nascent entrepreneurs and its connection to organizational emergence (Tornikoski & Newbert, 2006) or firm survival (Delmer & Shane, 2004). In line with this thought, Aldrich, (2000) argued that successful new entrepreneurs appear more likely to be counted amongst those who have capacity to build networks of trust, which enables their having to create a legitimacy within the market. Impliedly, activities undertaken to obtain trust and legitimacy are here considered capable of reducing venture failure and enhancing venture creation (Fuller *et al*2008).

Another stream of the entrepreneurship literature, which employs the notion of emergence, draws heavily on cognitive approaches. Here the central argument in

relation to emergence is whether opportunities are "out there" (Davidson, 2003), or enacted, since individuals make sense of information and their actions, thereby retrospectively discovering and recognizing opportunities. (Gartner, Carter, & Hills 2003; Fletcher, 2006). In expressing her views in this regard, Sarasvathy, Dew, Velmuri & Venkataraman (2003), opined that studying opportunities has the tendency to increase knowledge on how value and society is created, hence an expression of a rather neglected concern for the outcome of entrepreneurial activities as against the contrasting focus on the emergence debate on venture creation.

Other studies concentrated on how opportunities are discovered, evaluated, and exploited (Shane & Eckhardt, 2003). Thus, emphasis on opportunities is here regarded as central to the process of venture creation. This concern over opportunities relative to the emergence of new venture significantly gained momentum when Shane and Venkataraman, (2001) staked out as distinct territory for entrepreneurship research, the concept of opportunity. Since then the concept of opportunity seeking, has become a focus of considerable scholarship in the field of entrepreneurship.

2.3.5 Cognitive and Behavioral Perspectives

The notion of opportunity, represents a part of entrepreneurship process theories, which reflect ideas in organizational behaviour that are more closely related with emergence and venture creation. In relation to this, certain process perspectives relating to concept of opportunity have emerged, which are profoundly grounded in theories regarding Cognition and Behaviour, and specifically expressed, in terms of entrepreneurial cognition and behaviour.

To expatiate, the term cognition is a psychological term that refers to information processing (Perwin, 2003). A cognitive process is a mental process through which individuals try to understand and make sense of the world around them. It includes beliefs, desires and motivations and it can be either conscious or unconscious. The cognitive approach to entrepreneurship is consequently interested in how the external environment conspires with internal factors in bringing about the notion of reality. Thus the knowledge structures, which people use to make assessment, judgment or decisions involving opportunity evaluation and venture creation and growth has been associated with notion of entrepreneurial cognition, (Mitchel, Smith, Seawright, Peredo & McKay, 2002). In this sense, entrepreneurial cognition as a field of study deals with how entrepreneurs create and use cognitive maps to process information that helps them start and run a venture.

This information processing view of entrepreneurial cognition, had long been considered mainstream, and has set the foundation that calls for a comprehensive psychological approach to the study of new venture. In line with this, Shaver & Scott (1991) opined that such approach should focus on the choice-based cognitive processes at the entrepreneur level of analysis. Consistent with this idea, other researchers have increasingly sought understanding of other areas of concern, such as entrepreneurial attitudes, decision-making and thought processes by favoring the perspective that lay emphasis on information processing (Bird, 1992; Kaish & Gilad, 1988; Robinson, Stimpson, Huefner & Hunt,1991; Sergeeva, Bhardwaj, & Dimov, 2021). In recent developments, there seem to be a growing interest that focuses on broader environmental factors. Researchers are beginning to address the socially situated nature of entrepreneurial cognition, particularly in the area of embodied cognition. Key to the embodiment theme of socially situated cognition is the idea, which stresses the opinion

that physical mimicry matters in the contagion of passion (Cardon, 2008). This emphasis on passion has generally been broadened, to accommodate both positive and negative affect and their resulting consequences on entrepreneurial action (Baron, 2008; Foo, Uy & Baron, 2009). In essence, the socially situated cognition approach reflects the idea that, as entrepreneurial process unfolds, social objects, other than to constitute the content of thought, also shape the process underlying thought and behavior (Mitchell, Randolph & Mitchell, 2011). The study of Entrepreneurial Cognition therefore, contributes significantly, to a meaningful understanding of Entrepreneurial Behavior.

Entrepreneurial behavior is defined as the study of human behavior involved in the identification and exploitation of opportunities through the creation and development of new ventures (Bird & Schjoedt, 2009). In other words, it involves exploring and creating opportunities while in the process of emerging organizations. But, the formation of organization is nevertheless considered as enacted phenomenon, a particular form of a socially constructed reality (Berger &Luckman, 1967).

This translates entrepreneurship into a type of psychosocial phenomenon that is focused on emergence, and it is in this sense, that the pursuit of opportunity is considered as permutations of the process of emergence (Van de Ven, Angle & Poole, 1989). However, it is also by virtue of the knowledge of what to do and when to act, which having been generated in this process of new venture emergence that enables the entrepreneur to engage in a wide array of possible behaviors. These behaviors are nevertheless expected to be entrepreneurial in nature and should have elements of sustainability. It is in light of this conditionality therefore, that entrepreneurial behavior assumes its practical relevance, which also serves as basis with which, sustained

entrepreneurial behavior becomes a function of entrepreneurs' expectations, rather than a derivative of a rigid set of strategic objectives (Mitchell, 2011).Therefore, regardless of prevalent favorable economic conditions, advanced technology or the availability and accessibility of venture capital, it is still worth noting, that the creation of market opportunities or new ventures, would not be complete, without a focused and sustained entrepreneurial behavior (Shaver & Scott, 1991).

The idea, that expectation is pivotal to the manifestation of entrepreneurial behavior is traceable to the thoughts of McClelland (1968) on entrepreneurship. He emphasizes therein, the importance of internal factors of values and motives of the entrepreneur as he conceives of their having to be influential, in leading individual entrepreneurs towards opportunity exploitation and the taking of advantage of favorable trade conditions. He sees entrepreneurs as having to own their destinies through their actions and behavioral tendencies based on personal expectations and the efforts they exert, towards opportunity exploitation.

Therefore, the process of intending or the actual taking of advantage in the face of favorable trade conditions or the exploitation of opportunities by "would be" entrepreneurs, is doubtlessly associated with the general concept of entrepreneurship and strongly linked to the idea of entrepreneurial behavior. This behavior, is more readily understood when viewed within the context in which entrepreneurs operate, which is more or less a reflection of the complex and continuous interaction between the individual and the dynamic situational contingencies that characterize the process (Chell, 2000).

2.3.6 Notions of Imprinting, Reflexivity, Idiosyncrasy and Metacognition

Arguments abound regarding the entrepreneurial behavior that relates to opportunity seeking. That is whether opportunities are discovered or created. These arguments seem to be the current major areas of contention in the research domain of entrepreneurial behavior. Some of the leading views of researchers are categorizations that revolve around two major constructs that are drastically opposed to one another, namely Imprinting and Reflexivity. An evolving view called Idiosyncrasy is also beginning to emerge and it is becoming a part of the mainstream thoughts, which resonate around opportunity identification in entrepreneurship research. The following explicates further, the aforementioned views:

2.3.7 Imprinting

Business situations consist of challenges and constraints, which the entrepreneur has to overcome, if he or she is to become capable of exploiting meaningful and profitable opportunities that would serve as the focal interest for entrepreneurial efforts. Perception and judgment are key elements in this process and they represent the enduring influences of both constraints and opportunities as embedded in the social, political and economic context surrounding the entrepreneur. The combination of all factors considered, as formative elements of the external environment, tend to have a lasting and persistent stamp on entrepreneurs. They serve as influences that shape their perceptions and judgment towards their future ability to recognize and exploit entrepreneurial opportunities. This is in effect, the role of imprinting in the context of entrepreneurial action (Mathias, William, Smith, 2015).

Imprinting is a concept borrowed from psychology, which explains how individuals and organizations develop characteristics from experiences during sensitive periods, and how they persistently reflect over them regardless of the passage of time and environmental changes (Marquis & Tilcsik, 2013). It is a learning process, which occurs at sensitive stages of life. It therefore initiates a developmental trajectory, or produces persistent outcome overtime (Mathias, *et al.*, 2015). Most importantly however, such learning, socialization and prior experiences that characterize the process, may solidify and become strong sources of influence over individual perceptions in a way that aids the development of tacit knowledge over time. In line with this, Mathias *et al.* (2015) opined that such knowledge, which entrepreneurs acquire through socialization and prior experience, is critical to the process of evaluating and selecting opportunities by them. In support of this position, Shane (2000), is also of the opinion, that entrepreneurs discover opportunities related to such information as already possessed by them, yet according to; Mathias *et al.* (2015) such opportunities serve a complimentary purpose to the existing knowledge base of the entrepreneur. They further stressed, that Imprinting provides such knowledge through a unique form of social learning, and that sources of imprinting initiate a pattern of influence that may begin significantly prior to the decisions an entrepreneur makes at any point in time.

In line with this thought, Mathias *et al* (2015) posit that a range of recurrent sources of imprinting, including influential people such as family and friends, or practices such as work experiences, hobbies or exposure to technology, provide the means, through which the external environment indelibly impresses itself on individuals, especially during the formative years of development. All these under certain contingencies, condition them towards future entrepreneurial discovery. This view however, tends to base its defining characteristics on the epistemological assumption, that entrepreneurial

opportunities exist in the environment in an objective sense. It is a perspective that sees entrepreneurship opportunity as a given, which could be objectively discovered with the aid of environmental conditions that are capable of triggering the action of entrepreneurs, who are characteristically predisposed to such discoveries (Suddaby, Bruton & Steven, 2015).

There are alternatives however to this perspective of opportunity discovery. One of which is the emerging view of entrepreneurial behavior, which argues, that opportunities are ultimately determined not in an exogenous fashion by the external environment but rather in an endogenous way through the creative imagination and social skill of the entrepreneur (Suddaby *et al*, 2015), or what is referred to as Reflexivity.

2.3.8 Reflexivity

Reflexivity refers to an assumptive high degree of self-awareness of the entrepreneurial actor to the constraints constructed by the social, political and economic context within which the entrepreneur is embedded (Suddaby *et al* 2015). It corresponds to the capacity of individuals to interpret current action and understand what they are doing while they are doing it (Giddens, 1987). It derives more directly from the assumptive perspective that entrepreneurs create rather than discover opportunities (Suddaby *et al,* 2015).

Reflexive capacity of an entrepreneur cannot be cut off from learning, nor can it be cut off from strategic thinking which it fuels amongst other things through confrontation with the entrepreneur's daily experience (Verstraete, 2000). Reflexive capability is thus thought of as a recurring dialogue between the entrepreneur and the environment in which both actors change and adapt in relation to each other (Suddaby *et al,* 2015).

As a result, a range of contingencies that relates to influence of environment (Verstrate, 2000) shapes entrepreneurial reference system. Scholars are therefore of the opinion, that it is possible for entrepreneurs to overcome the stigma of critical incidents that derive from the environment through reflection, internalization and learning (Singh, Corner, Pavolvich, 2015), thereby placing emphasis on collective learning that occurs across a series of small but ongoing interaction between the actors (Suddaby, 2015). The adherents of this perspective hold that emotion plays an important role in the reflexive process and is positively related to innovation and the ability to positively work through perception of entrepreneurial failure (Singh, *et al*, 2015).

Reflexivity therefore represents a key mechanism of the subjective and interpretive inner world of entrepreneurs by which they can elevate their imagination beyond the institutionalized constraints of the existing environment in order that they become capable of conceiving an alternative social, economic and political arrangement (Suddaby, 2015). However, in line with this subjective perspective of opportunity creation, there is an evolving view that tends to emphasize more on the uniqueness of a given opportunity, in consideration of the inseparability of "opportunity" from the entrepreneur, or what could be described as Idiosyncrasy (Davidsson, 2015).

2.3.9 Idiosyncrasy

The mechanism through which entrepreneurs create and are created by the process of entrepreneurship, involves a continuous interaction of the entrepreneur and the opportunity overtime. Such interaction according to Sarason, Dean & Dillard (2006), is adequately characterized, by a continuous cycle of evolving interdependence, which becomes operational through the knowledgeable and reflexive actions of the entrepreneur. Drawing from a conceptualization that originates from Structuration theory (Giddens, 1991), Sarason *et al* (2006) emphasize the idiosyncratic nature of

opportunities. They observe that opportunities cannot be divorced from the individual, while stressing the point that opportunities take form as the entrepreneur defines them, and that it is out of this process of defining and evaluating opportunities that entrepreneurial process emerges. This view, contrasts with Shane & Venkataranam's (2001) assertion, that the recognition of entrepreneurial opportunities even though subject to being viewed as a subjective process, is in itself, representative of objective phenomenon.

Contrary to this view however, Sarason *et al* (2006), recognize the fact, that socio-economic system as well as opportunities do not exist singularly, but are brought into being by individuals as they act through time and space, and thus argue that multiple individuals do not pursue the same kind of opportunity. As such, entrepreneurs' unique perspective causes them to view their opportunity idiosyncratically, thereby building unique ventures around idiosyncratic interpretations (Sarason *et al*, 2006). Idiosyncrasy thus represents how entrepreneurs interpret and influence their world to accomplish their predetermined objectives. This however requires that entrepreneurs develop their interpretive filters and implicit assumptions in a way that facilitates and makes possible the subjective interpretation of their ongoing experiences (Brown & Palinscar, 1982; Whimbey & Lochheld, 1999).

In order that entrepreneurs become able to accomplish their purposes through meaningful interpretation of their entrepreneurial experiences, the need for them to develop an interrelated set of cognitive competencies for learning and thinking thus becomes pertinent. Such skills are collectively known as, Metacognitive skills. They enable the acquisition of such knowledge as would empower the entrepreneur, to act in a manner that influences opportunities and reflexively monitor his actions (Sarason,*et al*, 2006).

2.3.10 Metacognition

In entrepreneurial cognition and behavior, researchers seek answers as to why some individuals become entrepreneurs while others do not, (Simon, Houghton & Aguino, 2000) in much the same way they seek to understand why opportunities are recognized by some individuals and not others, and how entrepreneurs think and make strategic decisions. These investigations seek explanations about the way thinking affects entrepreneurial outcome and are meant to acquire understanding that demystifies the thinking patterns, attributable to entrepreneurial behavior. Such understanding would equip individuals who desire to become entrepreneurs with the ability to alter their own thinking patterns accordingly (Mitchel, Bird, Busenitz, Mcmullen, Morse & Smith, 2007).

It is in this context thus, that the concept of Metacognition, which according to Kuhn and Dean (2004), represents an awareness and the management of one's own thought becomes relevant within the scholarly domain of entrepreneurial behavior.

Metacognition is a psychological term, originally coined by Flavell, (1970), which basically means cognition about cognitive phenomena or simply put thinking about thinking. It is an awareness of one's own thinking about the content of one's conceptions as well as an attempt to regulate one's cognitive processes in relation to further learning. This derives from the assumption that the concept of Metacognition is partly shaped, by the guiding principle that people are systems that are constitutive of self-reflective mechanism, which enables the evaluation and re-evaluation of their progress and makes possible the changing of their ongoing (cognitive) processing (Nelson & Narens, 1994). Consequently, Metacognition holds that people are capable of making their own realities by monitoring, controlling and transforming themselves and others (Nelson, Kruglanski & Jost, 1998).

Metacognition also involves effective application of a set of heuristics, in order to help people, organize their general methods of solving problems (Hennessey, 1999). It thus, consists of two basic processes occurring simultaneously. These are: monitoring of one's progress relative to learning and the making of changes or adopting corrective strategies to overcome situations that are perceived to be inconsistent with the ones initially intended (Winn & Snyder 1998). This would involve a declarative knowledge about the interaction between person tasks and strategy, and the acquired skills that derive from procedural knowledge of regulating problem solving capacity and learning activities, (Veenman & Spaans, 2005).

Thus, Metacognitive awareness allows individuals to plan, sequence, and monitor their learning in a way that directly improves performance (Schraw & Dennison, 1994). It therefore follows that if people believe or can be made to believe that their minds work in certain ways, then possibilities are made opened for the enablement of their minds to work in these ways. This supports the position held by Mitchell, Smith, Gustafsson & Mitchell, (2006) about the possibility of subjecting Metacognitive thinking to deliberate practice in an entrepreneurial context. They accordingly opined that Metacognitive thinking undertaken in an entrepreneurial context facilitates the creation of entrepreneurial expertise by fostering the capabilities of self-reflection, understanding and control of one's entrepreneurial cognitions thereby allowing individuals to alter their entrepreneurial lives, (Mitchell *et al*, 2006).

2.4 Review of Empirical Literature

In view of the foregoing, it would be reasonable to stand in support of the argument, which favors the opinion that renders the distinctive domain of entrepreneurship as constitutive of the study of opportunities for value creation (Venkataraman, 1997). Yet,

it stands reasonable also, to maintain that opportunities are of different kinds. Some are obvious and easily recognized others are subtle and not so easily discovered and yet others are nonexistent until people set out to make them from unexpected ingredients (Sarasvathy, Dew, Velamuri & Venkataraman,2005). In line with this understanding, empirical studies abound, that have identified particular strategies, techniques, heuristics and mechanisms used by entrepreneurs in tapping into opportunities for the building of new ventures and new markets.

For instance, Geroski (2003), studied articulated cognition, using product case studies (which includes internet, automobiles, television or mobile phones etc), while exploring the drivers of innovation. He offers the theoretical refinement of "inchoate" demand at the initial stages of new market niche's development, gradually evolving overtime into "articulated demand" through user learning. According to him, users may learn (in a biased way) what works for them from sampling competitive alternatives. He concludes thus, that new technologies are pushed on to the market from the supply side. The thrust of this understanding is however, dependent on the entrepreneur's capacity for pattern recognition to the extent that articulated demand stands to be appreciated.

It is in view of this, that perhaps Baron (2008) opined that entrepreneurs use cognitive frameworks, which they have acquired through experience to perceive connections between seemingly unrelated events or trends in the external world. In other words, they use cognitive frames they possess to connect the dots between changes in technology, demographics, market, government policies and other factors. Then the patterns they perceive in these events suggest ideas for new products or services-ideas that can potentially serve as the basis for new venture.

However, Eisenhardt, Bingham, & Furr (2007) in their own study of articulated cognition concerned themselves with firm capability. They observed, that while organizational processes such as internationalization, acquisition and alliance remain central to firm capabilities, controversies exist regarding how they become high performing. One view emphasizes the role of experience while the second view emphasizes cognition and in particular, the role of articulated heuristics. Using qualitative field data on the internalization process of entrepreneurial firms from three culturally distinct regions (Finland, US, Singapore) they were able to juxtapose these two competing theoretical views to better gain insight into organizational processes and capabilities. Their study revealed that organizational heuristics is more closely related to the development of high performing process and hence a firm capability.

While interest on articulated cognition continues to attract entrepreneurship researchers to such empirical lines of inquiries, concern over the practice of entrepreneurship in resource constrained environments in recent years, has stimulated research interest around the entrepreneurial concept of Bricolage. Mair & Marti (2009), for instance opined, that in many developing countries those living in poverty are unable to participate in markets due to the weaknesses or complete absence of supportive institutions. Based on the understanding that institutional void exists not because it is possible to have any environment completely devoid of institutions, they set out to examine in microcosm the impact of the prevalence of such institutional voids. Their finding revealed that in the absence of law and regulations, or where they are found to be weakly enforced, entrepreneurial actors often resort to using Bricolage in negotiating informal institutions to structure beneficial social interaction.

In the same light, Baker and Nelson (2015) carried out a field study of twenty-nine resource constrained firms that varied dramatically in their responses to similar objective. They examined the process by which entrepreneur in resource poor environment were able to render unique services by recombining element at hand for new purposes that challenged institutional definitions and limits. Central to their contribution is the notion that companies engaging in Bricolage refuse to enact the limitation imposed by dominant definition of resource environment. This in their opinion suggests that for understanding entrepreneurial behavior, a constructivist approach to resource environments is more fruitful than objectivist views.

The notion of effectuation represents one of such constructivist views, in that it positions the entrepreneur as co-creator of opportunities, together with committed stakeholders. Influenced by this understanding, Sarasvathy (2001), with the aid of thought experiment and business examples argued that the creation of an artifact as firms or organization requires the notion of effectuation. She argued that causation rests on the logic of prediction, while effectuation on the logic of control.

Taking this further, Read, Song & smith (2009), found an empirical support for a positive relationship between effectual approach to strategy making and new venture performance. It is in same light as regards this concern over new venture performance, that Dew, Reed Sarasvathy & Wiltbank (2009) sought to understand how marketing is approached in the face of uncertainty. They used protocol analysis to evaluate how 27 expert entrepreneurs approach such problem compared to 37 managers with little entrepreneurial expertise. They found significant differences in heuristics used by the two groups. While those without entrepreneurial expertise rely primarily on predictive technique, expert entrepreneurs tend to invert these.

In particular, they use effectual or non-predictive logic to tackle the uncertain market element and co-construct novel markets with committed stakeholders.

Based on the idea of co-constructing of novel markets, it is observed that Improvisation occurs when the design and execution of novel activities converge. Considering this possibility, Baker, Miner & Eesley (2003) drew on three samples of young firms to investigate the existence, channels and implication of strategic improvisation in knowledge intensive new business. The outcome of their study suggests that improvisational process and issues permeate entrepreneurial activity and hence non-obvious implications for emergent firm strategies and competencies.

Hmieleski & Carbeit (2008), on the other hand, examined the relationship between improvisation and entrepreneurial intentions. They were interested in discovering whether a proclivity for improvisation explains any variation in entrepreneurial intention beyond what is accounted for by other relevant individual different measures. Using sample 0f 430 college students, entrepreneurial intentions are found to be significantly associated with measures of personality, motivation, cognitive style, social models and improvisation. The result of regression shows that improvisation account for significant amount of variance in entrepreneurial intention beyond what is accounted for by other variables.

In recognition of the active role that emotion plays in entrepreneurial intentions, the dynamics of human cognition and behavioral tendencies, scholars of entrepreneurship such as Brundin, Patzelt & Shepherd (2008) drew on the literature of emotions and entrepreneurial motivation to analyze how and why emotional displays of managers influence the willingness of employees to act entrepreneurially. Using an experiment

design, nested within 91 employees from 31 small entrepreneurially oriented firms, their study revealed that managers display of confidence and satisfaction about entrepreneurial projects, enhance employee's willingness to act entrepreneurially. Similarly, Chen Yao & Kotter (2009), while also exploring the theme of emotion, developed a measure of perceived passion and preparedness and using an inductive, qualitative approach, conducted a laboratory experiment and field study that consistently showed that preparedness not passion positively impacted decision to fund ventures.

Taken together, these relatively recent empirical studies emphasize how elements of the internal environment of entrepreneurs (i.e. Cognitive and Perceptual) interact with elements of the external environment (Venkataraman, Sarasvathy, Dew & Foster, 2012), in producing intended artifacts or results of interest. Viewed also collectively from complexity perspective, the ideas would appear to be resonant with "opportunity tension". An entrepreneurship concept coined by Lichtenstein (2009), which imply the tendency of integrating the endogenous intention of entrepreneur towards creating new venture with the exogenous changes that open up entrepreneurial opportunities.

In relation to this, Dimov (2007) opined that the construct of opportunity be defined relative to what entrepreneurs do. Hence, while it remains evident that most of these previous studies on cognitive and behavioral (endogenous) perspectives on new venture emergence seem reminiscent of all these relevant points of view, only a few explicitly placed and examined what entrepreneurs do against constraints of external (exogenous) environments. Rather most of the studies seemed more explicitly concerned with the entrepreneurs' cognitions, emotions and aspirations (endogenous dimension) that lead to action and this is suggestive of a gap that should be looked into more closely.

Specifically therefore, of the focused areas of the empirical studies reviewed in the foregoing, which includes Articulated cognition, Pattern recognition, Bricolage, Improvisation, Effectuation, and Emotion, only studies concerned with the concept of Bricolage explicitly took into cognizance the overwhelming impact of resource constrained environments, on entrepreneurship (Mair & Marti 2009; Baker & Nelson, 2015). In spite of the topical convergence of these studies however, their methodological approaches differ, likewise the specific issues of interest addressed by each. As regards specific issues of interest, the study undertaken by Baker & Nelson (2015) focuses on resource constrained firms relative to limitations imposed by definition of resource environments. Whereas, the study carried out by Mair & Marti (2009) examined the struggle of entrepreneurial actors in environments with high prevalence of institutional voids.

Yet, methodologically speaking, it is the choice of unit of analysis that seem to set them apart rather than any other consideration, as they both seem to adhere to same epistemological leanings that favor the constructionist rather than the objectivist point of view. What is noteworthy is that these studies while not exhaustive in both content and scope, serve to represent a part of the streams of literature that delves into such central themes of interest in the research domain of Entrepreneurial Cognition and Behavior.

Most importantly though, the significance of these studies to the current discourse lies in their having to offer within the context of their varying specific issues of concern and similar epistemological leanings, a narrowed ground that accommodates the current study amidst the broader intellectual spectrum of the chosen field of inquiry. This becomes evident if one situates the reality of institutional void within the Nigerian context, which coupled with the challenge being posed by the resource-constrained

environment typical of Nigeria, stifles the development of entrepreneurial culture in the country.

As a result, the situation in Nigeria reflects a similar concern over the challenging situation of struggling entrepreneurs, and the staggering resource constrained firms, which in most part echoes the reality of the social representation and economic convention in Nigeria. In view of this, and coupled with environmental peculiarities that set the countries of the world apart, one can say that the findings of previous studies regarding such similar concerns in other countries, could not have reflected the Nigerian reality. Secondly, while the concept of Bricolage remains relevant as theoretical lens suitable for a research that tend to focus on such exogenous realities, related concepts such as improvisation, articulated cognition, effectuation and emotion will be more useful in examining the endogenous dimensions of the entrepreneurship phenomenon.

However, in order to remain consistent with the new thinking, which stresses the need to focus on the nexus of action and interaction between entrepreneurs and the environment (Venkataraman, 2012), a fusion of related concepts that is theoretically all encompassing is required. Which means, a consideration of an integrated theoretical mechanism that encompasses both endogenous and exogenous conceptual lenses of viewing new venture emergence is necessary, in order to keep pace with changing expectations and for the purpose of introducing a relatively new paradigm in the research domain of entrepreneurial cognition and behavior. One possible approach, which is consistent with this thinking, is duly anticipated.

This is an approach that is utilizable in seeking understanding of the “dos” and “don’ts” or in essence, the personalized rules adopted by entrepreneurs, which often transmute into enduring habits of developing innovative ideas, into viable ventures. It therefore,

would involve the conceiving and subsequent testing of a hypothesized mechanism of habituation, framed in accordance with the anticipated possibilities associated with cognitive and behavioral dimension of the entrepreneurial process in resource-constrained environments.

To the best knowledge of the researcher, a conceptualization of this kind with all its attendant implications have so far remained relatively unexplored in the research domain of entrepreneurial cognition and behavior. Hence, this is considered an identified gap, one that is rather conceptual in nature and worthy of exploration particularly within the context of a resource constrained environment as Nigeria.

In view of the foregoing therefore and with the aim of bridging this identified gap, this study plans that its methodology and approach be framed along possible lines of conceptual synthesis, and hence the need for a befitting theoretical model as starting point. To achieve this, a dynamic mechanism is thereby conceived based on the concept of habituation, which relative to the entrepreneurial process, is presumed not only responsible for the success of entrepreneurs who emerged triumphant against institutional voids, but one that tends also, to be accommodative of an integrated whole of all possible dynamics. This would include both the endogenous and exogenous theoretic positions of entrepreneurial possibilities, and will thus be an effort that gears towards a conceptualization, which is consistent with the idea of requisite holism (Mulej & Rebernik, 2011).

CHAPTER THREE

A THEORETICAL MODEL FOR ENTREPRENEURIAL HABITUATION

3.1 Introduction

This chapter aims to construct a proposed process model for Entrepreneurial Habituation (EHP-Model), from three sets of scholarly traditions, which includes Psychology/Sociology; Management/Economics; and Complexity Science/Virtue Ethics. The latter set was drawn on, to build the definition of habituation that guides the research, emphasizing the descriptive and prescriptive aspects of habituation and process of character development or trait acquisition. While literature on the first and second sets as applied to entrepreneurship studies were drawn on, to examine the concepts of opportunity and new venture creation relative to notions of entrepreneurial cognition and behavior.

A synthesis of concepts from these varied sources by means of retroduction, generated four conceptual facets of the venture creation process and habituation dynamics. These include Phases of Initiation, Habituation-Adaptation, Consolidation-Habituation and Consummation. All these embody conceptualizations that define the developmental trajectory driven by the hypothesized mechanism of entrepreneurial habituation, which is thought of as enabling the acquirement of certain entrepreneurship attributes of proficiency that lead to success of an emergent venture.

Detailed exposition of the possibilities involved in the process as suggested in the literature, provides hypothetical answers to questions raised by the research problem of the study. These would be presented as theoretical propositions which are conflated into conjectures, from which key constructs are derived, and testable hypothesis arrived at.

3.2 Conceptual convergence of Cognition, Behavior & Stimulus-Response

Cognition is a broad term that denotes a wide range of mental processes and activities related to the acquisition, organization and use of knowledge. (Neisser,1976). It generally exerts strong influence on social behavior and vice versa (McAdam, 2001). According to Toetes , (1998), behavior is generally under the control of both external stimuli and internal cognition. In spite of its recognized influence on human behavior however, cognition does not prescribe behavior per se, but can be called upon in behavioral production. For instance, when an individual is confronted by some given stimuli, such incoming stimuli is usually compared with the individual's expectation based on experience, and this takes place via the cognition.

When this happens, Stimulus-Response links are sensitized and others desensitized, so that appropriate responses are primed for production. These responses are given a bias, but triggered only when the anticipated stimuli appear (Toetes, 1998). Therefore, even though a given stimulus is assumed to have a strong tendency to produce a response, it can as well be rightly posited, that behavior is generally under the joint control of external stimuli and internal cognitions and goals (Toetes, 1998).

In line with this stream of thought, Kihlstrom and Hastie (1997) opined that behavior is cognitively mediated or guided by people's perceptions of current situations and memories held of similar situations encountered in the past, alongside the impressions pertaining to self and others, in the current environment. Same still holds, according to these scholars, with respect to the behavior that results from attributions ascribed to experiences and actions of both self and others, as well as judgments and inferences that go beyond the information given in the stimulus situation.

It is important to note, that the psychological theories of cognition and stimulus-response, even though widely described as mutually inclusive in their joint capacity in this regard, are however partly viewed as mutually distinct by virtue of the automaticity assumptions inherent in the latter as contrasted by the assumptions that favor deliberation inherent in the former. The contrasting nature of these assumptions is with respect to automaticity as it relates to stimulus-response and with respect to deliberation as it relates to cognition. These contrasting assumptions are based on the consideration that, while automaticity in relation to stimulus-response is viewed as fast, associative and unconscious production of intuitions with respect to behavioral responses, deliberation in relation to cognition is considered as slow conscious reasoning towards a decision (Kahneman, 2003).

Nevertheless, there seem to be a point of convergence tacitly expressed by these views in relation to trait or character formation. This is because, the adherents of both views all seemed to agree, that character traits essentially involve some kind of responses to situational stimuli (Webber, 2013). This would seem relevant in entrepreneurship research by virtue of the central position, which inquiry into the character trait of the entrepreneur occupy and the investigative efforts still being exerted by entrepreneurship researchers towards identifying the best fit between the characteristics of entrepreneur and element of entrepreneurial environment (Suddaby, Bruton & Steven, 2015).

With respect to entrepreneurial characteristics or traits, several researchers have observed that characteristics or traits, such as optimism, creativity; risk-taking propensity, innovativeness and the like are more often than less, associated with opportunity recognition and entrepreneurial success (Ardichivili *et al*., 2003; Steward, Watson, Carland & Carland, 1998). Personality traits or characteristics are however,

mediated by motivation in the determination of entrepreneurial behavior (Herron & Robinson 1993) and it is also strongly argued that attitude as a matter of importance, is closely matched with the behavioral requirement of becoming an entrepreneur (Fishbein & Ajzen 1975). This makes it reasonable to look into the entrepreneurs' background, experience and most importantly the entrepreneur's attitude, when offering explanation on entrepreneurial behavior (Gartner, 1985). In line with this thought, attitude thus becomes one of the focal points around which the concept of entrepreneurial behavior would further, be substantiated in the discussion that follows.

3.2.1 Attitude, Entrepreneurial Behavior and Opportunity Recognition

An attitude provides a state of readiness or tendency to respond in a particular way, and can therefore, be said to influence behavior. As such, attitudes are learned throughout life, and are embodied within a socialization process (Mullins, 2007). Contextualizing attitude in the entrepreneurial sense will however require the connotation of "intentional attitude" which specifically denotes any mental state that is directed towards an object (Webber, 2013).

In this sense, and in the sense that entrepreneurship clearly represents planned intentional behavior (Bird, 1988, Katz & Gartner, 1988) and coupled with the fact, that entrepreneur's intentionality is more or less centered on opportunity seeking and exploitation, it follows, that such an endeavor could be construed as having to represent the entrepreneur's object of interest. This therefore renders the concept of, "intentional attitude" suitable and analytically relevant in any inquiry centered on entrepreneurial behavior. It is in this conceptual sense that Webber (2013, pg. 8) asserts thus:

> *Attitude content…. is determined by its constituent mental states. In addition to its content, an attitude has strength. This is the degree of firmness with which it is held. The possession of an attitude does not imply that one endorses or approves that attitude. Such approval would consist in a further attitude with the original attitude as its object. So this strength, this degree of firmness is not equivalent to degree of reflective endorsement. It is rather a function of the collective strength of connections between mental states. The more strongly this are held associated with one another, the more easily the whole set is activated when a member of it is activated*

This implies that, what constitutes, the mental state of a given individual is what determines the nature of any attitude attributable to the individual. Moreover, the strength of such attitude as would be attributed to the individual, is dependent on how firmly connected these mental states are, relative to one another. And that an attitude can endure in an individual even in the face of an emergent other, not only because the initial attitude is deemed appropriate by the individual in question, but by virtue of strength of connection that makes a unified whole of the mental states, which constitute the content of the initial attitude.

In an entrepreneurial context, the assertion implies thus, that the content of an entrepreneurial attitude is determined, not just by what is constitutive of the entrepreneur's mental state (e.g perception, motive, goal, intention) but also by the strength of the connectivity between the mental states or the degree of firmness with which they are held together relative to one another.This determines also, not only the activation of the entrepreneur's intentional attitude towards opportunity exploitation, but the sustainability of this initial attitude in the face of the development of a new attitude, which results from change in the composition of the constituent mental states, relative to changing circumstances. This is observable in the general tendency of an individual to form new set of attitudes because of the inevitability of changing

circumstances of real life situations. If this were the case, then it becomes possible that the individual be capable, of attaining a dynamic and continuous state of cognitive and behavioral changes with respect to what is constitutive of the individual's mental states, as manifested in what could be termed attitudinal mindsets. It therefore follows, that it is upon the attainment of this state, that the individual, invariably becomes liable of simultaneously having to contend with, the recurring manifestation of a range of varying components of attitudinal mindset across stages of prevailing circumstances. This happens, while the individual remains committed to the original object of interest relative to strength of the connectivity between these components of attitudinal mindset, which represent the content of a given attitude. This understanding coincides with what Webber (2013, pg. 9), posits, and it states thus:

> *Each component (of connectivity) is associated with a range of mental states (mindsets) beyond the attitude, each of which is associated with a further range of mental states, and so on. The stronger an attitude is therefore the more likely it is to be brought to bear, across a wide range of situations. …the course of cognition is determined by the strength of the connection between the agent's mental states, some of which are clustered into attitudes*.

Going by the aforementioned and particularly with respect to the fact that an attitude provides a state of readiness to respond in a particular way (Mullins, 2007), it can as well be supposed, that the strength of an attitude is also correlated with its overall degree of influence over cognitive processing and resulting behavior in general (Webber, 2013). In view of all these, it becomes possible to conceive of certain conceptual assumptions articulated in the following.

3.2.2 Conceptual Assumptions

The articulation of the conceptual assumptions complies with the scholarly requirement of supporting same, using foundational theories as point of reference (Whitten, 2002). In trying to meet this requirement and while choosing to adopt a position, which is

supportive of the assertion, that the combination of the psychological constructs of stimulus-response and cognition are jointly responsible for any given behavior, the views inherent in cognitive-affective theory of personality as proposed by Shoda (1995) are considered. This is because the views are found suitable for the intended purpose, as they attach emphasis on the integration of concept of personality with the role of situation and that of events or context and the resulting combined effect on behavior.

The theory views the person not as reacting passively to situations, or as generating situations impervious to their subtle features, but as active and goal directed, constructing plans and self-generated changes and in part creating the situations themselves (Shoda, 1995). Some complimentary views, from the perspective of attitude psychology are also here considered as highly relevant to the intended purpose, this is due to the centrality of the concept of Habituation in relation to the main objective of the current research effort.

Attitude psychologists do consider habituation as central to character trait development. This is because this perspective holds that habituation develops overtime through repeated efforts at gaining understanding or achieving familiarity with a given situation. In such instances, the assumption stands, that the readiness to apply a given attitude in future situations increases overtime, alongside the degree of influence it becomes capable of exerting, over such situations (Webber, 2013) and this aids the habituation process towards character trait development. This conception of habituation widely propagated by Aristotle, in combination with the feature of cognitive-affective personality system theory and perspective of socially situated cognition, allows for the blend of personality, disposition and process with situational dynamics in a way that

renders it possible to conceive and articulate the conceptual assumptions guiding the framework as follows:

Since attitude provides the state of readiness for exhibiting a given behavior, having to pass through the entrepreneurship process has the tendency of shaping attitude, to the effect that entrepreneurial behavior becomes manifest overtime. It is thus assumed that potential entrepreneurs exhibit varying attitudinal mindsets across dynamic stages and phases of development, while in their search for opportunity exploitation. These, in combination with continuous interaction with environmental, social and economic elements, culminate into habituation dynamics, typical of the Entrepreneurial process.

As entrepreneurs continuously try to adapt and gain increased level of experience and familiarity with the process, while becoming habituated as a result of continuous decrease, in the level of uncertainty. This familiarity encourages goal setting and the development of Entrepreneurial acumen, which through the identification and application of appropriate goal striving principles increases the possibility of goal attainment. Entrepreneurs are thus presumably liable, to developing an effective level of Managerial acumen along the process.

As a result, it is assumed that entrepreneurs do undergo a learning process, which perfects their practicality and sharpens their managerial acumen, following repeated instances of successful outcome and their having to learn through repeated failures. The resulting enhancement of their talent and skills is further reinforced, thereby attaining greater level of passionate goal accomplishment through cultivated self- discipline. This has the effect of enhancing their ability to execute set plans with considerable ease and hence gaining increased level of proficiency that translates into Executory acumen.

Ultimately, the creative force, which guides the potential entrepreneurs towards the creation of successful new ventures, is harnessed by consolidating the tripartite: Entrepreneurial acumen, Managerial acumen and Executory acumen. Thus, the potency of the resulting competencies becomes operational in practice, to the extent that sustained entrepreneurial behavior effuses from habituation, thereby becoming translated overtime, into a dynamic quality of Entrepreneurial excellence.

These four assumptions form the basis of the intellectual position held, while undertaking this study, which is summarized thus: That the process of creating successful new venture by entrepreneurs would involve the cultivation and manifestation of stable entrepreneurial characteristics by virtue of habituation dynamics. This would require persistent acquisition of set of competencies or proficiencies, through developed cognition and sustained entrepreneurial behavior, such that distinctive capability remains deeply entrenched and utilized in the creation of value laden entrepreneurial artifacts.

3.2.3 Explanatory Principle

The concepts of Imprinting, Reflexivity and Idiosyncrasy, which represent perspectives relative to opportunity identification, and the concept of Metacognition representing the dynamics of cognitive awareness and control, will for the intended purpose be contextualized as key mental processes that enable “sense making”. This aids the formulation of abstractions and conceptualizations that culminates into notion of Entrepreneurial Habituation mechanism.

The arguments put forward, are those which remain consistent with the principle of teleological processes that resonates with goal directed activities (Ven & Poole, 1995). This is because entrepreneurship process as a whole represents series of activities,

which in practice are goal-oriented, and hence teleological in nature. Thus, both entrepreneurial cognition and behavior, being drivers of entrepreneurship process can rightly be thought of, as goal motivated and thus capable of being partly explained in terms of teleological change mechanism. In consideration of this compatibility therefore, the explanation of the habituation process proposed in the study is causal, and presented in a way that reflects this principle. The following summarizes the whole idea:

As mental states, the dynamics of Imprinting, Reflexivity and Idiosyncrasy serve in an interrelated fashion, as interpreting filters that guide opportunity-seeking entrepreneurs, towards new venture creation. They give meaning to the stimuli that inspires entrepreneurs, which originate from externalities without, but then become internalized within, while becoming transformed through a sequential and continuous interactive system of stimulus-response linkages while resulting into observable implications. As entrepreneurs persist along this developmental trajectory, they eventually become more entrepreneurially inclined. This results into a dynamic change within the entrepreneur's knowledge base, disposition and choice inclination, while being accompanied by corresponding changes in attitude towards opportunity pursuit.

The whole dynamics is however presumed to be driven, by a continuous change in the entrepreneur's perception and motivation thereby becoming susceptible to continuous redefinition of goal pursuit towards opportunity exploitation. However, this happens as the entrepreneur becomes increasingly familiar with the process, which ultimately leads to his appropriate choice of behavior in response to environmental and situational contingencies.

Thus the dynamic relationship and interaction between these mental states reflects continues transformation, which yields the different behavioral responses characterizing a continuous movement into a higher level of entrepreneurial commitment and behavior. The behavioral responses then translate into other evolving sets of entrepreneurial stimuli, which through a dynamic feedback mechanism remain reintegrated into the system for further interpretation and perpetuation of the changing process towards a desired outcome.

The central idea behind this dynamic is that various transformation processes internal to the entrepreneur mediate the effects of stimuli on behavior. The idea thus explains how external physical events take in internal psychological significance (Baron,2008). The thrust of the argument is one which originates from the field of dynamic psychology. Particularly with respect to the views of Woodworth (1918) that lays emphasis to the concepts of "drive" and "mechanism". According to this view, while drive relates to the question of what induces us to do things, mechanism is concerned with how things are done. In the detailed description of these two concepts only a very thin line of distinction between them is discernable.

Drive is a mechanism already aroused, and thus in a position to furnish stimulation to other mechanisms. However, what seems particularly interesting and relevant from the viewpoint of the purpose of this study is the exposition made regarding the nature of the relationship between drive and mechanism relative to notions of "Preparatory" and "Consummatory" reactions. Woodworth (1918 pg. 41) states:

> *…. This relationship between two mechanisms such that one being partially excited, becomes the drive of another is specifically significant in the case of what have been called preparatory and consummatory reactions…. a consummatory reaction is one of direct value to the animal, one directly bringing satisfaction to it. The objective mark of consummatory reaction is that it terminates a series of acts and is followed by rest or perhaps by a shift to some new series. Introspectively we know such reactions by the satisfaction and sense of finality that they bring……. the preparatory reactions are only mediately of benefit to the organism, their value lying in the fact they lead to, and make possible a consummatory reaction…..the mark of a preparatory reaction is that it occurs as a preliminary stage in a series of acts leading up to consummatory reaction….*

The relevance of this exposition to the current discourse relates to the fact that, it is insightfully reflective of the dynamics inherently characterizing the entrepreneurial process. Based on a complexity perspective of entrepreneurial process, the events of an entrepreneurial journey are considered indelible part of the explanation of an emergent outcome and such an outcome has been described as an artifact, which embodies teleology within a process of emergence (Venkataranaman *et al*, 2012). It is in this sense, that Selden and Fletcher (2015) argued that an entrepreneurial journey is an emergent hierarchical system of artifact creating process. Entrepreneurs have thus been identified, as sole creators of such artifacts as ventures, firms, commodities opportunities and market (Venkataraman, 2012).

In order to draw an effective argument in light of this perspective as it relates to the dynamics of preparatory and consummatory reactions (Woodworth, 1918), the description offered by Simon, (2012) regarding the nature of an artifact is considered. He described an artifact as a meeting point or an "interface" between an inner environment (the substance and the organization of the artifact itself) and an "outer" environment, the surrounding in which it operates (Simon, 2012).

From the creative point of view, “substance” represents the artifact while “organization” represents all that goes into the process of creating the artifact and its physical manifestation in its operating environment. From this perspective therefore, and with respect to the reference to the inner environment (psychological realm) where both “substance” and “organization” are embedded, it is possible to establish a meaningful convergence between the constructs of dynamic psychology and the concepts of emergence and artifact that originate from complexity sciences, but as rendered in the context of entrepreneurship. Thus, it is possible to assume that the “drive” towards the creation of a new venture forms the “substance” of entrepreneurial pursuit and therefore represents the entrepreneur’s inner “consummatory reaction” as he becomes concerned with the questions of “how” best to go about creating the venture, or the desired artifact.

Likewise, in response to some external stimulus, entrepreneurs’ internally or psychologically engage in “preparatory reactions” that are facilitated by the drive towards the creation of new venture. In other words, preparatory reactions represent the internal (psychological) “organization” of the “generative mechanisms” that are directed towards consummatory reactions and that are most likely to serve as “drives”. They serve therefore to furnish the entrepreneur with the stimulation that continuously propels his efforts towards creating new venture or the desired artifact, and thus relate to the question of “what” induces him to action or “why” he acts. In view of all these ideas, a detailed description of the whole dynamics will be attempted in a way that offers a befitting framework for construction of the model. The description reflects four broad “Operational phases” of the entrepreneur’s journey towards successful new venture creation. These are: Initiation phase; Habituation-Adaptation phase, Consolidation-Habituation phase and Consummation phase. These operational phases

are rendered sequentially for analytical purpose, but they represent eventualities that in reality become manifested in less a sequential a manner than is here being suggested. The phases are however, a representation of a developmental trajectory of the venture creation process as conceived by the study. An attempt is made therefore, to set forth propositions, describing possibilities in the stages envisaged along this trajectory.

Meanwhile, it should be noted that the phases of initiation and Habituation-Adaptation represent the cognitive and affective dimension of the entrepreneurial phenomenon. While the phases of Consolidation-Habituation and Consummation, represent the dynamics conceived as situated, within the structural and praxeological dimensions of the entrepreneurial phenomenon (Verstraete,2000). The explanation thus attempted in these latter phases is more conceptually grounded within the scholarly domain of socially situated entrepreneurial cognition, coupled with perspectives on complexity and the principles of virtue ethics particularly in relation to the theory of virtue propounded by Aristotle. Thus, the concept of Habituation adapted for the purpose of this study largely originates from Aristotle. Hence, what is termed Entrepreneurial Habituation in this study essentially reflects Aristotelian notion of Habituation. It is thus pertinent at this juncture, to expatiate, this concept further.

3.3 Habituation

Habituation of a mental state is understood primarily in terms of its repeated employment in reasoning, resulting in action (Webber, 2015). It is best, to approach the concept of habituation as a lengthy process that results in a kind of social and operant conditioning of an individual by both the immediate and the broader social environment into which the individual is embedded (Walker, 1975). Social and operant conditioning has to do with reward and punishment, with achieving goals and avoiding disasters, and

the cornerstone of operant or social conditioning is the proposition that behavior is strengthened by contingent reward that serve as positive reinforcement (Walker, 1975).

Thus, the motivating powers of reinforcement can supply incentives for many items of conduct and influences wide range of decision and choices (Walker, 1975). However, central to choice is found not only thought and opinion, but also the habits of the heart. One then sees that the development of character comes only through the gradual process of shaping one's power to choose, into a firm disposition. It is this developed kind of firm disposition, that Aristotle refers to as virtue character, which in relation to the attainment of goals, he described as a state that disposes a person to deliberate well about how to promote his or her own goals (Miller, 2001). Having a given character virtue according to Aristotle, is in part, an important matter of having acquired by long standing and deeply ingrained practice, a sensitivity to the demands of one's circumstances. In other words, sensitivity to the goals that one should pursue in any given situation (Davidson & Irwin, 1999). This, points to the perpetual activity of an adaptive agent, who more or less meaningfully responds to the demands of forces within the environment through the intentional pursuit of goals that meet those demands, in relation to which one could as well speak of the central idea of agency.

Agency refers to acts done intentionally. It involves not only the deliberative ability to make choices and action plans but also the ability to give shape to appropriate courses of action and to motivate and regulate their execution (Bandura, 2001). The purposeful pursuit of goals would seem implicit in this regard due to the centrality of intention contained therein, since goals serve as important link between intention and action (Perwin, 2003). Entrepreneurial behavior therefore becomes dependent on human

agency because the pursuit of entrepreneurial activities cannot be independent of intention and action.

The human agent or entrepreneur can thus be construed, as not just a planner and fore thinker, but also a motivator and self-regulatory agent, who relies on self-directedness and operates through self-regulatory processes that link thought to action (Bandura, 2001). However, the notions of self-regulation and self-directedness would seem especially relevant within the context of moral agency. According to Bandura (2001), moral agency forms an important part of self- directedness. He added that moral reasoning is translated into actions through self-regulatory mechanisms, which include moral judgment or wrongness of conduct evaluated against personal standards and situational circumstances, as well as self-sanctions by which moral agency is exercised.

In view of this, the relevance of viewing the agency of an entrepreneur via the lens of agentic theory of morality serves the intended purpose of having to ground the concept of habituation within an integrative framework of virtue ethics and socially situated entrepreneurial cognition. This is because the entrepreneur as human agent, is steeped in the complexity of having to self- regulate and self-direct his intentionality towards the attainment of desired goals, and faced with the challenge also, of having to develop virtue character if his or her efforts are to remain worthwhile and endure.

It is in this moral sense, that Aristotle expresses the notion of a virtuoso, which by analogy, parallels the quality of successful entrepreneur, whose hallmark is entrepreneurial excellence. In line with this, Lockwood (2013) interprets Aristotle's notion of ethical character or virtue, to reflect the notion of a virtuoso, who is responsive in an excellent fashion, to what reason is capable of perceiving, in particular and changing circumstances. Likewise, McGhee (2007) further emphasizes, that Aristotle

saw the virtue as necessary response to the essentially social purpose of human lives, and that living a good life involved the habitual practice of qualities, which make for rich and rewarding communal lives.

This perhaps is a derivative of the idea of human flourishing, which MacInty (1984) advocates. The idea connects community connectedness and shared purpose to the concept of virtue, wherein virtue stands pivotal relative to an understanding of human flourishing, which is holistic and mindful of community rather than focused on individual benefit. For an individual to cultivate such virtue successfully therefore, he or she must be engaged in a type of cooperative activity known as practice. Such practice, McIntye (1984) further argued, establishes its own standard of excellence and it is partly defined by them. In other words, it establishes a set of goods or ends that is external to it and inextricably connected to engaging in the practice itself. These goods are specific to practice and their achievement is good for the community, which participates either directly or indirectly in this regard (McIntye, 1984).

This idea, that practice establishes its own standard of excellence and its partly defined by them if taken to refer to a given belief that can be arrived at, through speculation and conjecture by anyone engaged in any given practice, would seem consistent with the opinion of Drucker (1985) regarding the notion of practice. In much the same sense did he conceive of practice, as having to rests on a theory- an idea or belief about something arrived at through speculation or conjecture, even if the practitioners themselves are unaware of it. He added that entrepreneurship rest on the theory of economy and society and in this sense, his opinion seems to parallel that of Schumpeter (1934), who opined that the dynamic equilibrium brought by the innovating entrepreneur, rather than

equilibrium and optimization, is the norm of a healthy economy and the central reality for economic theory and economic practice.

These aforementioned ideas, which resonate around entrepreneurial practice, are to be found implicit in Aristotle's theory of virtue, such that his idea of the individual possessed of virtue character, or his notion of a virtuoso, would seem analogous to the quality or character ascribable to a successful entrepreneur as contextualized in the domain of virtue ethics. A virtuoso is one who possesses the virtue or quality, which Aristotle described, as being responsible for inspiring necessary responses to essentially social purpose of human lives (Loocke, 2013). Seen from this perspective, the term entrepreneur parallels the notion of a virtuoso. This is more so, in that the idea implicit in both terms is descriptive of a person engaged in the practice of entrepreneurship, particularly if in accordance with what is implied in the foregoing, the term entrepreneurship is rendered as having to represent a dynamic creative activity, which can have far-reaching positive social function.

The analogy thus offers a solid ground for a meaningful conceptual convergence, and forms the basis upon which the adaption of Aristotelian concept of Habituation into the entrepreneurship domain stands justifiable, particularly with respect to its perceived practical and theoretical relevance as pertains the present study.

3.4 The Proposed Process Model for Entrepreneurial Habituation

The proposed model situates the entrepreneur within a process of continuous flux of cognitive and behavioral possibilities along an entrepreneurial developmental path, as he advances while responding to situational stimuli based on any of the prevailing operational paradigm that influences his or her thinking at a particular point in time. This operational paradigm is in turn dependent on the entrepreneur's personal construct,

which becomes influenced at varying points due to dynamics inherent in the phenomena of Imprinting, Reflexivity Idiosyncrasy and Metacognition. The resulting mental representations, which the entrepreneur makes out of these, serves as sources of cognitive influences and as conditioning precursors when any of the above mentioned phenomenon stands operative. Consequently, the entrepreneur experiences certain cognitive and behavioral changes, which enhances his capabilities along each of the following phases of venture creation process.

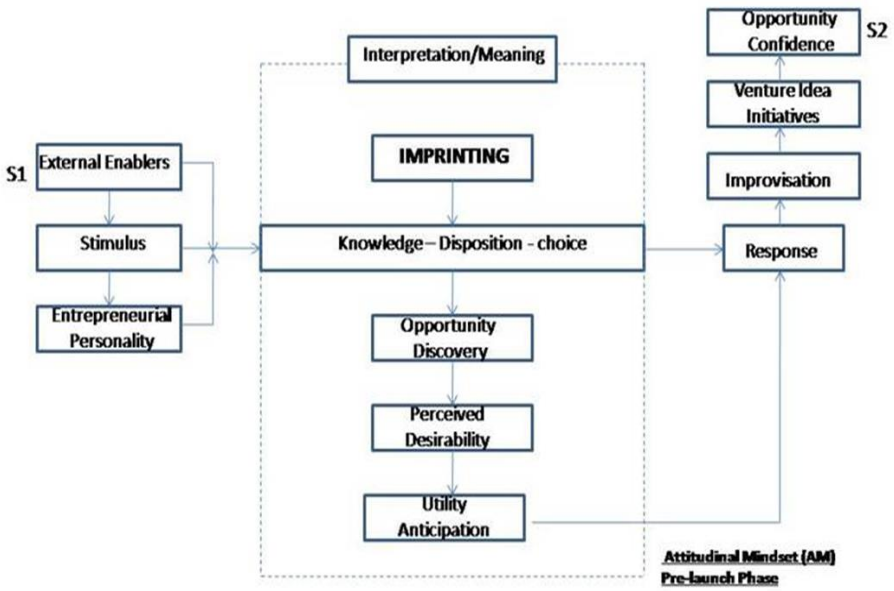
3.4.1 Phase 1: Initiation Dynamics

In this phase, movement along the trajectory is transformative and represents initial changes in the attitudinal mindset of the entrepreneur. This further translates into a specific attitudinal preference for a behavioral response that befits prevalent circumstances, with a dynamic recurrence that perpetuates to reveal new set of entrepreneurial possibilities, as these circumstances change overtime. Starting with the concept of Imprinting, to denote "stage one" of the initiatory phase, subsequent advances will be made through stages two, three and four to describe occurrences within the entrepreneurial process that reflect the corresponding concepts of Reflexivity, Idiosyncrasy and Metacognition respectively. The descriptive and explanatory effort across the four stages culminates into eight set of propositions.

(a) Stage 1: Attitudinal Mindset of Pre-Launch Dynamics (AM1)

This stage describes what happens when an entrepreneur operates within the cognitive frame of prior experience. As such, it reflects the dynamics that influences the choice of behavior under the effect of the imprinting phenomenon, which directs entrepreneurial effort towards opportunity discovery. Figure 3.1 diagrammatically presents the attitudinal mindset of pre-launch dynamics.

FIGURE 3.1– Attitudinal Dynamics of Pre-Launch Phase (AM1)



Source: The Auhor, 2021

The stage as illustrated in figure 3.1, describes the meaning an entrepreneur ascribes to the initiating entrepreneurial stimuli (S1), which moves him to action. This meaning, is a derivative of the entrepreneur's value proposition that originates from imprinting effect of prior experience and culminates into attitudinal mindset, and the behavioral response that influence action in the pre-launch stage of the venture creation process.

The content of an attitude is here determined, by its cognitive and affective mental states (Webber, 2013). It is also an arguable possibility, that what results from the conditioning that derives from the imprinting phenomenon, has direct bearing on cognition and affect. Thus, the imprinting conditioning that influence such identification influences the entrepreneur's tendency towards discovering or identifying opportunities. It therefore follows, that the content of entrepreneurial "intentional attitude" , which represents mental state directed towards the object of opportunity identification, would under the influence of this conditioning that derive from

imprinting phenomenon be oriented, more in the direction of opportunity discovery than otherwise possible.

Other important constituent mental state of the entrepreneur's cognitive and affective make up, that serve to influence his or her object of interest in this regard, would include his perception regarding what he deems desirable, in other words, his Perceived Desirability for a particular entrepreneurial outcome. Another is his motivation, which is driven by Utility Anticipation, while in pursuit of the entrepreneurial event. Perception and motivation are therefore in this context rendered, as important mental states that interact meaningfully with the entrepreneur's knowledge base, and personal disposition to influence the choice for appropriate behavioral response.

Under the influence of imprinting phenomenon therefore, and through the interpretation of what obtains from the interaction of such stimuli as ignited by externalities and what prevails as the constituent mental states of the entrepreneurial personality, an attitudinal mindset that defines the behavioral responses and actions taken by the entrepreneur develops.

The externalities being referred to in this context could otherwise be termed external enablers (Davidsson, 2015). These represent a set of contingencies and are characterized by such things as changes in technology for instance, demography, regulatory framework and natural environment which are thought of by some scholars as having the capacity to trigger new venturing events (Alvarez & Barney 2013; Davidsson, 2003; Dimov 2011, Shane 2012).

In the pre-launch stage of the entrepreneurial activity, this attitudinal mindset finds expression through an entrepreneurial behavior that tilts more in the direction of what is being referred to as *improvisation*. This is a kind of behavior that is characterized by

the simultaneous design and execution of action (Baker et al 2003). It becomes the resulting behavioral response to the initial stimuli triggered by these external enablers, and thus tends to inspire certain entrepreneurial actions that lead to developing idea initiatives for new venture creation.

With the saturation of these idea initiatives, the emergence of a new set of entrepreneurial stimuli, which could be referred to as *Opportunity confidence* (Davidsson, 2015) becomes possible. These whole dynamics then culminate into what could as well be termed *attitudinal mindset of the pre-launch stage (AM1).* And, it is in view of these possibilities that the following propositions are made:

Proposition 1: The pre-launch stage of the entrepreneurial process and the attitudinal mindset that characterized it, are influenced by the imprinting effect of prior experience. This in turn, has the effect of conditioning knowledge, disposition and the capacity for choice, such that the stimulus that is derivable from external enablers, which influences the entrepreneur, is interpreted in light of the need for opportunity discovery.

Proposition 2: The perceived desirability for opportunity discovery becomes operational when backed by the motivation that is driven by utility anticipation, and the behavioral response, related to improvisation, is in turn activated and manifested. This has the effect of aiding the entrepreneur to experiment with new venture idea initiatives such that opportunity seeking and exploitation is further sustained by the emergence of opportunity confidence as new stimulus.

(b) Stage 2: Attitudinal Mindset of Launch Dynamics (AM2)

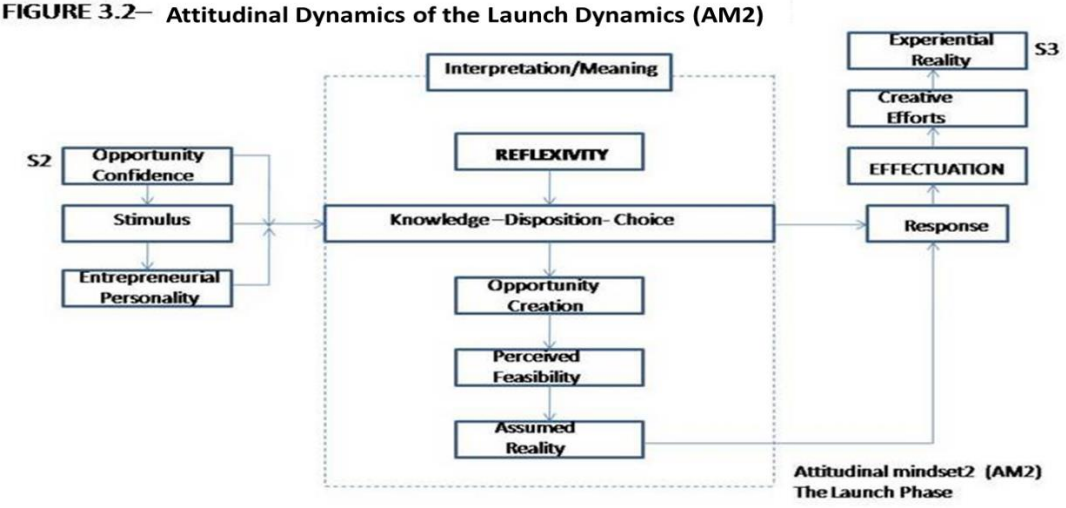
The climax of attitudinal mindset of the pre-launch phase (AM1), marks the beginning of the dynamics which characterize the second developmental stage driven by the mental processes influenced by *Reflexivity*. This can be referred to as *attitudinal mindset of the launch stage (AM2).* Here the entrepreneur learns to think "outside the box" by cutting ties with the preceding effect of imprinting, due to becoming exposed to new vistas of possibilities other than the ones, which initially influence his initial

value proposition. This change in perspective enhances his reflexive capacity, and through increased level of imaginative tendencies, the entrepreneur now becomes bent on creating opportunities rather than the initial determination to discover them.

Reflexivity corresponds to the capacity of individuals to interpret current action and to understand what they are doing while they are doing it, (Giddens, 1988). This makes it possible for recently activated dynamics or cognitive representations to exert potent influence, on the processing of encountered information. In other words, the reflexive capacity of an entrepreneur, impacts on his recent experiences in a way that enables such experiences to routinely influence his subsequent perception, judgment and entrepreneurial behavior.

These experiences, which result from entrepreneur's attempt to actuate the initiation of new ideas for venture creation, originates from improvisational behavior and culminates thereafter into active feeling that inspires *opportunity confidence*. Such a feeling is a characteristic of the pre-launch stage of the entrepreneurial activity, which necessarily, precedes the *launch stage*.

FIGURE 3.2– Attitudinal Dynamics of the Launch Dynamics (AM2)



Source: The Author, 2021.

Opportunity confidence thus represent new set of stimulus along this trajectory and stands as positive emotional feedback, capable of creating a change in perception about the current condition and is thus well suited as an imaginary input or new *entrepreneurial stimuli (S2*) along the developmental trajectory of the ongoing process. The capacity for *Reflexivity* therefore enables the entrepreneur's interpretation of this new stimulus, in a way that points to the need for opportunity creation. It also increases the likelihood of developing the appropriate attitudinal mindset and behavioral tendencies that match the feeling of *opportunity Confidence,* which inspire the concentration of efforts towards opportunity creation.

This development however involves new interaction of other constituent mental states of perception and motivation that are likely to emerge due to change in perspective. This includes *Perceived feasibility* for the outcome of the creative effort in focus, and the motivation that is positively driven by *Assumed Reality*. The resulting impact of this interaction on the entrepreneur's *knowledge* base and personal *disposition* would in turn influence the entrepreneur's *choice* of appropriate behavioral response to the new stimulus. And the behavioral response that appears most suitable to this situation is "*Effectuation*", the starting point of which is not the goal to be achieved, but the means of achieving it (Frese & Gielnik, 2014). This behavioral tendency described as effectuation enables the entrepreneur to make do, with what comes his way, and learn to transform both positive and negative contingencies into useful components of new opportunities (Dew, Read, Sarasvathy & Wiltbank, 2009), and since creativity is indispensable to this process, *creative efforts* necessarily ensues.

These creative efforts culminate into new set of experiences, which defines entrepreneurial event in new light as opposed the initial assumption that influences initial entrepreneurial efforts. The entrepreneur is then propelled into a different level of consciousness that eases his acquaintance with *experiential reality*. The previous preconception is then replaced by a new sense of possibilities that are seen in light of fresh experiences and experiential reality assumes the status of new stimulus. And it is in view of these possibilities that the following propositions are posed:

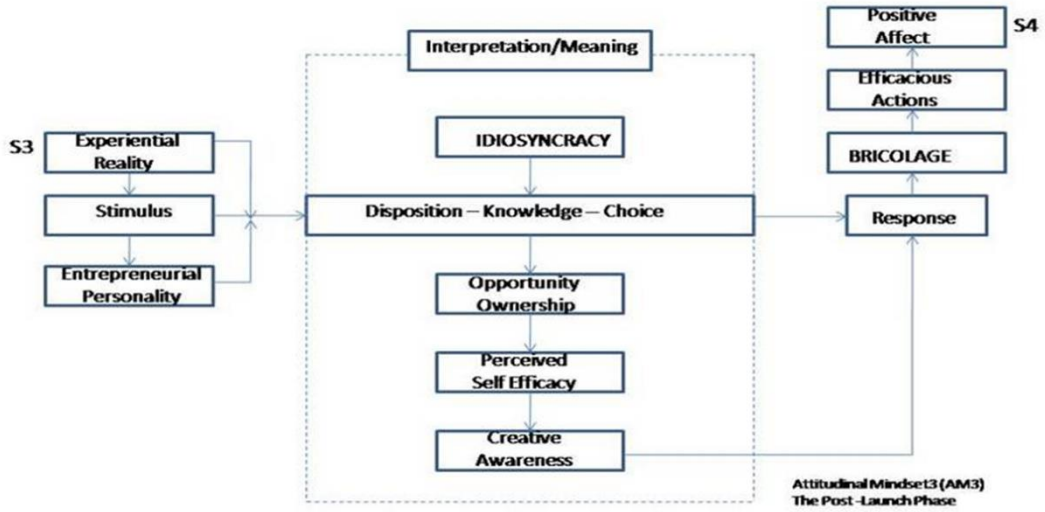
Proposition 3: The launch stage of the entrepreneurial process and the attitudinal mindset that characterized it, are influenced by the reflexivity, which enables subjective rationalization of occurring events. This in turn has the effect of shaping knowledge, disposition and the capacity for choice, such that the stimulus that is derivable from the feeling of opportunity confidence that influences the entrepreneur, becomes interpreted in light of the need for opportunity creation.

Proposition 4: The perceived feasibility for opportunity creation enables the actual execution of intent, based on assumed reality that inspires motivation, and hence the activation and manifestation of a behavioral response of effectuation. This has the effect of aiding the entrepreneur to embark on creative efforts, such that experiential reality becomes impressionable as new stimulus, thereby furthering the sustainability of efforts directed at opportunity seeking and exploitation.

(c) Stage 3: Attitudinal Mindset of Post-Launch Dynamics (AM3)

In this stage, cognizance is taken of the fact that transformative tendency of the entrepreneur's thoughts and actions derive primarily from the creative efforts he or she exerts towards venture creation. These results from the new set of information such efforts avail the entrepreneur, which eventually culminate into the new sets of *Entrepreneurial stimuli (S3),* termed *experiential reality.* This in turn necessarily leads to the development of a corresponding attitudinal mindset and hence the need for a befitting behavioral response that matches the prevailing situational contingencies.

FIGURE 3.3– Attitudinal Mindset of Post-Launch Dynamics (AM3)



Source: The Author, 2021

Experiential reality represents knowledge that is derivable from actually "doing" and "experiencing" that, which is necessitated by reality. The term is here used to denote the actual understanding of the entrepreneurial process, or an understanding, which results from experiencing what the phenomenon of entrepreneurship actually entails. Something experiential comes from the real world and entrepreneurs do influence and are influenced by their world. Hence the capacity for *idiosyncrasy* relative to an entrepreneur's unique perspective would be pertinent in this regard, since opportunities take form as entrepreneurs define them, and unique ventures are necessarily built around idiosyncratic interpretation of ongoing experience (Sarason *et al,* 2006).

It is important to note also, that multiple individuals do not pursue the same kind of opportunity and this implies the subjective nature of opportunity recognition. In a very real sense therefore, the entrepreneur can create his or her own opportunity sets (Buchanan and Pierror, 2005).

Opportinities are therefore considered to be enacted on the basis of the entrepreneur's perception, interpretation and understanding of environmental forces (Dutta & Crossan, 2005). Yet, the entrepreneur's ability to perceive and infer correctly, the true driving force and the critical factors of the market environment and the real relational dynamics among the elements contained therein, would require proper apprehension of the changing environmental cues and reassesement of the situation and environment (Gaglio & Katz, 2001).Each entrepreneur however confronts a unique situation and thus the implicit assumption inherent of what could be termed *Opportunity Ownership*, becomes operative in the dynamics.

This is due to the idiosyncratic tendencies of increased subjectivity on the part of the entrepreneur, relative to the reflexive actions by means of which he undertakes the process of entrepreneurship. Gradual transformation thus necessarily ensues, which leads to the development of entrepreneurial *Self Efficacy.* Apart frombeing a derivative of this process, Self efficacy as a product of perception is here used to denote the entrepreneur's belief in his or her ability to perform or effectuate a given outcome (Bandura, 2001). This must be preceeded however, by the entrepreneur's sense of *CreativeAwareness* which develops overtime due to the the influence of new information that tends to accumalate and become expressed with increased level of experience, and manifests itself behaviorally in the pursuit entrepreneurial success.

This makes the possibilities derivable from *experiential reality* feasible and the development of entrepreneurial personality possible. Hence, the new entrepreneurial stimulus, which remains a product of *Idiosyncracy*, evokes a new *attitudinal mindset* associated with the *post-launch stage* of the entrepreneurial process. The entreprenuer's *knowledge* base and personal *disposition* then becomes qualitatively altered, as they interact meaningfully with what would now prevail, as new set of consituent mental

states of the entrepreneur. This is for the purpose of eliciting the *choice* of new kind of response, following the new kind of interpretation that now defines the new entrepreneurial event.

With experiential reality serving as stimulus,the manifestation of what would appear as new constraints or problems would now be brought into the conciousness of the *entrepreneuer* as against the initial expectations driven by his sense of assumed reality, which prior to the realization that comes with experience happens to guide his action. Such manifestation results from realistic confrontations with entrepreneurial events that do not comform with the entrepreneur's initial expectations. Yet the combined effect of the motivation, which accompanies his sense of creative awareness and perception of self efficacy, eventually leads tothe choice of *Bricolage* as befitting behavioral response to such stimulus.

This is because bricolage is characterized by a behaviour that manifests in the having to "make do" of available means, by applying combination of the resources at hand to new entrepreneurial problems and opportunities (Baker & Nelson, 2015). This owes to prevalence of cognitive filters of Idiosyncracy and the persistant pursuit of entrepreneurial possibilities. *Efficacious Actions* associated with persistant entrepreneurial pursuit, can therefore be considered in this regard, as consequential to the behavioral response that embodies bricolage, since such actions can positively be related with the combined effect of creative awareness and self efficacy. This is likely to enable the carrying out of efficacious actions, with heart felt commitment. As such, the resulting outcome of efficacious entrepreneurial actions would have a high tendency of producing positive feedback, which invariably leads to the development of pleasant feeling or emotion often refered to as *Positive Affect*.

The experience associted with such feeling of positive affect do help to strenghten individual cognitive capacities. As a result, positive affect aids individuals, in acquiring such intellectual and psychological resources that contribute to their performances on many cognitive tasks (Baron, Hmieleski & Henry, 2012). For an entrepreneur therefore, the resulting feeling of this heightened sense of ability, further stimulates the desire to persist with efforts exerted towards new venturing events, by way of opportunity seeking and exploitation.

Positive affect represents therefore, the new set of *Entrepreneurial Stimuli (S5),* which enable the perpetuation and advancement of the process along the trajectory. It is in view of thesepossibilities therefore, that the following propositions are posed:

Proposition 5: The post launch stage of the entrepreneurial process and the attitudinal mindset that characterized it are influenced by idiosyncracy, which stimulates the unique interpretation of ongoing experience. This inturn has the effect of shaping knowledge, disposition and the capacity for choice, such that the stimulus inspired by experiential reality, renders the the entrepreneur capable of assuming opportunity ownership.

Proposition 6: The perceived self-efficacy that results from the motivation of increased sense of creative awareness, enables the activation and manifestation of bricolage as behavioral response. This has the effect of aiding the entrepreneur to embark on efficacious action, such that opportunity seeking and exploitation remain sustained by the emergance of positive affect as new stimulus.

(d) Stage 4: Attitudinal Mindset of Sustainability Dynamics

The dynamics of this stage, reflects the understanding, that cognitive aspect of entrepreneurial behaviour is necessarily a function of three basic phases of cognitive processing, namely: Initiation, planning and execution, and output (Efklides, 2002). These three phases of cognitive processing, analogically coincides with the presumed possibilities which in the foregoing is presented as dynamics of entrepreneur's cognitive processing along the developmental trajectory, which leads toemergence of new venture. This supposedly, alludes to attitudinal mindsets that constitute suchmental

states of the entrepreneur, across stages of the pre-launch, launch, and post-launch dynamics of the developmental process. The cognitive processing is thus presumed to be taking place across these three stages of entrepreneurial process, such that the ensuing entreprenerial behavior remains sustained, in accordance with what is to become the *Sustainability stage.* The entrepreneur whose attitudinal mindset reflects experiences resulting from active interaction with the preceeding stages, is presumed to have attained certain level of familiarity with the process.

Thus, the increasing nature of an entrepreneur's familiarity with entrepreneurial process, is considereda consequence of such dynamics that relate to metacognitive experiences, which are characterised by the feedback loops. These monitor the rate of person's progress towards goal attainment (Carver, 2003) and operate at a meta level of cognitive processes. There effect is manifested subjectively as *affect* and as a hazy sense of expectency of goal attainment. If the rate of progress towards the set goal escalates, *positive affect* necessarily ensues, and because *positive affect* is a cue that things seem to run smoothly and are managable, the person can immerse more deeply into task processing without feeling any strain (Efklides,2002). This by implication and in the context of entrepreneurship, becomes suggestive of the action oriented stimulating effect of positive affect, which therefore renders it appropriate to be considered as *entrepreneurial stimulus (S4),*which furthers the perpetuation of the overall process.

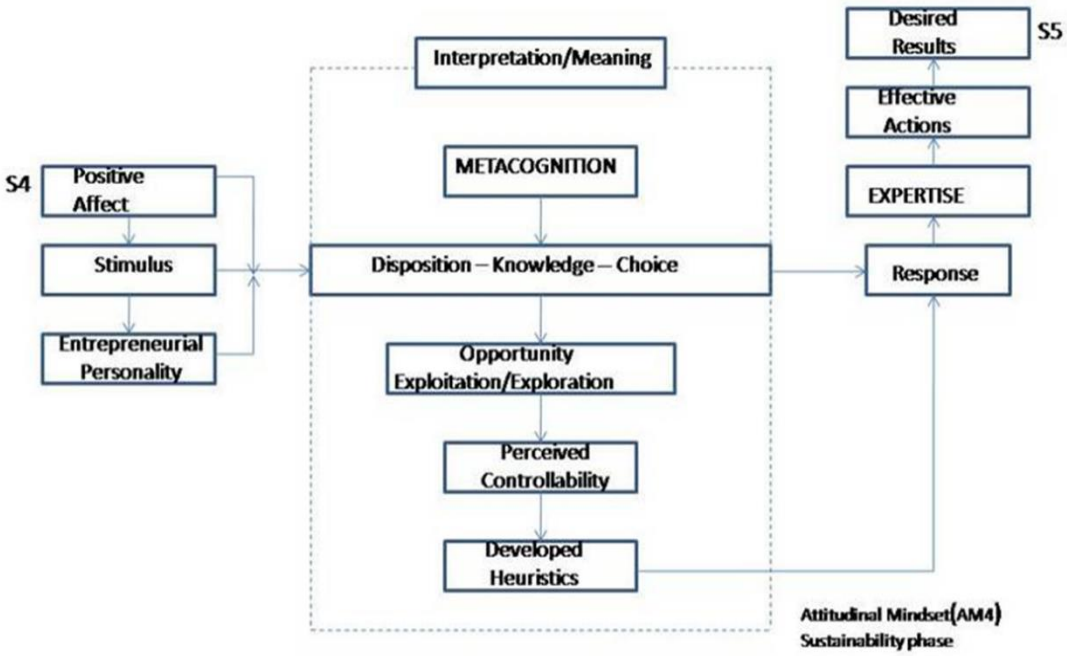
The idiosyncratic notion of *oportunity ownership*, which favours the subjective aspect of opportunity seeking can thus be replaced with metacognitive notion of *opportunity exploitation and exploration,* and this suggests *perceived controllability* over entrepreneurial events. This is more so, since the *positive affect* that remains embedded

in metacognitive experience of the entrepreneur, which as well serves as the new entrepreneurial stimulus (*S4*), activates the constituents mental states of the entrepreneur. This is highly probable and can influence the innate capacity of the entrepreneur to experience the impact of metacognition. However, possibilies regarding the attitudinal mindset characterizing this stage of the entrepreneurial process, are nevertheless centered on opportunity seeking and task accomplishment.

This is supported by Trope and Pomerantz (1998), who argued that positive affect can be related to a given task (e.g entrepreneurial opportunity exploitation), while at the same time affecting the processes related to other tasks (e.g entrepreneurial opportunity exploration). In light of this possibility therefore, it can be concluded,that the tendency of forming a mutual circle of equal dexterity around task accomplishment is to be expected. This lends credence to the idea which expresses the entrepreneur's strategic tendency towards exercising efforts that secures the success of his emergent venture. Other researchers such as Fredrickson (2001); Isen, (2001); and Kuhl, (2000) are of the opinion also, that positive affect allows people to go beyond their current goal, to be creative, to use divergent and unusual associations, and thus increasing the ability to elaborate and enhance cognitive flexibility.

In the entrepreneurial and metacognitive sense, this relates to the utility derivable from positive affect when it becomes externalized in terms of its enabling effect, such that the entrepreneur persists in his simultaneous use of both predictive and creative logic, while making entrepreneurial decisions. Hence the dynamics inspires *Perceived controllability* such that enabling *Heuristics* develops and becomes perfected overtime. Heuristics are simplifying strategies that individuals use to manage information and reduce uncertainty in decision-making (Kahneman, 2003).

FIGURE 3.4– Attitudinal Mindset of Sustainability Dynamics (AM4)



Source: The Author, 2021

In the context of entrepreneurship, Heuristics denotes developed forms of simplifying cognitive mechanisms, which entrepreneurs use in complex situations without which, many entrepreneurial actions would be paralyzed (Manimala, 1992). It therefore represents entrepreneurs' unique *knowledge* structures, with which they become able to process information differently from non-entrepreneurs, (Mitchel, 1994). Evidence also suggests that, within certain bounds, it is the *choice* and use of heuristics and inductive logics by decision makers that often leads to very effective decisions (Gigerenzer, Hill & Blank, 1998). Moreover, ability to make such effective decisions makes entrepreneurs capable of developing a kind of *expertise*, which forms a part of their personal repertoire and influence the way they think and make sense of an evolving situation (Mitchell et al, 2006). In view of all these, it is reasonable to assume that an entrepreneur, who operates, under the influence of positive effect, engages readily in metacognitive thinking.

His metacognition remains active, thereby enabling the sustainment of his efforts towards developing the required expertise. Metacognitive thinking also supports continual self-reflection as well as the enhancement of one's understanding and the control of one's own entrepreneurial cognitions, (Mitchell et al, 2006). Consequently, *effective actions* come to fruition with the implication of realizing the *desired result.* All of these define the dynamics, which increases the possibility of developing the *Attitudinal mindset (AM4) of the sustainability stage* and what is obtained therein. Thus, in consideration of the foregoing, the following propositions are posed:

Proposition 7: The sustainability stage of the entrepreneurial process and the attitudinal mindset that characterized it are influenced by metacognition, which confers the ability for the understanding and control of one's cognition. This in turn has the effect of shaping knowledge, disposition and the capacity for choice, such that the stimulus that derive from the emotion of positive affect renders the cognitive ability of the entrepreneurial personality potent, for opportunity exploitation and exploration.

Proposition 8: The state of perceived controllability, which results from the wielding of active metacognitive ability, due to motivation that ensues out of the capability arising from a sense of developed heuristics, influences inclination towards expertise as the resulting behavioral pattern. This has the effect of aiding the entrepreneur to achieve the desired result through the exercise of effective actions that sustain the perpetuation of the process.

All the preceding propositions serve as premise, reiterating the centrality of the entrepreneur in the venture creation process, particularly with respect to the initiation phase or early stages of development. They represent a part of the cognitive dimension, which reflects the mind of the entrepreneur, whose human agency remains pivotal to the realization of the idea of new venture creation. In other words, these propositions are presumed to echo the *eidos* or the personal cognitive paradigm of the entrepreneur, which propels his guiding ideas and through which, the ongoing preparatory reactions of his inner dimension, directs his progress towards the consummation of his intent.

This dynamic is supported by the principle of reinforcement that naturally accompanies the process and by which the persistence that enables the overcoming of hindrances, constraints, or inhibitions typical of the process becomes operational. This contributes to learning and perpetuating effect of Habituation mechanism and addresses itself to the question of entrepreneur's inclination towards developing and sustaining entrepreneurial behavior overtime. The implication of the preceding propositions can in this regard, be subsumed in the following conjecture:

Conjecture 1: In the initiation phase of the habituation dynamics, an intending entrepreneur is driven by his prevailing perceptions regarding opportunity, and how best to exploit it. He becomes expectant of entrepreneurial possibilities across stages of the developmental trajectory and exercises efforts, while focusing on pathfinding, activities at independent level of actions. Thereby becoming, intimately acquainted with demands of entrepreneurial process.

3.4.2 Phase 2: Habituation Adaptation

The Habituation facet of this developmental trajectory, which underpins the dynamics of the hypothesized mechanism, places emphasis on the inter-dependent actions and interaction of the entrepreneur and co-founders, which translate into synchronized behavioral tendencies in thriving against prevailing constraints and taking advantage of opportunities. The resulting events then become established patterns of familiar experiences, which through the influence of the hypothesized mechanism of habituation, enable the entrepreneur to transcend mediocrity and embrace high entrepreneurial excellence, thus capable of creating value or producing desirable outcomes. In order to situate this possibility into the appropriate context for proper comprehension, it is pertinent at this juncture, to delve more into Aristotelian concept of Habituation as introduced earlier, by means of which the conceptualization intended for the dynamics of this phase is arrived at.

The thoughts of Aristotle on virtue as contained in his work titled Nicomachean ethics, which dates back to antiquity, appears to be consistent with the views of Bandura (2001), who asserts that Intentionality and agency raise the fundamental question of how people bring about activities over which they command personal control. These are Activities, which according to him activate the sub-personal neuro-physiological events for the realization of particular intention and aspiration. In his commentary on Aristotle's Nicomachean ethics, Lockwood, (2013), made an exposition that relates this idea to the views of Aristotle. According to which, he stresses a similar opinion attributed to Aristotle, which states that having to command personal control over the mechanism that influences the realization of such aspirations, as acquisition of character trait of virtue, or excellence of character results from *ethos* or habituation (Lockwood, 2013). This is more vividly captured by Winter (1995 pg. LII), also in his commentary, where he quoted Aristotle as having stated:

> *The wise man will strive for a state of happiness (eudaimonia), which unlike the natural state of the animals is to be attained through the application of a rule to one's acts. A man must know which rule to follow, and be capable of constraining his appetites to obey it. But to be able to recognize the rightness of this rule, his character must first be improved, for man is not born with innate good character; it must be inculcated through proper education and training. The natural tendencies in him may be turned to either evil or good ends, and when they become a "HABIT" they are called a trait of character.*

Winter (1995), while commenting on this, echoes the opinion that character traits are hereditary and innate, being linked to the bodily temperament, but may in some cases be improved by the regular use of the intelligence, so that through habituation, a trait which is previously dormant may become dominant. This possibility, as opined by Lockwood (2013) is however, not only inclusive of what in the view of Aristotle is meant by Habituation, but also descriptive of an aspect of character development, which

includes cognitive and affective elements. These, as claimed by Aristotle, ultimately lead to the development of a specific kind of psychic phenomenon, which in Greek is being referred to as *Hexis* (Lockwood, 2013).

Hexis is thus a resultant of *ethos* or habituation. It refers to Aristotle's generic term for an entrenched psychic condition, which does not come into being congenitally, but rather develops overtime through experience. Most importantly however, it is distinguished from other mental states in that, its enduring, permanent or entrenched nature, is paradoxically dynamic or kinetic rather than static (Lookwood, 2013). It therefore represents, a regulatory mechanism, which due to the inevitability of situational inducement, necessarily manifests itself through conscious display of personal standards, in the face of the socio-cultural influences. Consequently, the regulatory function, affects the psychological mechanism responsible for the production of behavioral effects (Bandura, 2001).

The fact that *Hexeis* (plural of *hexis*) are individuated by spheres of activity and that a specific *hexis* arises from the repetition of specific kind of activity (Lookwood, 2013), stands reasonably appealing in the domain of entrepreneurship. This is even more, so since the notion of *Hexis* includes the domains of thought, action and feeling, and this is equally consistent with the tenets of entrepreneurial cognition and behavior.

Similarly, the idea that people set goals for themselves, anticipate the likely consequences of prospective actions, and select and create the courses of action that produces end results, while avoiding detrimental ones (Bandura,2001, Feather 1982, Lock & Lathem, 1990), remains particularly relevant to the intended purpose, if viewed from the perspective of a typical entrepreneur.

It is from this same perspective that a newly created venture as an entrepreneurial outcome, is considered a product, of both agent and event causality, operating sequentially at different phases (Bandura, 2001), of an entrepreneurial activity.As such, the assumption that individual *hexis* gives rise to specific pleasures across varying spheres of activities, with each sphere of activity influencing a specific kind of pleasure and the right kind of feeling, (Lockwood, 2013), stands justifiably relevant to the principle of reinforcement. By implication therefore, the principle of reinforcement is instrumental, to perpetuation of the developmental process of character development. The utility derivable from this possibility, particularly as it relates to sustainment of a given endeavor especially entrepreneurial effort, cannot be overemphasized.

In a general sense therefore, different pleasures are connected to different *hexis,* and habituation in this regard concerns the development of proper pleasure and pain in different domains of activities (Lockwood, 2013). In other words, it implies the possible development of both negative and positive reinforcement in the course of character development. Thus, the possibility of the entrepreneur recording either success or failure as possible outcomes of entrepreneurial effort then stands indicative, of the tendency to experiencing both the feeling of pleasure or pain and the attendant implications. Either of these possibilities would still be consistent however, with the principle of reinforcement as implied in the idea of *Hexis* and as presumed operative in the dynamics of new venture emergence.

Hence, the emergence of new venture other than the *eidos* is equally presumed to be dependent on the *ethos* or habituation.

This in essence pertains to the affective level, values, and norms or the structuring dimension that bears the convention and social representation shaping the thinking of

the entrepreneur taking the action within a given environment (Verstreate, 2001). Thus, while the preceding Initiation Phase of the process highlights these dynamics that shape entrepreneurial vision towards behavioral tendencies leading to action, the translation of this vision into concrete reality would require habitual commitment to a mission. This would involve taking decisions that are appropriate to realizing goals, based on the entrepreneur's self-assessment of his ability and that of co-founders in the bid to overcoming the task difficulties.

An understanding therefore, of how the *ethos* or habituation tendencies are affected by the economic convention and social representation influencing the entrepreneur in making such decisions, demystifies all that goes into making and carrying out these decisions. To gain an understanding of this kind, a consideration of an encompassing dynamics, relative to the entrepreneur's mission of having to actuate his vision, towards opportunity exploitation is necessary. Since understanding such dynamics as presumed to be inherent in the Habituation-Adaptation phase of the entrepreneurial process, offers considerable insight, into the possibilities being envisaged.

Adaptation is another aspect that forms a part of the habituation tendencies of this phase. Within the present context, adaptation denotes the entrepreneur's tendency for undergoing behavioral changes or cognitive transformation, in order to accommodate the demands of having to match his vision or future projections with the mission of task accomplishment. This would be relative to the attainment of goals, while operating under the influence of habituation mechanism.

Therefore, the setting of goals and subsequent realization of these goals are essential aspects of this dynamic, which relates to the idea of attitudinal mindset of the entrepreneur. The attitudinal mindset of an entrepreneur is presumed to interact

interdependently, with other situational and strategic elements, for its implied potency to be fully consummated as indispensable behavioral components of the entrepreneurial process. These strategic elements constitute goal-related considerations that form a part of the typical characteristics of entrepreneurship, which serves as basis, for the attainment of the entrepreneurial objective. In this study, the goal-related considerations are presented as a triad, which includes goal orientation, goal striving and goal commitment.

This is in view of the fact that a Goal provides direction and clarity to entrepreneurial efforts (Cardon, 2008), as a result, entrepreneurs are often construed as goal oriented, since they largely must pass through the entrepreneurial processes and engage themselves in the practices and dynamics of decision-making relative to the goal of creating new venture (Lumpkin & Dess, 1996). This is readily observable, within the context of utility, where entrepreneurs are considered to be partly determined by such goals, driven by the desire for utility maximization (Dunkelberg, Moore, Scott & Stull 2012). It is in view of this, that the inclusion of this goal-related triad becomes pertinent: Goal orientation; Goal commitment, and Goal striving.

Goal Orientation is considered as quasi-trait that is modified by appropriate situational characteristics (Deshon & Gillespie, 2005). In other words, it is a construct, which embodies both dispositional and situational components. It is this very feature, which makes it relationally consistent with entrepreneurship process, however, without the motivational dimension that support goal commitment, goal orientation is doomed to falling short of its practical relevance.

Goal commitment in this context thus refers to the extent with which determination sets in, to facilitate the attainment of set goals (Lock & Latham, 2002). Even in the face of

developed determination however, the attainment of set goals is possible to the extent that efforts exerted are merged with strategy and persistence or what can otherwise be expressed as Goal striving. The concept of Goal striving represents therefore, the managerial dimension of an entrepreneurial event, which constitutes such functions as planning, monitoring, and adjustment of action plans in order to meet the demands of encountered impediments during goal pursuit (Oettingen & Gollwitzer, 2001), it thus appears to be highly indispensable to the entrepreneurial process.

In order to render the constructs of goal orientation and commitment more suitable for the intended purpose, certain generic goals that are derivable from Abraham Maslow's hierarchy of needs theory are anticipated. In this theory Maslow (1954), proposed a theory of motivation, which highlights the implication of needs category relative to general human behavior in a hierarchical pattern of ascending prepotency, namely: Physiological need, safety need, belongingness or love need, esteem need and self-actualization need.

Drawing from Maslow's ideas regarding needs, it stands reasonable to assume, that effort exerted towards the satisfaction of both physiological and safety needs, seems reflective of the pursuit of such goal, the motive of which appears necessitated by the need for *survival.* Likewise, exerted effort towards the satisfaction of the need that relates to the emotion of belongingness or love represents the pursuit of goal akin to the yearning for *recognition* that meets the demand of such emotion. The same thing applies to channeled effort, towards the satisfaction of esteem needs. Such effort, understandably, reflect the pursuit of goal that aims at attracting the pleasant emotion associated with a sense of *prestige.*

Finally, it is presumed, that the natural human desire for *perpetuation* and the associated goal representing its pursuit seem reasonable enough to justify its being associated with the need for self-actualization. This becomes readily observable within the context of pursuit of idealized goals that are reflective of heightened or limitless ambition, and the striving associated with the realization of such ambition. To summarize thus, four conceptual terms namely *survival, recognition, prestige* and *perpetuation* are deducible from Maslow's theory of motivation. These terms if conceptually integrated into the essential fabric that characterize the aforementioned goal related constructs, yields four additional constructs, relevant to our intended purpose. These are *survival-oriented goal commitment, recognition-oriented goal commitment, prestige-oriented goal commitment* and *perpetuation-oriented goal commitment*.

Goal striving on the other hand represents the managerial dimension associated with goal pursuit. To be effective, goal striving should be approached with orientation to certain principles that give a sense of direction, towards the execution of a chosen cause of action. Specifically, this includes ideas associated with the principles of *efficiency* and *effectiveness*, *creativity* and *innovation; change* and *leadership*; as well as *strategy* and *focus*. A conceptual fusion of all these, would give rise to new sets of related constructs that have practical implications as regards entrepreneurship. In this regard and in view of the resulting possibility, four sets of goal striving principles have been deduced:

Goal striving principle of efficiency and effectiveness; goal striving principle of creativity and innovation; goal striving principle of change and leadership and goal striving principle of strategy and focus.

Considering the implication of this conceptual fusion, the state of sustained entrepreneurial behavior is in this study conceived to take precedence, over the possibility of successful attainment of entrepreneurial outcome. Furthermore, going by the opinion of Bird and Schjeodt (2009), which suggests that the tendency of individual processes of cognition, decision and intention are collectively responsible for any exhibited behavior, some important linkages can be established, relative to certain entrepreneurial possibilities. This pertains to the possibilities envisaged, in relation to stages of the initiation phase and the corresponding attitudinal mindsets.

Accordingly, it seems reasonable, to view the attitudinal mindsets of an entrepreneur across stages of development, as being essentially tied to cognition. It would also be helpful, to think of the entrepreneur's Intention, relative to his quest for opportunity exploitation, as being positively associated with goal orientation and the attendant commitment for accomplishment. Likewise, any decision made in the course of his opportunity pursuit, can be viewed as forming a part of what might be considered, as his goal striving initiatives. As such, what becomes observable as entrepreneurial action, with respect to the quest for profitable opportunities, can in a sense, be a representation of an integrative dynamic, reflecting the entrepreneur's cognition, decision and intention, which in essence bespeak of his entrepreneurial behavior.

The concept of attitudinal mindset therefore, as conceived in the stages of the entrepreneurial process is conceptually consistent with possible dynamics of human cognition. Similarly, the associated goal orientation, and the accompanied commitment of the entrepreneur, relative to the object of pursuit within each stage of the entrepreneurial process, corresponds with any decision of an entrepreneur to sustain the effort being exerted, until the desired result is attained.

Furthermore, since action is necessarily preceded by intention, then the goal striving principle, which inspires the appropriate actions to be adopted towards goal accomplishment prevails, subsequent to the entrepreneur's intention of venturing into the entrepreneurial process. Thus, in much the same way the combination of cognition, decision and intention influence the sustainability of human behavior (Bird & Schjeodt, 2009), so is sustained entrepreneurial behavior here contextualized, as falling within the nexus of attitudinal mindset, goal oriented commitment and goal striving principle. The implication of this conceptual synthesis carries with it certain possibilities of practical relevance. This being the case and going by the sequential representation of the developmental trajectory, which characterize the Habituation-Adaptation Phase, the following propositions are posed:

Proposition 9: The entrepreneurial behavior and interactions that result from the attitudinal mindset of the pre-launch stage, are driven and sustained by the entrepreneur's commitment to attaining preconceived survival oriented goal and guided by strict adherence to goal striving principle of efficiency and effectiveness. The attainment of which, remains dependent upon the degree of economic patronage that yields the anticipated level of profitability.

Proposition 10: The entrepreneurial behavior and interactions that result from the attitudinal mindset of the launch stage, are driven and sustained by the entrepreneur's commitment to attaining preconceived recognition-oriented goal, and guided by strict adherence to goal striving principle of creativity and innovation. The attainment of which, remains dependent upon the degree of product uniqueness that yields the anticipated level of brand-standardization.

Proposition 11: The entrepreneurial behavior and interactions that result from the attitudinal mindset of the post launch stage are driven and sustained by the entrepreneur's commitment to attaining preconceived prestige-oriented goal, and guided by strict adherence to goal striving principle of change and leadership. The attainment of which, remains dependent upon the degree of influence that yields the anticipated leverage of pace setting.

Proposition 12: The entrepreneurial behavior and action that result from the attitudinal mindset of the sustainability stage, is driven and sustained by the entrepreneur's commitment to attaining preconceived perpetuation-oriented goal, and guided by strict adherence to goal striving principle of strategy and focus. The attainment of which, remains dependent upon the preserved reputation that heightens the possibility for brand-perpetuity.

It is clear that these propositions set forth the behavioral dynamics of the entrepreneur's tendency for conceiving goals, with the attendant likelihood of anticipating the consequences that are tied to prospective actions. However, what lies implicit in these propositions is that, an entrepreneur's persistence rests on his remaining expectant of some positive outcomes. Yet, this is tied to future expectations, of seeming possibilities that remain somewhat dependent on the values and norms of the structuring dimension of the entrepreneurial process. More implicit however, is that these propositions are suggestive of the idea that the entrepreneurial possibilities being envisaged, rest on fruitful interaction with co-founders or other relevant stakeholders.

The propositions are thus reminiscent of the managerial ideal of getting things done with and by people, and suggestive of a co-evolutionary interaction, which involves good interpersonal relation, in a collective struggle for the attainment of predetermined goals. This is indicative of the potential and positive power of group dynamics in leveraging on both internal and the external determinants of success, and the resulting reinforced and organized tendency to persist. This happens, since the entrepreneur's efforts is presumed to be collectively supplemented by the efforts of others under his influence, and this solidifies the resilience needed for overcoming prevailing constraints in the bid to exploiting opportunities. Hence, this possibility addresses itself to the question of entrepreneur's capability, for embarking and maintaining effective entrepreneurial activity in spite of apparent constrains. The implication of these propositions, can in view of these possibilities, be subsumed in the following conjecture:

Conjecture 2: In the Habituation-Adaptation phase, a practicing entrepreneur is driven, by the recognition of not only his own ability but also the abilities of others with whom to exercise efforts towards accomplishment of tasks. He remains persistent with modeling activities and earns the commitment of others, as he sets goals and pursues the realizing of same, at interdependent level of interactions. Thereby acquiring proficiencies, which translate into both entrepreneurial and managerial acumen.

3.4.3 Phase 3: Consolidation-Habituation

In the foregoing, an explanation of the dynamics presumed to characterize the Initiation and Habituation-Adaptation phases of the entrepreneurial process has been attempted. However, what so far has been presented reflects only the ideas, which the concepts of *eidos* and *ethos* represent, as the entrepreneur journeys along the trajectory of the entrepreneurial process. These ideas echo the possibilities inherent within the cognitive and affective dimensions of the entrepreneurial phenomenon. It is worth noting then, that the abstractness of the entrepreneurial ideas, which the entrepreneur seeks to realize, becomes more concretized with time. This is because he eventually would tend to lean more in the direction that seems to offer more promises of enabling the realization of his set objects, through what may appear to be a combination of both failure and successes across situations, subsequent to executing chosen courses of action. However, the experiencing of failure, rather than inhibit, tends to strengthen the ability to execute entrepreneurial intentions, with a commitment that enables the consummation of intent through repeated actions and a kind of learning that is gained through experience. This is nevertheless possible, when the cognitive or intellectual dimension or *eido*s, is matched not just with the appropriate *ethos* representing the affective level or norms and values to which the entrepreneur subscribes, but also when these are consolidated with appropriate practical tendencies for exhibiting “theory in action”.

This dynamic characterizes the Consolidation facet, of what is conceived in this study as *Consolidation-Habituation phase* of the entrepreneurial habituation dynamics. The dynamics of this phase involves both what is done and not done by the entrepreneur and how it is done, or what in a word is describable as *praxis*, (Sterling, 2003). *Praxis* here represents established practices gained through application of skills developed overtime. It thus involves the combining of business activities into single unit of high executory proficiency.

Similarly, the Habituation facet of this phase supports this possibility, but echoes more specifically, the Aristotelian concept of dispositional states that identifies what predisposes the individual, to choosing, acting and producing a virtue-oriented result. This, in the entrepreneurship context, positions the entrepreneur as one, whose intentionality is bent on venture creation and is prone to "choosing" from the alternative courses of actions, to the effect that his goals be attained.

Consider also within same context, the dispositional states predisposing the entrepreneur, to "acting" and "producing" the results that are associated with the realization of any such goals in focus. Presumably, these dispositional states would in same regard, confer the utility of aiding the entrepreneur in developing the right state of mind, which is conduced to creating the entrepreneurial artifact of interest or new venture. Thus, the whole of these would seem functionally reminiscent, of what in essence remains implicit, in the Aristotelian idea of *Hexeis*. *Hexies,* according to Lockwood, (2013), represents Aristotelian notion of the three dispositional states, which if expressed in the singular form, would include *Hexis proairetik*e (a state disposed to choosing), *Hexis poietike* (a state disposed to producing), and *Hexis proktike* (state disposed to acting).

As *Hexeis,* these three dispositional states have their origin in experience and practice and they arise from activities. Specifically, therefore, *Hexeis* concerning specific things arise from activities and repetition of actions that one initiates and over which one takes responsibility. A *Hexis* therefore persists, as long as one continues to participate in such activities (Lockwood, 2013), and this eventually translates, into an enduring proficiency that enables effective execution of set plans regardless of situational contingencies. Most importantly however, is the psychological undertone that renders this possibility even more probable in view of the implication associated with the development of the psychic quality, of an entrenched character.

The dynamics of habituation then stands evidently relevant in this regard, as enabling mechanism for the persistence that develops into an enduring character in response to contingencies. In view of this therefore, and going by the entrepreneur's persistence in his strategic orientation towards the realization of predetermined goals, the following propositions are made:

Proposition 13: The Entrepreneur's organized inclination, to persist with efforts towards realizing the execution of strategic intent of seeking profitability, requires practical consideration of having to match product uniqueness with market acceptance. This is realized when the entrepreneur's efforts to gain patronage, is merged with an orientation for brand standardization, while creating new consumer satisfaction.

Proposition 14: The Entrepreneur's repeated instances of practically organizing the execution of strategic intent across situations, has tendency of growing into a proficiency overtime, as this translates into the kind of organizational influence that enables leveraging on pace-setting. This is realized, when the determination to preserve earned reputation resulting from successfully creating new market demand endures, while securing a new and sustainable focus towards brand perpetuity.

The implication associated with having to realize the envisaged utilities as suggested by the ideas contained in these propositions, lies in the strength of valence or preference for a particular outcome (Vroom, 1964), to which the entrepreneur feels strongly inclined at each level of the venture creation process.

An excellent level of performance is thus required for the felt valence to be transformed into a value, reward, or satisfaction that would sustain and influence the entrepreneur's motivation and that of other founding members. Hence, reinforcing the effort, that leads to establishing entrepreneurial excellence. This possibility would be evident, regardless of the presence or absence of perceived or real constraints in the varying situations. After all, it is quite possible as Covey (2004) puts it, for an individual to become an island of excellence in the sea of mediocrity and this according to him, is contagious.

If this were the case, then a determined entrepreneur can understandably aspire for organizational excellence, and can indeed personally develop this entrepreneurial characteristic of excellence and remain influential in making the quality spread across all aspects of his organizational efforts, such that it affects positively, everyone involved at all times. This possibility would still be in consonance with Aristotelian notion of habituation, but tallies more with the idea, which favors the possibility of developing excellent character, relative to the attainment of a state of happiness, which in Greek Aristotle referred to as state of *eudaimonia*,(Winter, 1995).

With juxtaposition the notion of acumen or sharpness of mind, meaningfully equates with the concept of disposition, which relatively implies certain behavioral inclinations or tendencies towards an object. This stands substantiated, in that while acumen literally represents the ability to make quick, accurate and intelligent judgments about people or situation, disposition literally takes the meaning of an inclination or tendency to act in a particular way. Conceptually therefore, the functional implication of acumen rests in the proneness it confers towards taking a particular course of action, which in essence remains a function of a dispositional state. Hence, disposition and acumen can in this sense, be considered functionally compatible.

Conceptually, the blending of *Hexeis* generates stable characteristic of excellence, as this lies at the nexus of *Hexis proairetike*,(a state disposed to choosing) *Hexis poietike* (a state disposed to producing) and *Hexis proktike* (state disposed to acting). But the fact that the blending of entrepreneurial acumen, managerial acumen and executory acumen also yields entrepreneurial excellence makes these possibilities isomorphic to each other. This is in view of the functional compatibility that is thought of as having to exist between notions of disposition and acumen. Therefore, just as the transmutation of the *Hexeis* produces the quality of excellence, one would expect that the characteristic of excellence also emerges from the functional integration of entrepreneurial, managerial and executory acumen.

This conceptualization, then stands reasonable, and might as well be justifiable, since it appears to be consistent with the psychological orientation of entrepreneurship, which tends to view the phenomenon, via the conceptual lens of entrepreneurial trait or characteristic. This becomes even more obvious when an entrepreneur's strategic pursuit of excellence is placed, against contingent reality. Particularly where the entrepreneur persists with exertion of efforts, towards realizing the goals associated with new venture emergence, while experiencing the effect of habituation dynamics. Therefore, this possibility, which lies implicit in the preceding propositions, addresses itself to the question of entrepreneur's tendency towards exhibiting high level proficiency while actively responding to situational contingencies. The implication of the proposition can thus be subsumed and expressed in the following conjecture:

Conjecture 3: In the Consolidation-Habituation phase, a practicing entrepreneur is driven by the need to coordinate all abilities and efforts, towards actual execution of intent. He remains insistent with aligning activities and maintains accomplishment of tasks at interdependent level of interaction. Thus, he acquires executory acumen, and aids the transmutation of all coordinated proficiencies, into organized culture of entrepreneurial excellence.

3.4.4 Phase 4: Consummation

According to Covey (2004), successful individuals sense human needs and respond to their conscience by applying their talents or passions to meet those needs. He added that such individuals would first accomplish their intent personally and then go on to build trust, while searching for creative solutions to problems, and finally institutionalizing the capacity to meet the needs of society through organizations. Though, while expressing this opinion, Covey (2004), makes no explicit mention of the term entrepreneur, it is quite reasonable to conclude that impliedly, the description he gave of such individuals suitably fits the profile of successful entrepreneurs.

One finds implicit in the above description therefore, an allusion to the psychological construct of *preparatory reaction*, when for instance one considers that such individuals are described as first having to accomplish their intent personally, then going on to build trust while involving others in the search for creative solutions to problems. One would similarly find implicit in the description, an allusion to construct of *Consummatory reaction*, when for instance such individuals finally institutionalize the capacity to meet societal needs through organizations.

In a strictly commercial sense however, this would involve the entrepreneur having to discover what the customer would consider as value, while seeking to standardize the product or service, endeavoring to design process and tools, and basing training on the analysis of the work to be done and then finally setting the standard required, (Drucker, 1985). All these, amount to creating new market demand and new customer satisfaction, and reminiscent of a thriving enterprise. And while this tendency ensues and its occurrence perpetuates, *preparatory reaction* is said to give way to *Consummatory reaction* and the outcome would be an emergent venture.

Possibilities such as this depict the micro foundational actions of an entrepreneur who is bent on creating new venture, but it is the subsequent realization of his set objectives that actually lends credence to the idea of *Consummation*. As such the term *Consummation* represents the terminating aspect of an entrepreneur's *consummatory reaction*. It is the final operational phase of the entrepreneurial process, contextualized as part of the Habituation dynamics. Generally, the term Consummation means the bringing of something into completion or perfection. It thus represents fulfillment, as a result of a satisfaction that ensues when a given endeavor is brought to fruition.

Therefore, implicit in the concept of consummation relative to venture emergence, is the idea of entrepreneurial satisfaction particularly in relation to perceived success. Entrepreneurial satisfaction has been identified in this regard, as a psychological measure of individual entrepreneurial success that may have an impact on the entrepreneur's decision about whether to persist or exit (Carree &Verheul, 2012). However, the degree of entrepreneurial satisfaction is most often considered to be influenced by venture performance, but it could as well be affected by personal characteristics, motivation for start-ups and venture characteristics (Khelil, 2016). If this were the case, then thinking holistically in terms of entrepreneurial satisfaction, would involve relating venture performance with venture characteristics, while personal characteristics of the entrepreneur be seen, as affecting and being affected by the motivation for the start up. In practice therefore, the motivation that drives the entrepreneur, and which would have considerable impact over his personal characteristics comes prior to emergence of the venture. An assessment therefore, of both venture performance and venture characteristics, relative to success of an emergent

venture proceeds more meaningfully, subsequent to the entrepreneur's perceiving of a satisfactory performance threshold while exerting efforts towards realization.

Thus, the economic performance of an emergent venture is extended to accommodate both venture characteristics and venture performance, while dependent on the performance threshold of the entrepreneur, (De Tienne, Shephard & Castro, 2008). This by implication suggests, that the entrepreneurial satisfaction is inclusive in the determination of success. As such, it is logical to assume, that outcomes are judged not only on economic terms, but also relative to some reference point of the entrepreneur, which is referred to as the aspiration level (Morgan & Sisak, 2016). In this sense, aspiration level serves as reference point that legitimizes the inclusion of entrepreneurial satisfaction in the definition of success, when viewed from the perspective of entrepreneur's performance threshold.

Yet, regardless of the level of aspiration for value creation, it is the prevalence of such aspiration in the first place that defines any meaningful act of entrepreneurship. Hence, value creation becomes imperative, the moment an entrepreneur sets out to search for, and exploit new opportunities in order to satisfy human wants and needs (Drucker, 1985), while anticipating some personal benefits. However, in the process of value creation and its maximization, an organization is expected to focus more on its core competencies (Berger & Ofek, 1995). And, it is within this context that the efficacy of entrepreneurial, managerial and executory acumen is mostly pronounced. This set of acumen, represents operational proficiencies, with which to optimize the quality of both value creation process and the value being created.

The utility derivable from these proficiencies however lies in their integrated significance as personal and organizational core competences or capabilities, particularly when the entrepreneur embodies or acquires mastery of them through habituation. Such that through the convergence of these proficiencies in the affairs of the entrepreneur the entrepreneurial characteristic of excellence is unleashed, with all its attendant implication of enabling value creation. As a whole therefore, Entrepreneurial Excellence can be expressed as having to denote the core competence of the entrepreneur and his organizational members. It also represents dispositions or attributes, behavioral tendencies or inclinations as well as belief, all of which collectively evolve overtime to become manifest thereafter, as distinct capability (Kay, 2000), of the emergent venture.

In a similar conceptualization, Mann, Mohammad & Augustin (2012), made use of the term Business excellence to express same idea. Accordingly, Mann *et al* (2012) identified business excellence as a set of core values and concepts, exhibited by successful organizations as representation of their organizational foundations, and hence embedded within the operational fabric that nourishes the activities of any such organizations.

Thus, from a holistic perspective, success of an emergent venture is said to be dependent on entrepreneurial excellence and this becomes even more probable, with respect to the possible integration of all organizational functions working collaboratively as driven by a strategy to optimize the whole (Sinclair, 2013). However, the possibility of this happening as envisaged is supported by habituation dynamics. Hence, it remains reasonable to emphasize the significance of entrepreneurial excellence, as a desired quality that comes to being by virtue of integrated capacities. Thus, an Entrepreneurial

excellence arises out of acquired attributes of entrepreneurship proficiency that results from mechanism of habituation. It secures not just the creation of value but also a successful venture emergence.

The Consummation phase therefore, embodies implications of all the dynamics of preceding phases: Starting with acquired entrepreneurial acumen which is outcome of acquaintance with entrepreneurial process, the entrepreneur is empowered to share his vision with the aid of effective communication so as to gain the allegiance of others and fulfill his leadership role as an entrepreneur. This involves creating and sustaining constancy of purpose while collaborating to exert organizational efforts towards task accomplishment. Yet, this state of affairs yields fruition, to the extent that the use of effective skills remains well coordinated.

Hence, an entrepreneur's need for managerial acumen, which he acquires and utilizes, such that the choices and decisions he makes are set to assume their practical relevance towards attainment of set goals. This is with respect to providing effective procedures for accomplishing tasks, while enhancing the integration of work processes, for the purpose of initiating and sustaining value creation, upon which success of the emergent venture envisaged. However, all of these require the acquirement of executory acumen, with which to consolidate all prevailing activities on the basis of accumulated experience, so as to determine and maintain the best possible means of executing intent.

Consequently, the execution of entrepreneurial decisions would involve not just the use of skills or application of best practices, but that even while faced with context specific decisions, the entrepreneur and his team are able to approach task accomplishment with a habitude that supports passionate execution, thereby increasing the possibility of securing the desired outcome. And, since at the verge of consummation, what lies in

the heart of this strategic focus is creation of value that is rooted in excellence, then it is quite reasonable to expect, that whatever becomes manifest as tangible outcomes of the venture creation process, particularly in terms of product and services, is most likely to attract patronage.

This is in view of the fact that manifested excellence generates not only new market demand, but also new consumer satisfaction (Drucker, 1985). It is at this point that the entrepreneur is said to be firmly immersed in business and must therefore experience its attendant implication in terms of profit or loss. But since the concepts of profit and loss are indicative of economic performance, then the idea of consummation becomes more meaningful when economic performance sets in, which is to be assessed on the basis of performance threshold of the entrepreneur.

Hence, the satisfaction which an entrepreneur gains upon bringing his desired artifact to manifestation, remains inclusive in the definition of his success, and this, is expressed in terms of his readiness to sustain the pursuit of future possibilities with equal dexterity. It is in view of all of these possibilities therefore that the following proposition is posed:

Proposition 15: *The emergence of successful new venture is not much of an occurrence solely predicated upon drive for economic gain than it is an outcome of internal processes driven by mechanism of habituation, by means of which acquisition of proficiencies conduced to overcoming external limitations hindering entrepreneurial success, is enabled through creative cooperation. Such that the emergent venture now becomes not only satisfying to the entrepreneur and his associates, but remains an instrument of excellence, with which performance of the enterprise is gauged, against the creation of new market demand and new consumer satisfaction.*

In view of all these, it stands reasonable to posit, that on the one hand, acquaintance with entrepreneurial process is necessary, when an entrepreneur seeks the creation of new venture, but this alone is not sufficient to bring about successful outcome. On the

other hand, the proposed mechanism of entrepreneurial habituation is sufficient for enabling the manifestation of successful outcome.

Yet, even as this claim stands reasonable, it can be argued that the influence of other causal or enabling conditions such as access to effective social network or capital, political affiliation or even "luck" among other possibilities, cannot be ignored in terms of the sufficiency to bringing about successful outcome. However, for the claim of sufficiency to stand justifiable relative to any of the alternative mechanisms to which success of emergent venture is attributable, the priori of entrepreneurial process as necessary precursor has to be acknowledged.

Hence, the potency of any such claim becomes relevant, to the extent that entrepreneurial process remains relatively proximate, while clearly necessitating the activation of any of the mechanisms of contention. In a relative sense, it is thus logical to consider the proneness of habituation mechanism in this regard, as no other mechanism exceed sits propensity of becoming functionally activated, by the dynamics of entrepreneurial process. It should be noted however, that other than the fact that active engagement of an entrepreneur with process of venture emergence stand highly indispensable to actuation of intent, it is the entrepreneur's acquaintance with the dynamics inherent of the entrepreneurial process that necessarily serve to ignite the mechanism of entrepreneurial habituation.

The role of habituation mechanism is thus rooted in facilitating the learning process and enabling the overcoming of exigencies along the developmental trajectory, while cooperating with relevant externalities to secure the success of an emergent venture. This possibility then addresses itself to the question of reason behind attributing success of emergent venture to mediatory character of habituation mechanism, in addition to

the exigency of acquaintance with entrepreneurial process. Based on this understanding therefore, which subsumes all the presumptions articulated in the foregoing, the following conjecture rounds up the whole argument.

Conjecture 4: In consummation phase, a successful entrepreneur is driven by expectancies and is habituated to value-oriented behavior, while creating artifacts that are laden with competitive advantage. He remains therefore constant with empowering activities, and reaps the benefit of entrepreneurial habitude at ambidextrous level of action, thus leveraging excellence and creative cooperation, to influence and retain success of an emergent venture.

3.5 Structural implication of the Model and Rationale for the Mechanism

In framing the propositions or conjectures that form the basis of the proposed model, which henceforth would be referred to as EHP Model, (Entrepreneurial Habituation Process Model), attempt has been made, to partly and tentatively address the research questions that inform this study. It is for this reason, that the first eight propositions of the model are clustered, such that the possibilities envisaged in the *Initiation phase* of the habituation dynamics, are conflated in the first conjecture. In the second conjecture, the four propositions, which centered on the dynamics of the *Habituation-Adaptation* phase, are similarly conflated. Likewise, the two subsequent propositions, which are focused on the dynamics of the *Consolidation-Habituation* phase, are conflated in the third conjecture. A single proposition then follows, within which the whole idea is embedded and therefore concludes the overall argument and addresses itself to the dynamics of Consummation *Phase*.

The structure of the proposed EHP model is therefore deliberately quadrupled, so as to establish correspondences with the four research questions and the associated objectives. Hence, for each of the four operational phases, the derivative implication of any of the originating conjectures would fulfill the objective that is tied to each of the corresponding research questions. Thus, in response to the “why” and “how” questions

that laid the foundation of this study, the proposed EHP model provides sets of conflated propositions that focus on the behavioral and cognitive dimensions of the entrepreneurial process, which remains basic to the phenomenon of interest.

It is therefore structured, such that each set of conflated propositions yields a conjecture that captures the essential idea, which tentatively addresses a corresponding research question. As a whole, the proposed EHP-model extends the phenomenon of habituation to accommodate a conceived mechanism contextualized in terms of entrepreneurial habituation process, which embodies the endogenous and exogenous actions and activities of the entrepreneur. Such that, the entrepreneur's cognitive and behavioral tendencies, are captured in a manner that emphasizes the acquisition of desirable dispositions and transmission of causal forces, presumed to propel the emergence of new venture in ways that are consistent with contingent and intentional causality.

The mechanism thus represents a psychological system of internal dynamics, by means of which the entrepreneur cooperates with external realities, to actuate his intent of creating successful new venture. If the mechanism is empirically investigated and confirmed to be present and functions as envisaged, then strong evidence should avail to ascertain how and why the theorized aspects of the mechanism, causally enables the emergence of new venture. The investigation then requires specific assessment dimensions or constructs for inferring the presence and the causal connection of the mechanism. In view of this, Attribution theory is found suitable for this purpose, since it allows for synthesis across conceptual boundaries of the proposed model. It serves therefore as befitting framework, with which to derive the relevant constructs or assessment dimensions, but within the limits of the working conjectures. The next section details the logic, and outcome of the derivation.

3.6 Attribution Theory and Derivation of the Assessment Dimensions

Attribution theory posits that causes are affected by information, belief and motivation, (Kelly & Michella, 1980). It is a theory that is rooted in social psychology but finds expression in entrepreneurship studies, in which it becomes particularly concerned with attributions formed by potential founders, in order to explain successes and failures in business related activities (Shaver & Scott 1991). Generally, the basic assumption in the theory of attribution is that people turn to either internal or external causes whenever they attempt to explain something. For instance, in external attribution, people assign causality to an outside factor, such as another person or favorable or unfavorable circumstances, while in internal attribution, causality is assigned to factors within the person, such as his talent or hard work, (Elfing, 2008).

Attribution theory posits that Successful performance of an intentional action depends on combination of the two internal elements identified as *Ability* and *Effort*, and two other external factors known as *Task difficulty* and *Luck*, (Heider, 1958). It also posits that in order to explain people's intentional behavior, consideration should be made of the *Causal history* and the *Enabling* factor.

The causal history explanation provides the context and background regarding *why* certain actions are taken in the first place, enabling factor explanation is concerned with *how* certain actions tend to yield the desired outcome in spite of unfavorable circumstances, (Malle, 1999). Attribution theory is however mainly concerned with having to explain behavior from a retrospective point of view, and this makes it suitable for any study, which utilizes data that is based on retrospection, particularly as regards how and why a new venture comes into being or emerges (Shaver & Scott, 1991).Thus, the decision to make use of attribution theory in this study is justified, considering its

strength in aiding the interpretation of narrative data, and in view of the fact that the present study is mainly concerned with lived experiences of successful entrepreneurs.

To lay the foundation for utilizing "Attribution theory" for the purpose of this study, a definition of Entrepreneurial Habituation Mechanism will be presented and its meaning explicated in light of the ideas expressed, by means of the conjectures that make up the proposed EHP model. The purpose of the explication is mainly to device an analytical structure, with which to initiate a system of deductive category assignment, (Mayring, 2014). This then serves as premise, wherewith inferences are drawn out of narrative data, so as to establish the presence of the proposed mechanism and its implied causal connections. A definition of *Entrepreneurial Habituation Mechanism* is at this juncture necessary. Hence, the concept refers to:

> *A nexus of the cognitive and behavioral tendencies of the entrepreneur, which originates internally as a set of psychological responses to external realities, and eventually translates into actions that are purposeful and value driven. It yields as a consequence, habitudinal patterns that are powerfully causal, enabling and constitutive of generative properties that give rise to acquisition of certain attributes, indispensable to creating successful emergent venture*.

This definition described entrepreneurial habituation mechanism as "*powerfully causal*" and as "*nexus of cognitive and behavioral tendencies*". This means that the mechanism could as well be expressed in terms of a causal chain that actively connects these behavioral and cognitive tendencies towards a desired end. Secondly, the mechanism is described as *"enabling*" and as that which "*originates internally*", being a consequent of "*psychological responses to external realities*". This presupposes the perception of "*ability*", which inspires intentionality of exercising "*effort*".

These being the internal elements of attribution process that are prone to outward manifestation, through actions employed to overcome the external factor of "*task*

difficulty". Thirdly, the mechanism is considered to be constitutive of *"generative properties*", and this in essence alludes to evolutionary tendency for developing innate capabilities. This then implies that the mechanism is supportive of a learning process that facilitates habituation, thus capable of enhancing the disposition to produce or originate a desired artifact. Finally, the mechanism is presumed to be giving rise to "*acquisition of certain attributes indispensable to creating successful emergent venture".* This alludes also, to possibility of developing dispositional tendencies that tend towards such activities, which hare *value-driven* and *"purposeful*", the implication of which becomes manifest as outcome of the overall dynamics. Table 3.1 presents the summary of this breakdown.

TABLE 3.1: Features and Functionalities of Habituation Mechanism

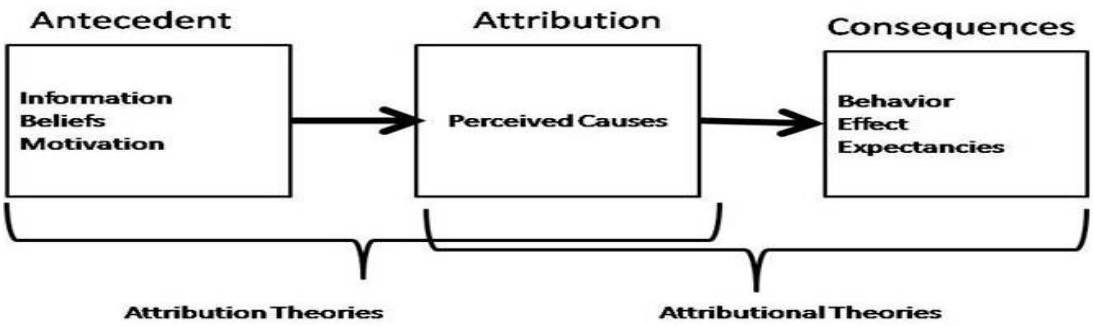
SN	Feature	Functionality
1	A Driving Force	Facilitates the advancement of activities driven by mediating agent.
2	A Causal Chain	Facilitates the succession of events that links expectancies to tendencies
3	A Capability for task accomplishment	Facilitates Conscious use of natural abilities and ardent exertion of efforts
4	A learning process	Facilitates acquisition of proficiencies and development of stable dispositions

Source: The, Author, 2021

Markedly, this explication as summarized in table 3.1 reveals what the mechanism represents, in terms of the salient features that define its functionality relative to its presumed utility. This then leads to a juxtaposition that renders the features and

functionalities of the Entrepreneurial Habituation Mechanism suitable for assimilation, into the general model of Attribution, (Kelly & Michella, 1980). The general model of attribution is often used to examine antecedents of causal attribution, and the consequences of making a particular attribution. These two conceptual poles, lain at the two extremes of an imaginary line of causal possibilities, are conceptually linked together by the functional implication of perceived causes, relative to any given explanation that seeks to unravel behavioral tendencies.

Figure: 3.5 Attribution and Attributional Research



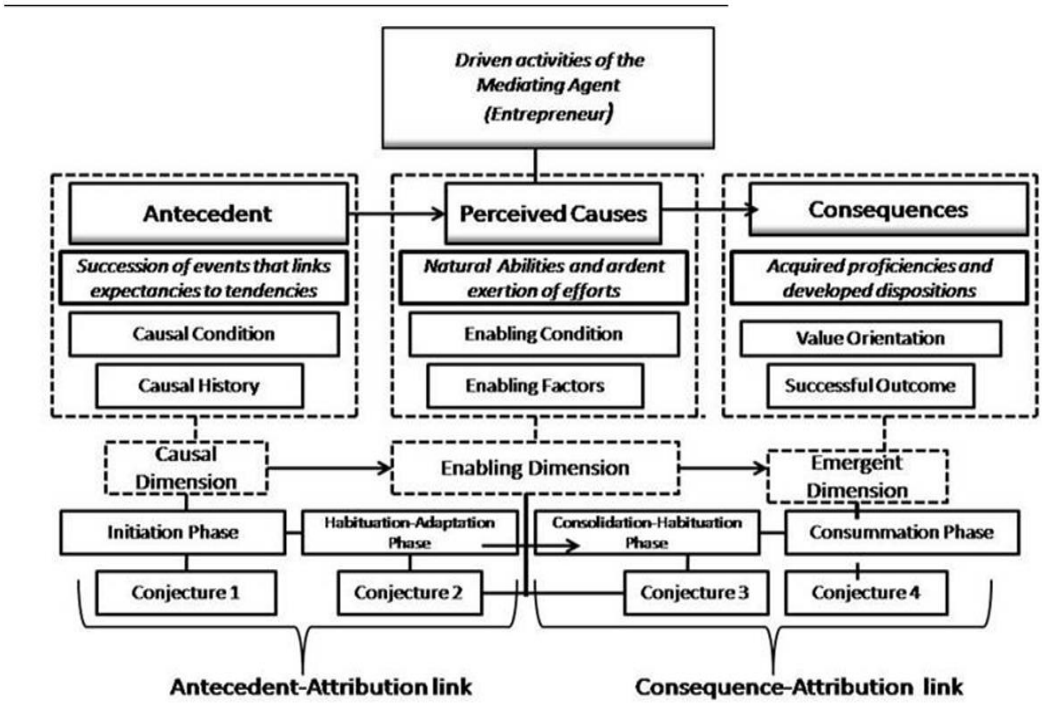
Source: Kelly and Michella, 1980, pg 459

As depicted in the Figure 3.5, an intellectual line of enquiry that is concerned with cognitive processes focuses on the antecedents-attribution links, while on the other hand, that which is more concerned with dynamics of behavior tend to focus on the attribution-consequence link, (Kelly & Michella, 1980). It is this conceptual polarity that creates the rough distinction between "Attribution research" and "Attributional research", which is commonly found within the scholarly field of Attributions. This distinction lies in the fact that attribution research involves systematic assessment of antecedents, which include information, belief and motivation. In which case, no interest beyond the attributions themselves prevails.

While on the other hand, attributional research is concerned with consequences of attributions, regarding which the assessment of perceived causes and their effects on

behavior, feelings and expectancies prevails (Kelly & Michella,1980).In line with this understanding, and since the study is considerably influenced by concept of holism, there would be an attempt to adapt and re-conceptualize this general model of attribution so as to derive and specify the constructs of the proposed EHP-Model for the purpose of empirical inquiry.

FIGURE 3.6: MODEL OF ATTRIBUTION AS ADAPTED



Source: The Author, 2021

The derivation of constructs, and the assessment dimensions necessary for carrying out the empirical study is made possible, through fusion of the mechanism's functionalities and theorized conjectures of the proposed model in the context of attribution. The conceptual fusion as depicted in Figure 3.6, aids the derivation of assessment dimensions due its utility in enabling the streamlining of concepts that share common affinities into three broad conceptual domains. These include Causal domain; Enabling domain; and Emergence domain. This adaption of the general model of attribution and

the resulting re-conceptualization of attribution linkages into three conceptual domains is made possible by the structure and content of the proposed EHP-Model as stipulated in the foregoing.

The content which is determined by the structure of the model, exhibits the dynamics of habituation, which prevails across phases of the venture creation process. This dynamic is presented as sets of multiple propositions, which are condensed and rendered into single conjectures and quadrupled. The content of each conjecture is therefore stated in such a way as to reflect the entrepreneurial tendencies, elucidated in the originating propositions, by characterizing the *essential properties* contained therein and their *relation.* Thus, each of the conjectures describes some habituation dynamics, which the entrepreneur experiences, and regarding which three interrelated properties are differentiated. And, this could logically be broken down as follows.

First, the dynamics, which makes up the content of each of the conjectures, is apparently characterized by the existence of an entrepreneur. The entrepreneurs then being thought of as being propelled by a strong *drive*, which by implication is imagined to be fueled by perception and expectancy. Secondly, the entrepreneurial drive is manifested through the *exertion*, which takes place at every level of action or interaction of the entrepreneur. Thirdly, the nature of any prevalent entrepreneurial *activity* is assumed to account for the kind of attribute of proficiency to be acquired, as possible implication of the dynamics within each phase. It is expected too, that dynamics such as this, be characterized by a *relation* that binds all of these *properties* together as whole.

This reasoning suggests that entrepreneurial *drive; exertion* of intent at certain level of action or interaction, and nature of entrepreneurial *activity* within each of the operational phases of the process, are essential properties of habituation mechanism.

These essential properties are logically interrelated and conjecturally articulated in a way that specifies the peculiarity of each phase of the habituation dynamics.

These properties of the mechanism can simply be represented by the terms- Drive, Exertion and Activity. These are action-oriented terms that are associated with entrepreneurial behavior within the contextual boundaries of the proposed model, and are therefore implicated in light of habituation dynamics as predicates. A predicate in this regard, represents a class term that denotes all the particulars to which the term is applicable, i.e. the extension or reference of the term. It also connotes the characteristics that a particular must have, in order for the term to be applicable to it, i.e. the intension or sense of the term (Steiner, 1986).

Thus, if Drive, Exertion and Activity are taken as predicates, they could as well be considered suitable, as aspects of evaluation for entrepreneurial behavior, with which to interpret narrative data, relative to a theoretical statement and based on semantic criterion (Steiner, 1986).And since as predicates, the intension or meaning of these terms could be extended to accommodate other particulars to which the terms are applicable, it is possible to deduce multiple dimensions when using these terms as aspects of evaluation for the intended purpose. Going then, by the general model of attribution as adapted, the deduction of the assessment dimension is set in context, such that the terms: Drive, Exertion and Activity are made intelligible in light of attribution, but from view point of the entrepreneur.

From the perspective of attribution, multiple dimensions of assessments are derivable along the continuum of Antecedent-Attribution and Consequence-Attribution linkages. Such derivations are sought within the three conceptual domains of the adapted version of general model of attribution. And, these conceptual domains reflect the

characteristics of these attribution linkages and are therefore expressive of what is to become the outcome of the conceptual fusion. These domains are thought of in this study as the causal; the enabling and the emergent domains. And it is worth noting that the integration of the concepts, which are embedded within these imagined domains, actually forms the basis for deriving the dimension of assessments, within the contextual framework of attribution tendencies.

3.6.1 Assessment Dimensions of Causal Domain

The Causal Domain deals with the initiation phase and is therefore concerned with the first conjecture. It embodies the antecedents of attribution, which are considered to be affected by information, belief and motivation. The domain, also relates to the functionality of entrepreneurial habituation mechanism, which is expressible in terms of succession of events that link expectancies to behavioral tendencies. Within this domain, it is quite possible to make inferences, regarding the antecedent causal conditions responsible for activating the mechanism.

This can be achieved, by exploring the dynamics of initiation phase with a specific focus on causal history, while seeking to understand the entrepreneur's motivation, in light of the presumptions laid out in the first conjecture. The entrepreneurial motive of the initiation phase is in this regard presumed to be influenced by such belief, as to be found rooted in the past or informed by prevailing circumstances or future expectations.

In view of the foregoing, the first conjecture which describes the initiation phase of habituation dynamics is further examined in light of attribution, so as to deduce from its content, the specific properties of Drive, Exertion and Activity. Such that, by means of the semantic criterion, the intension of these terms can by virtue of their extension,

be subject to certain modifications and be rendered more suitable for use, as dimensions of assessment. The conjecture is restated thus:

Conjecture 1: In the initiation phase of the habituation dynamics, an intending entrepreneur is driven by his prevailing perceptions regarding opportunity, and the best means of exploiting it. He becomes expectant of entrepreneurial possibilities across stages of the developmental trajectory and exercises efforts, while focusing on pathfinding activities at independent level of actions. Thereby becoming, intimately acquainted with demands of entrepreneurial process.

This first conjecture suggests that acquaintance with entrepreneurial process is both the implication and the inferable manifestation of initiation phase. Considering that this first conjecture belongs to the causal domain, it is expected that any attribution made, tilts in the direction of antecedents, which are affected by information, belief, and motivation.

It is worth noting however, that the entrepreneur's perceived cause that originates from these antecedents would differ, and this is because an entrepreneur's perceived cause for an outcome, or attribution of causality proceeds from a number of perspectives or different vantage points. This accounts for variation in the definitions of aspects of evaluation to be considered, for interpreting the retrospective narrative of his experiences in light of a given conjecture. As a result, the three aspects of evaluation which includes drive, exertion and effort are translated into different dimensions in view of attribution, depending on the entrepreneur's vantage point. Yet, this depends also on whether or not the entrepreneur entertains self-perception or other-perception or even both. And, since what we are concerned here with, is derivation of the assessment dimensions from the conjectures of the model, it is the content of any of the conjectures in focus that determines which vantage point serves as basis for the derivation.

Apparently, the first conjecture reveals a vantage point influenced by self-perception, which conforms to an entrepreneur's unilateral perception of his own abilities, particularly with respect to accomplishing tasks, and this can simply be expressed as "Unilateral attribution". Based on techniques of natural language understanding (NLU) in the field of semantics, logical combination of words as "Unilateral Attribution" is possible. And such a phrase in the present context, is appropriately suited as modifier, and could be used to qualify the property of Drive. Hence, the construct of "Unilateral Attribution Drive" is formed, so as to express the semantic relation that resonates with the antecedent-attribution link. "Unilateral Attribution Drive" can therefore serve, as the main assessment dimension of the causal domain. The construct can as such be defined as follows:

> *Unilateral Attribution Drive refers to a motivational force that derives from entrepreneur's perception and belief in his own ability to accomplish intended tasks. It enables acquaintance with the process, and originates from awareness of potentialities informed by prior life experiences, while stirring expectancies, and reinforcing the intent of pursuing a desired end.*

In view of the above definition, and having established *unilateral attribution Drive*, as one of our dimensions of assessment, it is equally important to consider the potency of the property of drive, relative to the influence it wields over the other properties of "Exertion" and "Activity". This is because, in all of the conjectures of the proposed model, these three terms are always steeped in a relation within a given context. However, such an influence is logical and expected, to the extent that both "Exertion" and "Activity" remain equitable with action. In which case, the special importance accorded to "Drive" stands justifiable, relative to a consideration of its function, as prime mover or ultimate spring of action, (Woodworth, 1918).

The implication of this, is that an entrepreneur's exertion and activity at any point of the process cannot be independent of the influence of drive. And since drive takes the upper hand in determining the flow of entrepreneurial events, what becomes manifest as regards entrepreneur's exertion and activity, necessarily reflects nature of the driving force. And given that this nature of the driving force is dictated by an entrepreneur's unilateral sense of ability for task accomplishment, it is logical to assume that the effort which follows from it, be exerted by the entrepreneur independently. This is because, an entrepreneur's unilateral perception, regarding his ability for accomplishing tasks, can induce feeling of self-reliance or independence. And this influences the entrepreneur to experiment with such activities that have promise of bringing the future, closer to the object of his passionate dream, while acting alone.

In line with the foregoing therefore, it is quite reasonable to consider using the term "Independent" as modifier, so as to qualify the property of "Exertion" as it appears in the first conjecture. The construct of "Independent Exertion" is then formed, and serves as another assessment dimension of the causal domain. The definition of this construct is given as follows:

> *Independent exertion refers to the inclination of an entrepreneur to exercise efforts towards accomplishing task, while acting alone. This is informed by strong motive to effect results, without losing control of the overall dynamics*.

While considering the foregoing, it is worth noting that regardless of kind, exertion is manifested as physical or mental effort and it involves process of doing something to achieve an aim. Yet, to make things happen or get things done, there has to be an activity that tallies with a given intent. It also appeals to reason, that intent at independent level of action is necessarily preceded by mental exertion, the nature of which supposedly rests on certain inclinations.

Given that the entrepreneur's inclination in the initiation phase, is centered on future possibilities associated with seeking and exploiting of opportunities, it follows that any path finding activities to this end should logically be preceded by fervent envisioning. This should be for the purpose of foreseeing possibilities and devising means, so as to bring about manifestation of the desired outcome. If this were the case, then the term "Envisioning" will suffice, as a kind of mental exertion that captures the essence of multiplicity of events, with which the entrepreneur is engaged with, in the initiation phase.

Thus, "Envisioning" could stand in as modifier, so as to qualify the property of "Activity", particularly as it appears in the first conjecture. As a result, the construct of "Envisioning Activity" is formed, and this serves also, as another assessment dimension of the causal domain. The construct is defined thus:

> *Envisioning activity refers to that which involves generating ideas through mental abstractions, and speculating to practically arrive at effective means of turning the ideas into reality, as the entrepreneur strives to remain focused*.

In respect of the foregoing, derivation of all the assessment dimensions that are specific to the Initiation phase as situated within causal domain is completed. However, in the context of qualitative research tradition, these assessment dimensions are aspects of evaluation that are regarded as concepts, and are usually treated as categories. The categories constitute basis for initiating deductive category assignment, which sets the premise for carrying out a qualitative content analysis (Mayring, 2014). Therefore, the assessment dimensions that have been derived from the foregoing would be addressed as set of categories, which constitute a main category and three other sub-categories.

These include *Acquaintance with Entrepreneurial Process* as main category, and the three sub-categories which are: *Unilateral Attribution Drive; Independent Exertion* and *Envisioning Activity*. These four categories are the basic constructs or assessment dimensions of the Initiation phase.

3.6.2 Assessment Dimensions of Enabling Domain

The *Enabling domain* accommodates the *perceived causes* that are linked to antecedents of attributions. It embodies both Habituation-Adaptation and Consolidation-Habituation phases of the dynamics, alongside the attendant conjectures. The domain captures the movement of an entrepreneur, as he strives along these dual phases of habituation with an awareness of the limitation of his abilities. Such awareness is presumed to be a resultant of added experience, which accompanies an entrepreneur's acquaintance with entrepreneurial process, and the attendant knowledge of enabling conditions and factors, that guarantee successful accomplishment of intent.

Within this domain therefore, inferences are geared towards unraveling the influence of these enabling conditions and factors, which are called for, the moment an entrepreneur decides on goals and means of their attainment. This is achievable by examining each of the conjectures relating to the two phases of habituation mechanism, with a view to deducing the assessment dimensions using the semantic approach as utilized in the foregoing. Thus, as regards the Habituation-Adaptation phase which comes first, its dynamics is captured in the second conjecture, which is restated as follows:

Conjecture 2: In the Habituation-Adaptation phase, a practicing entrepreneur is driven, by the recognition of not only his own ability but also the abilities of others with whom to exercise efforts towards accomplishment of tasks. He remains persistent with modeling activities and earns the commitment of others, as he sets goals and pursues the realizing of same, at interdependent level of interactions, thereby acquiring the proficiency that translates into entrepreneurial and managerial acumen.

This conjecture, suggests that Entrepreneurial Acumen and Managerial Acumen are both implications and inferable manifestations of Habituation-Adaptation phase. And, being that the conjecture belongs to the enabling domain, it suffices to assume that any attribution made, be inclined towards not just the perceived causes but also the antecedents. This is because by virtue of its content, the conjecture is situated within the Antecedent-Attribution link of the adapted model. The implication is that perceived causes are necessarily affected by the antecedents. And, this indicates that the enabling factors are significantly conditioned by experiences gained in the past, which are part and parcel of the causal history.

The kind of reasoning employed in specifying the assessment dimensions of the causal domain still applies therefore, even as focus shifts to the enabling domain, since the premise that sets the deductions in context still remains. If this were the case, then it becomes pertinent to re-examine Drive; Exertion; and Activity in light of peculiarities of the second conjecture.

The purpose is to extend meanings of these aspects of evaluation, so as to reflect peculiarity of the conjecture in terms of its content, while preserving the essential features of the class terms as originating properties and their relation, from view point of semantics. This would involve considering a vantage point that is commensurate, with content of the second conjecture, wherewith the entrepreneur evolves from the initiation phase and delves into the dynamics of Habituation-Adaptation phase.

The resulting context then offers the possibility of identifying and applying distinct set of modifiers, such that the properties of Drive, Exertion and Activity are qualified in light of new understanding, to assume different meanings based on attribution. It is

worth noting still, that unlike the first conjecture, the second conjecture offers double implications, which translate into dual inferable manifestations within a single phase, namely Entrepreneurial acumen and Managerial Acumen. This is presumed a resultant of a paradigm shift, which alters an entrepreneur's vantage point and renders it bidirectional, relative to his perception of abilities. In contradistinction to individualized sense of his own abilities that prevails in the initiation phase, the entrepreneur assumes a new vantage point in Habituation-Adaptation phase, which aids his recognizing the abilities of others, and their attendant utilities. It is this extended sense of perceived ability, which presumably accounts for the attention an entrepreneur directs to the self and others, thereby preparing a breeding ground as a consequence, for the acquirement and manifestation of these acumens as implications. If this were the case, then the influence of drive and exertion over activity should be proportionate in its impact, relative to yielding either of the implications.

Hence, if in the bid to accomplish intended task, an entrepreneur becomes driven by perception of both his ability and the ability of others, then the resulting "attribution" is necessarily "bilateral", since both self-perception and other-perception are thereby implicated. It would be reasonable therefore, to consider using "Bilateral Attribution" as modifier, so as to qualify the property of drive as it appears in the second conjecture. The construct of "Bilateral Attribution Drive" is then formed, and can be regarded as key assessment dimension of the enabling domain. The construct is then defined as follows:

> *Bilateral Attribution Drive refers to the motivational force that derives from entrepreneur's belief in interdependence, which is informed by anticipated benefits associated with utilizing both his ability and the abilities of others, so as to realize goals and accomplish tasks. It enables acquisition of proficiencies, while influencing the need for corporation and collective action towards the desired end*.

In view of the foregoing, it is worth recollecting, that "Exertion" and "Activity", when steeped in a relation with originating drive, are both presumed to be influenced by a common driving force. It becomes reasonable therefore, to assume that the force behind "bilateral attribution drive" reflects partly, the entrepreneur's yearnings for the commitment of those, whose abilities he acknowledges as beneficial. This is with respect to suitability of these abilities for inclusion into the entrepreneur's line of activities and the exertions necessary for successful accomplishment of his goals. Hence, the motivation to erect a circle of interdependence in terms of mutual benefit is grounded on the basis of these yearnings. And this lies implicit in the second conjecture, wherewith the entrepreneur is projected in light of his inclinations towards the setting of goals and working to realizing same, in the spirit of interdependence.

Given that most interactions are enabled through exertions, and considering also that interdependence alludes to such mutual expectations, as would warrant the need to interact favorably towards a given end, it is reasonable that the term "interdependent" be considered as modifier. The term can then be used to qualify the property of "Exertion" as implied in the second conjecture, thereby forming the construct of "Interdependent Exertion". The construct can as such be regarded as the second assessment dimension of the enabling domain, and be defined as follows:

> *Interdependent exertion refers to entrepreneur's efforts while acting in mutual relation. It involves the application of strategic initiatives in utilizing appropriate means of coordinating all abilities towards the execution of intent*.

In seeking to translate his vision into reality, it is acknowledged that an entrepreneur's exertions are usually channeled through an activity, which must be suited for executing the intended purpose. The choice of any such activity is however presumed, to be determined by the specific impact sought by an entrepreneur, when facing a situational

contingency. And since in the Habituation-Adaptation phase, the situation specifically calls for a need to earn the commitment of others and the subsequent use of this commitment in the realization of the entrepreneur's goals, it follows that the dual impact sought, should influence the choice of two kinds of activities.

Firstly, it is assumed that earning the commitment of others is the prerogative of good leadership, wherewith exemplifications supersedes verbal persuasion in effectiveness. Thus, by enacting to exemplify his "acquaintance with entrepreneurial process" or demonstrate his competence in terms of his abilities and the effective use of appropriate incentives, an entrepreneur is likely to evoke favorable responses, from those whose commitment he seeks. Thus, while evoking such favorable responses at any point in time, if the impact sought by the entrepreneur involves enactment to exemplify his competence, then the term- 'Enacting', will be appropriate as modifier. This is in order to qualify the property of "Activity" as it appears in the second conjecture, such that the construct of "Enacting Activity", is formed and be regarded as one of the assessment dimensions of the enabling domain. The construct is defined thus:

> *Enacting activity refers to that which involves displaying the required level of competence and acknowledging the abilities of others, as the entrepreneur struggles to earn the allegiance and resulting commitment of his associates*.

Secondly, even with earned commitment, the right kind of motivation is needed if efforts to attain goals are to be sustained with creative excitement, and this is the prerogative of proper management. The assumption is that by choosing to emphasize all the expected benefits associated with the enterprise, the entrepreneur creates and sustains effective incitement towards task accomplishment. Presumably, the entrepreneur achieves this, through immediate offering of satisfactory incentives, and skillful communication. Such communication should inspire a sense of purpose and the

moral imperatives associated with his vision, and how this, is to materialize into tangible benefits for the general welfare of all parties involved.

If at the point of decision therefore, the entrepreneur chooses to accentuate future possibilities that are deemed favorable to the members of the group, and the impact sought is incitement towards the attainment of goals, then the term- 'Accentuating' captures the essence of such endeavor. Hence, 'Accentuating' stands in as modifier, so as to qualify the property of 'Activity' as it applies to this part of the second conjecture. The construct of "Accentuating Activity" is then formed and can as such be considered as one of the assessment dimensions of the enabling domain. The construct is defined thus:

> *Accentuating activity refers to that which involves using verbal persuasion to install a common sense of purpose in order to align the material expectations of those concerned with moral considerations guiding the enterprise, such that the entrepreneur becomes able to generate and sustain incitement towards realizing set goals.*

From the foregoing, there are two main categories, which are identified as key assessment dimensions for this part of the phase, and the rest are subcategories. The main categories include 'Entrepreneurial Acumen' and 'Managerial Acumen', and these two are both implications and inferable manifestations of Habituation-Adaptation phase domiciled within the enabling domain. The bidirectional nature of entrepreneur's attribution, which is assumed to be a dominant feature of the second conjecture, is also traceable to same enabling domain. This explains why in Habituation-Adaptation phase, both 'Entrepreneurial Acumen' and 'Managerial Acumen' are assumed to be driven by a common driving force of 'Bilateral Attribution Drive', which finds expression via 'Interdependent Exertion'.

Two other assessment dimensions have also been derived from Habituation-Adaptation phase, and these are: 'Enacting Activity' and 'Accentuating Activity'. These assessment dimensions are as well affected by the influence of a common driving force, since they are both domiciled within same domain. But they differ as regards their affiliation to the derived sets of categories, by virtue of intent behind their manifestation, and the sway which they hold over the resulting outcome. For instance, while 'Enacting Activity' is closely affiliated to 'Entrepreneurial Acumen', due to the enablement it confers for acquirement of the proficiency. 'Accentuating Activity' is in a similar sense affiliated to "Managerial Acumen", owing to the enablement it confers over acquirement of the proficiency.

In all, two sets of categories are differentiated as assessment dimensions for the Habituation-Adaptation phase, based on the adapted model of attribution. One is the 'Entrepreneurial Acumen', which functions as main category, under which 'Bilateral Attribution Drive', "Interdependent Exertion" and "Enacting Activity" are subcategories. The other one is 'Managerial Acumen', which functions too, as main category. This category is tied to same 'Bilateral Attribution Drive' and "Interdependent Exertion", all of which serve as subcategories that function alongside 'Accentuating Activity', which is third of the subcategories. This adds up to six assessment dimensions, all of which are derivatives of Habituation-Adaptation phase. As for the Consolidation-Habituation phase, which also belongs to same enabling domain, its dynamics is captured in the third conjecture which is restated as follows:

Conjecture 3: In the Consolidation-Habituation phase, a practicing entrepreneur is driven by the need to coordinate all abilities and efforts, towards actual execution of intent. He remains insistent with aligning activities and sustains accomplishment of tasks at interdependent level of interaction. Thus, he acquires executory acumen, and aids the transmutation of all coordinated proficiencies, into organized culture of entrepreneurial excellence.

This conjecture, other than also being a part of the enabling domain, is similarly suggestive of dual inferable manifestation of 'Executory Acumen' and 'Entrepreneurial Excellence' as implications of Consolidation-Habituation phase. Thus, the assumption still holds that attribution within this domain, is not just reflective of the perceived causes, but is also affected by antecedent attributions. Most importantly however, is the relevance of a related assumption, that attribution within this domain is 'bidirectional'. And both of these assumptions rest on the premise, that upon the recognition of abilities other than his, the entrepreneur seeks the commitment of those whose abilities he recognizes, and the coordinated use of such abilities towards the attainment of his goals.

Consolidation-Habituation phase, therefore shares the bidirectional feature of Habituation-Adaptation phase, with the attendant characteristic of interdependence, and this suggests the observable parity that exists between the dynamics of the two phases.

This also leads to the presumption, that the inferable manifestations of Consolidation-Habituation phase are equally influenced by the combined effect of both 'Bilateral Attribution Drive and 'Interdependent Exertion', in a way similar to how such influence bears its impact upon the manifested outcomes of Habituation-Adaptation phase. Since, both of these phases of Habituation are bound together by a common driving force, as a result of the affinity that exists between them, owing to proximity, and for being domiciled within same enabling domain.

If this were the case, then it is logical that the entrepreneur becomes subjected to the influence of 'Bilateral Attribution Drive', and would therefore resort to "Interdependent Exertions, even as he delves into the dynamics of Consolidation-Habituation phase. Consequently, the entrepreneur acquires 'Executory Acumen' as he persists with actual accomplishment of goals while cooperating with others, and transmuting collective

proficiencies into unified whole, to acquire in the process, the quality of 'Entrepreneurial Excellence'.

However, the specific forms of activities through which these interdependent exertions are expressed would not be the same. Since it is assumed, that other than the impulse it creates, the instigative potency of both 'Enacting Activity' and 'Accentuating Activity', typical of Habituation-Adaptation phase, would be limited in its capacity to induce actual accomplishment of goals. This in particular, is with respect to the operational mode with which "Interdependent Exertion" of an entrepreneur is supposedly expressed, in Consolidation-Habituation phase. The operational mode of this phase, which leans towards actual accomplishment of goals is practice oriented. But, practice entails succession of acts of a similar kind, exercised repeatedly in order to achieve a greater command. Thus, such acts that are practically geared towards a given end are supposed to be considered as essential requisites that enable actuation of intent. Hence, the term 'Actuating', which here implies bringing the intended into existence through action, suitably captures the essence of such practices focused on execution.

In this sense, the term 'Actuating' is appropriately suited as modifier, and can be used to qualify the property of 'Activity" as it applies to this aspect of the third conjecture. The construct 'Actuating Activity' is then formed, and can as such be considered as another assessment dimension of the enabling domain. The construct is defined thus:

> *Actuating Activity refers to that which involves systemizing work processes and establishing standard work procedures alongside ethical considerations, as the entrepreneur motivates his team and directs sustained action towards accomplishment of tasks.*

At this juncture, it is pertinent to deemphasize the role of entrepreneurial vantage point, which in Habituation-Adaptation phase, is presumed to be solely responsible for the choice an entrepreneur makes of any activity that is meant to realize an impact, or achieve a desired outcome. This should be in favor of a complimentary assumption, best suited to the dynamics of Consolidation-Habituation phase, particularly with respect to an entrepreneur's choice of activity when aiming for an outcome of interest. Thus, contrary to what obtains in the Habituation-Adaptation phase, variation in the entrepreneur's choice of activity, is held less dependent on entrepreneur's vantage point in the case of Consolidation-Habituation Phase, and more dependent, on hindsight.

Hindsight, being an understanding that bears on event with passage of time, fits into context of attribution as perceivable cause or enabling factor. Since it appears to be an occurrence of learning that is attuned to processes, and can as such provide feedback for characteristics that are well adapted to their environment, (Kay, 2000). Hence, favorable feedback for characteristic, which other than being well adapted to environment also allows for development of proficiencies, can as well enable afterthought adjustments resulting from hindsight, so as to positively bear on misaligned actions. This makes it possible for an emergent venture to acquire distinctive capability that is matched to its environment, (Kay, 2000).

Thus, it is assumed that such activity becomes the focal point, which upon hindsight leads to increased understanding of the workings of interdependence. But any hindsight gained, should as such further the development of excellence. Yet this has to be preceded by the entrepreneur's acquisition of attributes of proficiency, and in situations of interdependence, an entrepreneur is expected to strive for organizational excellence. He achieves excellence, through a form of creative cooperation that raises the quality

of all exertions and integrate all abilities of teaming members, into a unified whole of required distinction.

This kind of effort translates into acquisition of distinctive capability for the emergent venture, but the whole dynamics is presumed to be a deliberate activity that is essentially synergetic. As such, the term 'Synergizing' captures the essence of the overall endeavor, since it implies integrating all acquired attributes of proficiency into a unified whole, thereby resulting into distinctive capability that is greater than the sum of its parts, (Covey, 2004). The term 'Synergizing' can therefore stand in as modifier, so as to qualify the property of "Activity" as it appears in the third conjecture. The construct of 'Synergizing Activity' is then formed, and can as such be considered as the last assessment dimension derivable from enabling domain. The construct is defined thus:

> *Synergizing activity refers to that which involves the integrating of manifold group actions into an integral whole, in order to maximize benefits associated with creative cooperation, as the entrepreneur secures and exploits the uniqueness gained through practice and the learning experience of the organized whole*.

3.6.3 Assessment Dimensions of the Emergence Domain

The Emergence Domain deals with the Consummation phase and is therefore concerned with the fourth conjecture. It embodies the consequences of attribution, and the effect of antecedents and perceived causes upon behavior, feelings and expectancies of the entrepreneur.

Thus, the domain is presumed to operate at the level of outcome, in response to deterministic influence of entrepreneurial habituation mechanism. This influence is expressed in terms of entrepreneur's eventual fixation on quality, as he remains focused on value orientation at ambidextrous level of actions. Such fixation results from

acquired proficiencies and yields the attendant disposition that functions to integrate all proficiencies into synergetic whole, such that the productive tendency of the entrepreneur is transformed into an enduring habitude that thrives on excellence. It is in this sense that entrepreneurial habituation stands sufficiently causative relative to manifesting its impact, which accords success for the emergent venture in the consummation phase. The dynamics of this phase is captured in the fourth conjecture, which is restated thus:

Conjecture 4: *In consummation phase, a practicing entrepreneur is driven by expectancies and is habituated to value oriented behavior, while creating artifacts that are laden with competitive advantage. He remains constant with empowering activities, and reaps the benefit of entrepreneurial habitude at ambidextrous level of action. Thus leveraging excellence and creative cooperation, to influence and retain success of an emergent venture*.

The fourth conjecture identifies consummation with manifested "success of an emergent venture". And the enablement of such manifestation within the emergent domain is attributable to the collective action of the entrepreneur and his associates. This is when under the influence of "bilateral attribution drive", and while experiencing the dynamics of Consolidation-Habituation phase.

However, the culmination of all possibilities within this phase is here presumed to be responsible for the causal structure that embodies its implication. However, this supposed causal structure earns its potency, when the entrepreneur and his associates co-evolve and become value oriented. This aids the acquisition of distinctive capability that is charged with excellence, such that it favors the creation of new customer satisfaction and new market demand, with the expected impact of yielding satisfactory economic performance. But then, sustainability of the earned success largely depends on how the entrepreneur is able tore-adjust his performance threshold, so as to

accommodate the seeking of new or innovative opportunities, while in at the verge of maturation.

This tendency, which is here presumed to be driven by the propelling force of habituation dynamics, is expected to find expression in such habitude or mode of behavior that demonstrates the entrepreneur's resilience while in the face of changing situations or when facing unfavorable circumstances. It is worth noting however, that gaining entrepreneurial satisfaction on the part of the entrepreneur under such circumstances is attainable, but to the extent the entrepreneur is able to pre-determine his aspiration level from the onset. This would involve anticipating his modes of adjustments upon maturation, and while confronting challenges for the vision to remain sustained.

If this were the case, then entertaining such a vision, subsequent to acquiring the habitude of excellence and operating within consummation phase, opens up new circle of entrepreneurial endeavor. Such that, the initial habitude so gained, remains value oriented even with the consummation of the venture creation process. Yet, the propelling force behind value orientation is the "drive", which becomes especially "entrepreneurial" upon consummation. As such, it remains imbued with an enduring quality, which sustains the entrepreneur's acquired "habitude of entrepreneurial excellence". In this sense, sustaining the dynamics of consummation phase depends solely on the potency of such "drive", which other than being essentially entrepreneurial is also presumed to remain dynamically "habitudinal".

Hence, the term 'Habitudinal' is in this sense semantically appropriate as modifier, and can as such be used to qualify the property of "drive", which in the fourth conjecture seemed implicitly "entrepreneurial" in its utility. Being therefore, that this 'drive' is

already imbued with entrepreneurial quality, it would be appropriate if the terms "Habitudinal' and 'Entrepreneurial' are conjoined and used collectively as modifiers, to qualify the property of "drive" as it appears in the fourth conjecture.

The conjoining of all the three terms, then leads to forming the construct- 'Habitudinal Entrepreneurial Drive'. This construct, represents the active force behind the overall dynamics of consummation phase, and captures therefore, the essence of the fourth conjecture. Hence, it can be considered, as the main assessment dimension of the emergent domain. In view of the foregoing, the construct is defined thus:

> *Habitudinal Entrepreneurial Drive refers to the motivational force that sustains an entrepreneur's inclination towards stabilizing excellence in the face of change in stability. It facilitates the behavior that favors creative use of imagination, when struggling to rise above unfavorable circumstances and while striving to excel in competitive situations.*

As previously established, the property of 'drive' wields active influence over the properties of 'exertion' and 'activity' when both are equated with action and are steeped in a relation within a given context. Just like the other conjectures, such influence is equally implied in the fourth conjecture, in that the prerogative of exploiting the present and exploring the future by the entrepreneur stands implicit, given the need for the emergent venture to remain successful, and this requires organizational ambidexterity (O'Reilly & Tushman, 2004).

Thus, the influence, which "Habitudinal Entrepreneurial Drive" wields over the other properties of 'Exertion' and 'Activity', is implicated within the context of ambidexterity. If this were the case, then the kind of exertion that falls under such influence should be 'ambidextrous' in nature. And given the simultaneous mode of expression this ought to require in practice, 'synchronizing' the dual tasks to maintain

operational balance becomes imperative, if such exertions were to find expression through an activity. In view of these therefore, the term 'Ambidextrous' stands appropriate as modifier, so as to qualify the property of "Exertion" as it appears in the fourth conjecture. The construct, 'Ambidextrous Exertion' is formed, and is defined thus:

> *Ambidextrous Exertion refers to* the *entrepreneur's efforts towards refining his current artifacts or initiating new ones. It involves envisaging means of yielding new products or services without undermining the need to cling on to past processes or improving the habits, which enabled the yielding of present offerings*.

In view of the foregoing, and based on the same semantic criterion, the term 'Synchronizing' similarly stands appropriate as modifier, so as to qualify the property of "Activity" as it appears in the fourth conjecture, and the construct- "Synchronizing Activity" is formed, and is defined as follows:

> *Synchronizing Activity refers to that which involves maintaining a balance between the current and future viability of the enterprise, as the entrepreneur exhausts his existing capabilities while responding to changes by means of systematic search and through the utilization of new opportunities.*

3.7 The Deductive argument, Hypotheses and Predictions

The proposed EHP-Model, relative to the phenomenon of venture emergence, results from a kind of scholarly inquiry which Pierce (1908) referred to as Retroduction and which represents the first stage of scientific inquiry. He described it as search for ways, in which complexity of experience seemed to be embraced, under unitary concept or idea, leading to some more or less reasonable conjecture, which if positively asserted, subsumes the facts of experience under such concept.

Given therefore, that the conceptualization of the EHP-Model is constitutive of such set of conjectures, which are deemed reasonable in this regard, it makes sense to refer to mechanism of entrepreneurial habituation, as representing such unitary concept or idea that stands logically plausible. Yet, irrespective of the possibility for any conjecture amounting to high peak of plausibility, such a conjecture or set of conjectures would only be considered as "explanation on trial", (Campbell & Reece, 2008), prior to being validated in the light of hypotheses that are readily testable . It is in view of this requisite, of having to validate plausible conjectures in light of testable hypotheses, that Peirce (1908 pg. 81) specifically asserts that:

> *For this testing to be logically valid, it must start with examination of the hypothesis, and a muster of all sorts of conditional experiential consequence, which would follow from its truth. This constitutes the second stage of inquiry, for its characteristic form of reasoning our language has, for two centuries, been happily provided with the name deduction.*

Building on this very idea, Mahoney (2012), opined that in the field of logic, the concept of deduction takes the form of a deductive argument, in which the truth of the premises guarantees the truth of the conclusion. He further explained that the premises should be a combination of a set of conditions expressed as nomological statements that are law-like in form, yet remain falsifiable. For this reason, he proposes the use of Necessary and Sufficient conditions, as basis for framing a deductive argument for a case study. Especially, one which employs process tracing techniques, as basis for the analysis of what he called diagnostic pieces of evidence, or causal process observations. In his view, a diagnostic piece of evidence should be understood as part of temporal sequence of events that have probative value in supporting or over turning conclusions about descriptive and explanatory hypotheses (Mahoney, 2012).

Based on the forgoing therefore, the present study embraces the idea of Necessary and sufficient conditions in framing a deductive argument, wherewith hypotheses and predictions are drawn, which should serve as basis for testing the theoretical conjectures of the model. The deductive argument however remains a derivative of the original conjectures, and is stated thus:

Acquaintance with entrepreneurial process is necessary cause for venture emergence but not a sufficient cause for success of emergent venture. But, it is a sufficient cause for the existence and mediation of entrepreneurial habituation Mechanism. And, Entrepreneurial Habituation mechanism if existent and mediating, is sufficient cause for success of emergent venture. Therefore, Acquaintance with entrepreneurial process becomes a sufficient cause for success of emergent venture, only if entrepreneurial habituation mechanism is existent and mediating the phases of venture emergence.

Embedded in this deductive argument are constellations of related ideas, which for the intended purpose can be reduced into a working hypothesis and a rival hypothesis. Thus, the working hypothesis which is designated as "WH", is accordingly derived therefrom, and is stated as follows:

Acquaintance with entrepreneurial process is sufficient cause for the success of emergent venture, only if entrepreneurial habituation mechanism is existent and mediating the phases of venture emergence.

The rival hypothesis otherwise designated as "RH", offers a contrasting perspective. Yet, it retains same constellations constituting the working hypothesis, but with a negation that confers slight variation. It derives therefore from the deductive argument as well, and is stated as follows:

Acquaintance with entrepreneurial process is sufficient cause for the success of emergent venture, only if entrepreneurial habituation mechanism is not existent and mediating the phases of venture emergence.

These hypotheses have theoretical uniqueness that yields specified observable implication in principle, and are centered on the role of entrepreneurial habituation mechanism relative to securing the success of an emergent venture. Thus, the hypotheses do not display noteworthy differences in the certainty of their specified

observable implication. It is important to note however, that these observable implications are usually causal process observations that do not stand for themselves, but are tied to a mechanism linking cause and outcome (Rohlfing, 2014).

Consistent with this understanding therefore, the proposed mechanism of entrepreneurial habituation supposedly links acquaintance with entrepreneurial process and success of an emergent venture. The mechanism is however conceptualized as chain of intervening stages along a trajectory of distinct but highly related phases of advancement.

Hence, conjunctions of conditions elaborating the causal chain must be specified, as to enable the analysis of causal process observations. This then requires stipulating testable predications, the confirmation or disconfirmation of which decisively bears on either of the opposing hypotheses, but within the context of cases under study. The inferential benefits of doing this is very obvious, since the more specific an explanation is, the more likely that it is unique, with apparent advantage for causal inference (Rohlfing, 2014). To achieve this, the study further attends to principles of deductive logic, which emphasizes the need to specify the structure of any form of a deductive argument, before any effort to evaluate it. The study therefore goes on to isolate the separate statements contained in the argument structure, such that the structure of the argument assumes the form of a *Syllogism*, which has a set of two premises and a single conclusion.

Considering however, that a conclusion can become the premise for further reasoning (Rowe, 2014), the conclusion of the deductive argument is followed with more premises, so as to enable arriving at another possible conclusion, following a chain of conditional statements that have coordinating conjunction of “if-then”, (Rowe, 2014).

These results into a *Hypothetical Syllogism,* which collaborates with a related set of testable predictions, specified as follows:

If Entrepreneurial habituation mechanism is existent and mediating the phases of venture emergence, then the dynamics within each phase is sufficient cause for acquirement of specific attribute(s) of proficiency.

And,

Dynamics within each of phase of venture emergence is sufficient cause for acquirement of specific attribute of proficiency only if the causal, enabling and emergence conditions relative to each of the corresponding phases are existent and predisposing.

Therefore,

a) If causal conditions of unilateral attribution drive, independent exertion and envisioning activity are existent and predisposing, then acquirement of acquaintance with entrepreneurial process is necessary outcome of initiation phase.

b) If enabling conditions of bilateral attribution drive, interdependent exertion, enacting and accentuating activities are existent and predisposing, then acquirement of entrepreneurial and managerial acumen is necessary outcome of Habituation-adaptation phase.

c) If enabling conditions of bilateral attribution drive, interdependent exertion, actuating and synergizing activities are existent and predisposing, then acquirement of executory acumen and entrepreneurial excellence is necessary outcome of consolidation-adaptation phase.

d) If emergent conditions of habitudinal entrepreneurial drive, ambidextrous exertion and synchronizing activity are existent and predisposing, then acquirement of success of emergent venture is necessary outcome of consummation phase.

Thus, upon testing these predictions, if the overall findings reveal, that all necessary conditions of causality are existent in any of the cases under study, then entrepreneurial habituation mechanism is evidently existent, and is as well mediating the securement of success for the emergent venture, relative to entrepreneur's acquaintance with entrepreneurial process. This would imply therefore, a confirmation of the working hypothesis and disconfirmation of the rival hypothesis, within the context of any of the cases under study, and within the limit of specified scope conditions typifying the selected cases.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter describes the methodology of testing the hypotheses derived from the theoretical model for entrepreneurial habituation, as conceptualized and presented in the previous section. It covers the philosophical views guiding the study, and the resulting strategy of enquiry, and further delineates the specific methods or procedures to be adopted.

4.2 The Research Philosophy

The study subscribes to the principle of pragmatism, which implies a focused emphasis on the research problem and the consequent use of available approaches that enable understanding of the problem (Rossman & Wilson, 1985). Pragmatism as worldview arises out of actions, situations and consequences and it is therefore concerned with the application of what works (Patton, 1990). It encourages also, the adoption of whatever philosophical or methodological approach that works for any particular research problem under study, (Tashakkori & Teddlic, 1998). In view of this, and by virtue of the questions raised and nature of the research problem, the philosophical views of Critical Realism are adopted, alongside principles of pragmatism. This is because the focus of the present study, which centers on phenomenon of habituation within the context of entrepreneurial cognition and behavior, suitably fits into the philosophical framework of Critical Realism. In which reality is assumed to exist independent of our knowledge and conception of it.

Critical Realism holds that reality is constructed, so that it can be observed directly, but a part is still inaccessible by means of direct observation. This means reality is not

entirely transparent, and the non-transparent part of reality can only be observed indirectly through “causes” (Bhaskar, 1998). It is on the basis of these assumptions that critical realism identified three ontological domains. These are the Empirical, the Actual and the Real domains. Accordingly, the Empirical domain consists of things we can experience directly, while the Actual domain consist not only of things we can experience but also of events which happen whether or not we experience them. Finally, the Real domain contains experience, events, structures, mechanisms and causal powers (Bhaskar 1978).

The present study is more philosophically associated with the ontological realities that exist in the Real Domain. This is because the underlying mechanism that embodies all the ideas captured in the proposed model for entrepreneurial habituation echoes the descriptions of the real domain. This domain is thought of, as constituting structures, that have certain causal powers or potential capacities and abilities, which enable acting in certain ways or facilitate various activities and development, while requiring a triggering factor in the form of generative mechanism (Elfing, 2008).It is possible therefore to explain a phenomenon of interest, in light of a causal mechanism that permits or generates its occurrence. This is based on the assumption that whenever people act, they are likely influenced by mechanisms from different strata, such as the biological stratum, the psychological stratum, the sociological stratum, and the physiological stratum (Elfving, 2008).

In view of these assumptions, which lend credence to the possible existence of the conceptualized mechanism of entrepreneurial habituation, the study empirically examines whether or not the conceptualized mechanism is present as predicted, particularly in light of the lived experience of some selected entrepreneurs.

4.3 Research Design

The philosophical leaning of this study, which draws from the views of Critical realism, stands supportive of such methodological considerations that are inclined towards qualitative research paradigm. This is because qualitative approach is applicable to the study of perception, experiences and the way individuals make sense of their lives. For this reason, the present study opts for a qualitative case study design.

Specifically, the study employs a multiple case study design, since evidence from multiple case studies are considered more compelling and robust. However, the study relies specifically on replication logic, which quite differs from sampling logic commonly used in surveys. Replication method however requires initial effort towards theory construction, and such effort already yielded a proposed theoretical model for entrepreneurial habituation in this study. Given also, that the study requires testing the conjectures that ensues from the proposed model, the study employs the techniques of process tracing, since these are more preferable for case studies that purport the presence of theorized mechanisms.

Process Tracing techniques are dependent on the existence or construction of middle range theories, which serve as guide for the conduct of a research. This orientation towards theory, suggests that the techniques of process tracing are consistent with the requirements for carrying out a case study that employs qualitative content analysis. Thus, the compatibility of these three approaches, offers the possibility of effectively utilizing multi-method approach for the purpose of carrying out this study, but within purview of the chosen multiple case study design.

4.4 Case Selection

The selection of cases that has been examined proceeds purposively. Thus, a case is selected based on how it stands to illuminate or deepen initial understanding of the phenomenon under study. Hence, in selecting the proposed cases for the study, balance and variety have been major issues of considerations. Most importantly however, opportunity to learn, basically stands prominent as basis for the selection, and this owes to qualitative orientation of the study.

In view of this, and considering also that study is concerned with predictions that expect similar result across cases, shared environmental condition serves as important point of reference. This is because within the context of this study, antecedents and outcomes are essentially pivotal, and must be grounded as such, within a given environment.

Hence, some three Entrepreneurs or Founders of ventures within Sokoto metropolis were selected as Cases for the proposed study, and the selection is based on the premise that the environment within which they operate is arguably resource constrained. This is addition to operating within a wider atmosphere of broad institutional voids, typical of the Nigerian Society. Each of these cases is considered a success, which in this study is taken as progressive realization of a worthy ideal. As such, it is thought that they would offer great opportunity to learn and would enable insight into the phenomenon of interest. Their proximity as well, offers ease of accessibility to the researcher and this suggests high possibility of accessing valuable information from the selected cases, and such a consideration is particularly relevant when adopting a qualitative case study design. It is by virtue of these considerations that the cases are selected. A general overview of the selected cases, which consist of is given in table 4.1.

Table 4.1: List of Selected Cases

Case	Name	Business	Founders	Interview participant
A	Brilliant Footsteps Academy	School, Educational Services	1	C.E.O
B	Rainbow Computer Technology Ltd	ICT	1	C.E.O
C	Halimma Computers and Internate Cafe	Business Centre	1	C.E.O

Source: The Author, 2021

The selection of these limited number of cases, suggests no sampling frame is being considered, since the study purpotes the utilization of replication rather than sampling logic, and the use of logical rather than statistical inference.The focus of the study is also illustrative, hence all the selected cases are more or less typical, while the selection itself stands impliedly judgemental. Furthermore, a pilot study was conducted to test the efficacy of the interview protocol meant for the study against the preconceived categories that serve as the assesement dimension. The outcome of the test proves satisfactory and where approriate, the protocol had to pass through some modifications.

4.5 Instrumentation

The study utilized primary data, which was collected using semi-structured interviews, and with the aid of audio-visual devices. The aim is to probe answers through semi-structured questions that are designed to elicit responses, which the participants can build upon and explain. This is in order to unravel the habitudinal pattern that defines the participants' actions so as to gain an in-depth understanding of reasons behind their entrepreneurial decisions, and the resulting outcome of their actions, from view point

of retrospection. Hence, respond segments serve as coding units for carrying out the qualitative analysis, upon transcription of the data.

An interview protocol matrix is designed and has been used as instrument for data collection. The interview protocol is developed following the framework originally introduced by Milagros (2016), which comprised of four phased process of systematically developing and refining interview protocol. This includes aligning interview questions with research questions; constructing an enquiry-based conversation; receiving feedback on interview protocol and piloting the interview protocol. In developing the interview protocol matrix for this study as instrument for data collection, the requirements of all of the aforementioned phases are complied with.

The structure of the protocol is in four parts. Each part occupies a page and a portion that contains one of the research questions with a corresponding conjecture. A series of interview questions are then tied to each research question and displayed in a box. All questions within a box are collaborative and are tailored in such a way as to elicit a particular response segment that fits into a specified category structure. Below each of the boxes containing the interview questions is a tiny box, which is marked, the moment all the questions in the larger box above it, are answered. The derived constructs that serve as assessment dimensions are also displayed in a box, close to their originating conjecture. All of these are thereby arranged, such that at a glance, one could see all the relevant features that correspond to a particular phase of the proposed EHP-Model, in each of the four pages of the interview protocol.

4.6 Method of Data Analysis

A predetermined structure has been set to bear on the material or data in the form of category assignment. This is usually employed in qualitative content analysis. It involves utilizing content analytical procedure described by Mayring (2014), which is referred to as deductive category assignment. The procedure consists of two major steps, which includes definition of category system from theory, and definition of the coding guidelines. The coding guidelines cover conceptual definitions of the assessment dimensions or categories as well as the coding rules and including the anchor samples. Following this specification therefore, this study develops a table of deductive category system, which is specifically suitable for a category assignment.

There are four of these tables as would be found in the appendix alongside the interview matrix. Each of these tables represents constituents of the phases, or dynamics inherent within each phase, and captures the definition of assessment dimensions derived from conjectures of the proposed EHP-Model. It contains columns and rows, specifying the codes, coding rules and where to insert the anchor samples. Essential ingredients of each phase of the trajectory are therefore captured within each table that occupies a page. Thus, there are four pages alike, in which all features of the four phased structure and the derived assessment dimensions of the proposed EHP-Model are adequately represented as categories, and are delineated to satisfy the requirement of a typical deductive category system.

The purpose has been to enable extraction and interpretation of relevant information, so as to carry out causal process observations and ascertain existence of the conceptualized mechanism of entrepreneurial habituation in the lived experience of the participants. To achieve this, the study employs the logic of process tracing tests and these include Hoop test and Smoking Gun Test.

Hoop and Smoking Gun tests are applicable in any empirical research that develops an argument, which purports the existence of a mechanism, which is deemed sufficient a cause, for the occurrence of an outcome of interest (Mahoney, 2012). Such arguments are however deductive, in that, they present a context of reasoning within which the premises are intended to offer absolute support for the truth of the conclusion .A deductive argument always makes the claim that if its premises are true, its conclusion must necessarily be true.

The argument, which represents the working hypothesis of a study, is usually broken down and is approached on the basis of whether or not it passes a Hoop test, then a Smoking Gun is administered afterwards. The assumptions underlying the logic of both hoop and Smoking Gun test, are founded on ideas of sufficient and necessary conditions. However, to arrive at conclusion regarding a given hypothesis a smoking gun test is required. According to Mahoney (2012) Smoking gun test, rests on certain assumptions about Causes, outcomes and mechanism, which are summarized as follows:

i) A causal mechanism (M) consists of intervening steps between an initial Cause (X) and a final Outcome (Y).
ii) To assess causal connections using smoking gun test, there must be presumptions regarding the presence of a mechanism (M), linking the Cause (X) to an Outcome (Y).
iii) A hypothesis, which presupposes that a Cause (X) is either necessary or sufficient for an outcome (Y), should be specified.
iv) Where a Cause is hypothesized, to be sufficient for an Outcome, the analyst can run a smoking gun test by identifying a mechanism that is sufficient for the outcome. The analyst then determines whether the cause itself is sufficient for this mechanism. If the cause is sufficient for a mechanism that is known to be sufficient for the outcome, the cause itself must be sufficient for the outcome.

And same applies to when a cause is hypothesized to be necessary for an outcome.

v) A chain of linked sufficient or necessary conditions provides good opportunity for carrying out a smoking gun test, since the analyst can show that an initial cause is essential inputting the overall sequence in motion.

Within the structure and content of the working hypothesis of the current study, one finds implicit, an underlying idea, that reflects the above stated assumptions. This renders the working hypothesis suitable for a Smoking gun test. But the logic of this test becomes applicable, subsequent to administering the Hoop test and arriving at an outcome.

Hoop test, proposes, that a given condition or set of conditions must be present for a hypothesis to be valid. It is often used to inquire, whether all conditions deemed necessary for a cause or outcome to occur are existent (Mahoney, 2012). This is consistent with idea that lie implicit in the proposed model of this study, which purports that all causes and outcomes are tied to a chain of interrelated dynamics within phases of the venture creation process, and these activate the mechanism of entrepreneurial habituation. Thus, a Hoop test is administered, ensuring that the dynamics within each phase is examined in the light of acquired attributes of proficiency and in view of the overall fabric of causality along the venture creation trajectory. The hypothetical syllogism advanced in the previous section, which embodies the deductive argument of this study, gives the impetus for undertaking the Hoop test and is utilized accordingly. The analysis proceeds by way of interpreting all response segments or coding units, which correspond to each phase of the process. For interpreting the respond segments, the study utilizes an interpretive method based on the semantic process of triangle of meaning advocated by Ogden & Richards, (1923). Hence their prescribed process of identifying sign situation using determinative context as point of reference while

inferring the meaning of a given word or definition is especially utilized for the interpretation. The analysis however proceeds in light of the specific dynamics of each phase, and within the broader context of initial sets of propositions that coalesced into forming the quadrupled conjectures of the proposed model.

Both Hoop and Smoking gun tests are based on logic of process tracing, yet in practice, they quite agree with the general analytic technique of Pattern matching, which is most desirable in a case study design. Pattern matching involves comparing an empirically based pattern with a predicted one. If the pattern coincides, the result can help a case study to strengthen its internal validity (Yin, 2009). Thus, the current study is designed to meet the requirement of this analytic technique, such that where the empirically based pattern of any of the cases under study favorably matches the predicted patterns of the working hypothesis based on Hoop and Smoking gun tests, a confirmation of the working hypothesis could be claimed. If same conclusion is reached over multiple cases, literal replication is accomplished, and the cross-case result is stated more assertively in favor of the working hypothesis. Finally, since the study equally accommodates a contradictory prediction in the form of a rival hypothesis, it becomes apparent that the confirmation of one hypothesis automatically disconfirms the other.

CHAPTER FIVE

EMPIRICAL ANALYSIS OF THE CAUSAL CONDITIONS: INITIATION PHASE

5.1 Introduction

This chapter presents the data obtained, relative to the initiation phase of venture emergence and in respect of the three Cases examined. This is with a view to inferring the existence and predisposing tendencies of the causal conditions necessary, for the acquirement of acquaintance with entrepreneurial process. This is approached based on the hypothetical syllogism deduced from the model. Particularly the conditional statement, which along the developmental trajectory of the process, relates to the dynamics of this phase, based on the logic of hoop test.

The inference proceeds step-by-step as the data evidencing the claims become isolated and presented in diagrams so as to establish the flow and visually connect aspects of the narratives. The interpretation drawn, are also discussed concurrently, and thereafter, a description of the implication in relation to the associated findings is given based on the related conjectures of the model and the conclusion is drawn in accordance with the logic of the test employed.

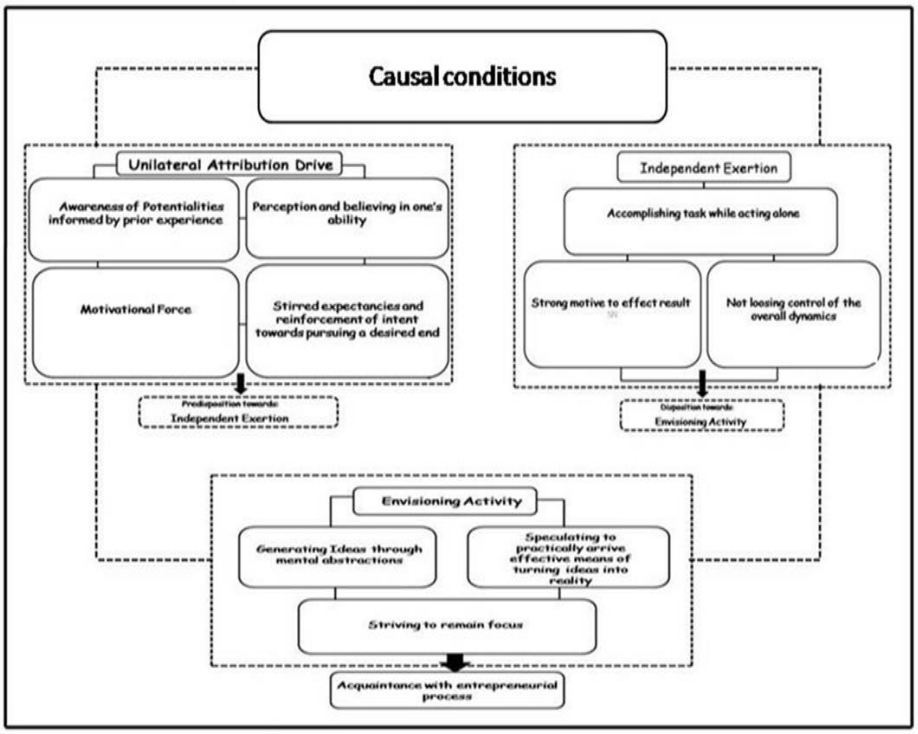
5.2 Hoop Test: Inferring the Necessary Conditions

The hoop test is focused on the first (a) hypothetical statement, which specifies the causal conditions necessary for the acquirement of attribute of proficiency relative to the dynamics of initiation phase, which has been identified as Acquaintance with Entrepreneurial Process. It states thus:

***Hypothetical Statement (a): If** causal conditions of unilateral attribution drive, independent exertion and envisioning activity are existent and predisposing, **then** acquirement of acquaintance with entrepreneurial process is a necessary outcome of initiation phase.*

To proceed, the definition of each of the above constructs viz. unilateral attribution drive; independent exertion and envisioning activity that symbolizes a necessary condition, is deconstructed and reframed into stand-alone phrases. Such that, each of these served as domain of application, representing a specific psychological framework, which stood as point of reference, or determinative context for the interpretation proceeding in steps across stages of the process. This domain of application consists of coding units, which are clustered together, and rendered into the appropriate context for interpreting the narrative data as illustrated in figure 5.1.

FIGURE 5.1: **Definitions of Construct Symbolizing the Causal Conditions**



Source: The Author, 2021

5.2.1 Step 1: Case 1-Founder, Brilliant Foot Steps Academy

The founder of Brilliant Footsteps Academy (BFA), is one entrepreneur whose belief in his ability to accomplish intended task is based on a conviction that acknowledges difficulties and unpleasant situations in life as inevitable. He believes that overcoming such circumstances, requires a strong sense of commitment and a great deal of perseverance. According to him: *"...you can not strive if you have not created the capacity to be tough…you know its going to be very difficult when things get rough…..commitment and conviction turned around to make me a very tough person"* This is both a consequence of his deep rooted desire to support his mother and a strong determination to persist in doing so. He recounted that:

> *…growing up with a single parent, my mother, I always have this idea that as a child I should support her….so I was reluctant to collect from her, rather I wanted to see how I could not collect or even give back…..I didn't want to be extra burden to her…..*

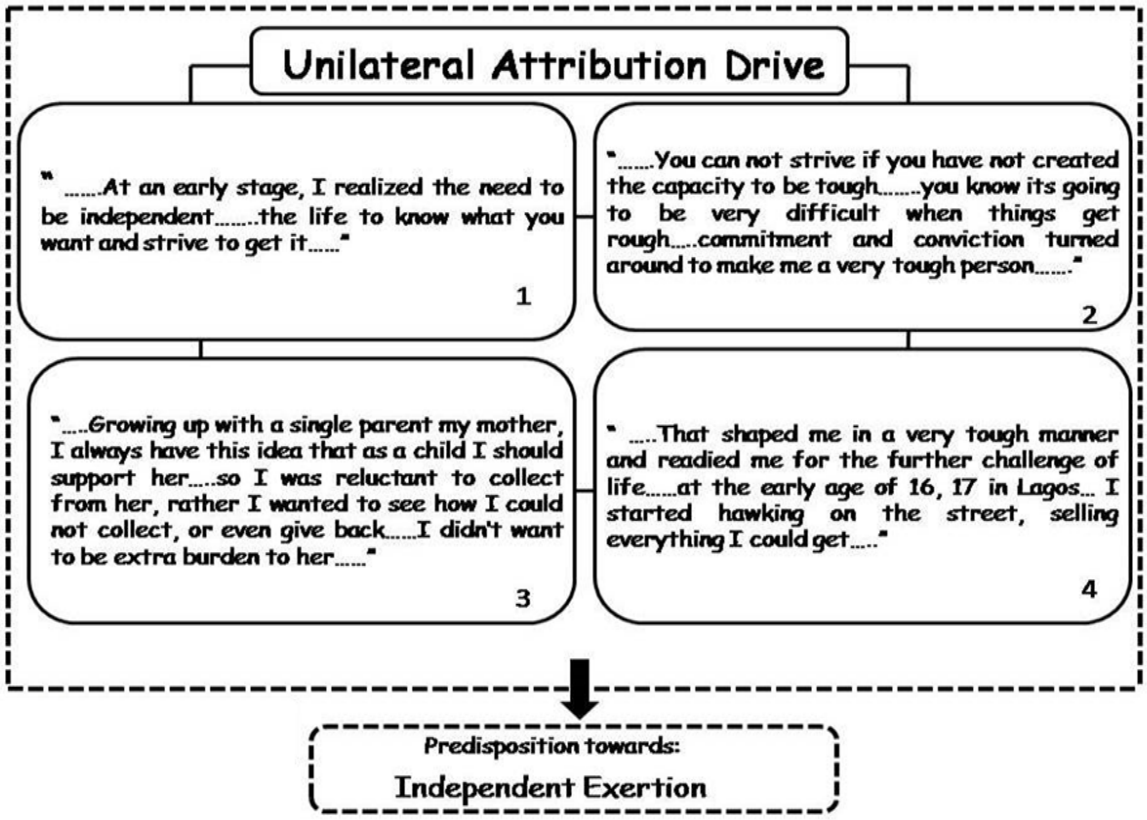
Thus, it is clear, that the motivation was set early enough for a life of self reliance, and it is quite easy to see that the entrepreneur got exposed to the daunting task of having to cater not just for himself but also his beloved mother. And, given that strong emotional attachment was involved, a considerable level of increasing resilience is to be expected. Hence, it is little wonder that the entrepreneur himself alluded to this consequential element of intent to support his mother. According to him:*"….that shaped me in a very tough manner and readied me for the further challenge of life…..at the early stage of 16, 17 in Lagos, I started hawking in the street, selling everything I could get…."*

It would be evident from the forgoing, that his past experience did influence his being aware of his potentials. This stirred his expectencies and reinforced

his intent of pursuing a desired end, which for him, was becoming his own boss. He stressed this point, when he mentioned that: *"…at an early stage, I realized the need to be independent….the life to know what you want and strive to get it…"*

The quotations cited above are referrents representing sign situations, and served as pointers for the infered causal condition of unilateral attribution drive. The inference was drawn from outcome of the coding decisions, which stood in accordance with the requirement of identifying referents that fit into the determinative contexts or psychological framework deduced from defination of the construct. These include: 'Awareness of potentialities informed by prior experience'; 'Perception and believing in one's ability'; 'Motivational force'; 'Stirred expectencies and reinforcement of intent towards pursuing a desired end'. This formed the basis for inferring both the existence of unlilateral attribution drive and the attendant implication of a predisposition towards Independent exertion, as deduced from the retrospective account of this entrepreneur's lived experience. Figure 5.2 summarizes the emirical envidence in support of this claim.

FIGURE 5.2: CASE 1: Category Assignment for Unilateral Attribution Drive



SOURCE: Interview Transcript,2021

This entrepreneur approaches his business with a passion. He is thus inclined not to lose control of the overall dynamics while pursuing his dreams. Being an entrepreneur, he understands the reality of changing circumstances and anticipates the possibility of incurring setbacks while in pursuit of his goals. To overcome the effect of any such eventuality, the entrepreneur draws from a belief that one has to love what one does, and must as well be good at it. He alluded to this when he mentioned: *"...as an entrepreneur, you will always nosedive.....what will give you a pick up is the fact that you love what you are doing and you know how to do it....."*

Judging from this therefore, it is understandable that he became able to exercise efforts towards accomplishing task, while acting alone. This must have influenced his inclination towards constancy and tendency to remain proactive and creative, while

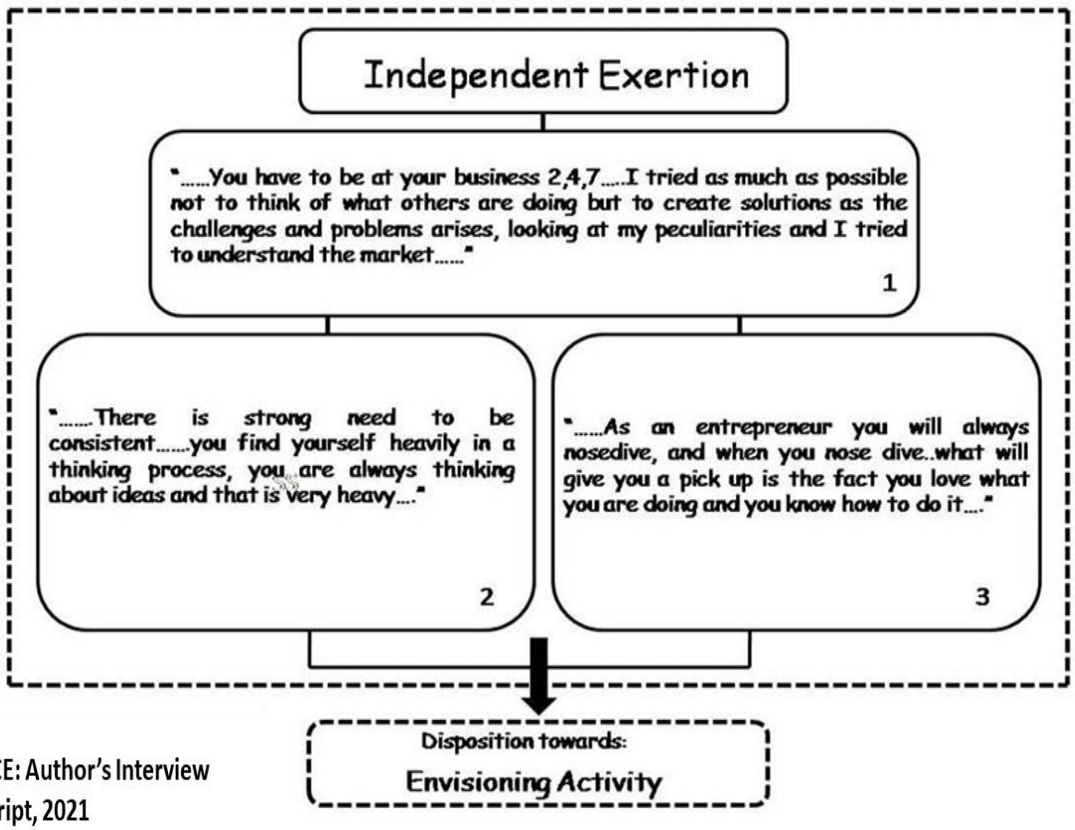
proffering solutions to emerging problems. And, it would be found implicit, in his having to acknowledge the role his individuality played, in developing the alertness with which he probes the market he serves. According to him:

> *.....You have to be at your business 24/7.....I tried as much as possible not to think of what others are doing but to create solutions as challenges and problems arises, looking at my peculiarities, and I tried to understand the market……..*

Connected to this, is the fact that the entrepreneur's strong motive to effect result did render his mind restless, such that he engages in ceaseless moments of reflection. And, this is evidenced by the feeling he expressed of being pressured by the need of having to come up with endless initiatives, so as to guarantee and sustain the success of his business. He expressed this feeling in his statement, that *"….there is strong need to be consistent….. You find yourself heavily in a thinking process, you are always thinking about ideas, and that is very heavy….."*

All of these cited referents, fit into the determinative contexts that have been deduced from definition of the construct, which is here used to symbolize the second necessary condition for *independent exertion.* These include: 'accomplishing task while acting alone'; 'strong motive to effect result'; and 'not losing control of the overall dynamics'. The condition of independent exertion is thus claimed to be existent, and same could be said of the attendant implication of predisposition towards envisioning activity. Figure 5.3 summarizes the empirical evidence used to support this claim.

FIGURE 5.3 CASE 1: Category Assignment for Independent Exertion



SOURCE: Author's Interview Transcript, 2021

The entrepreneur also alluded to his being able to generate ideas through mental abstractions. The description he gave regarding this, demonstrates his conscious effort towards sustaining the impression of unpredictability, as regards what is expected of him. This appears consequential to recognizing the need to sustain his earned reputation, by creating shifting perspectives concerning his firm commitment to quality service delivery. His being cognizant of such a need became the driving force behind his daily efforts to sustain the flow of ideas, the subsequent realization of which he continuously sought after. He expressed this feeling, somewhat indirectly when he stated:

> *…every day you are faced with the challenge of rebranding the same you differently, and that means you have to be creating ideas every morning and every night…..so today if your color is green, tomorrow it should be blue, the day after it should be red, white…before you bring in green again, when it has been forgotten…..because customers always want to make sure that your services are ever green….*

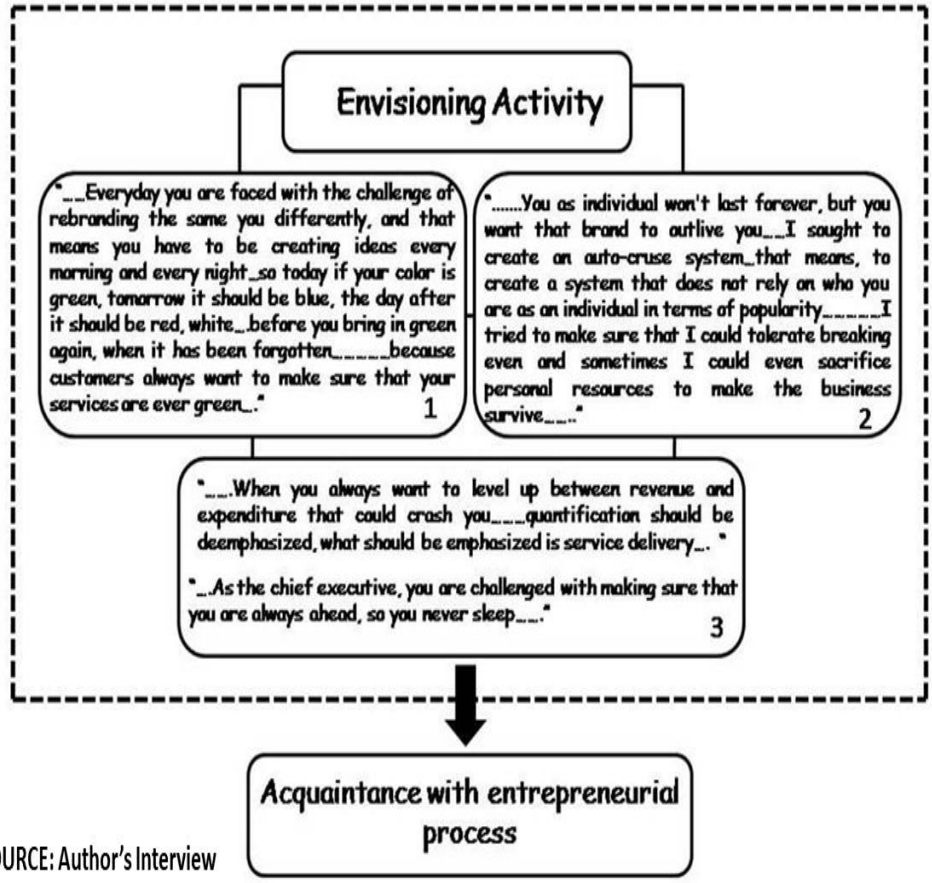
Concerning the means of practically turning his ideas into reality, this entrepreneur's speculation revolved around the desire to secure the perpetuity of his brand, and this is not unconnected with what appears to be his deep sense of mortality. It stands reasonable therefore, to hear him speak of his long-lasting commitment of having to create what he called an auto-cruse system, which could survive the test of time and perpetuate even if he ceases to exist as its founder. By implication, all his efforts have been, and are still geared towards this direction, and he seemed confident to proceed, with an air of practicality and resourcefulness. According to him:

> *….you as individual won't last forever, but you want that brand to outlive you…..I sought to create an auto-cruise system….that means, to create a system that does not rely on who you are as an individual in terms of popularity…..I tried to make sure that I could tolerate breaking even and sometimes I could even sacrifice personal resources to make the business survive……*

Furthermore, the founder of brilliant footsteps academy strives to remain focus, But in a way that undermines the convention of equilibrating expense with cash flow. Instead, he stands in favor of strong adherence to the ideal of elevating the quality of his services. Yet, he appears to have regarded such a shift in perspective as challenge, and thereby seeks a kind of leadership that would make him stand out above all others through relentless commitment. He alluded to this in his statement:

....when you always want to level up between revenue and expenditure, that could crash you……quantification should be deemphasized, what should be emphasized is service delivery……as the chief executive, you are challenged with making sure that you are always ahead, so you never sleep…..

FIGURE 5.4 CASE 1: Category Assignment for Envisioning Activity



SOURCE: Author's Interview Transcript, 2019

These cited referents summarized in Figure 5.4, fits the determinative contexts embedded in the definition of Envisioning Activity, which is the final construct, symbolizing the third necessary condition for Independent Exertion. These include- generating ideas through mental abstraction; speculating to arrive at effective means of turning ideas into reality; and striving to remain focus. Consequently, the necessary condition of Envisioning Activity is also here claimed to be existent.

Hence, going by the argument- *If causal conditions of unilateral attribution drive; independent exertion; and envisioning activity are existent and predisposing, then acquirement of acquaintance with entrepreneurial process is necessary outcome of initiation phase*, and given that, all of these causal conditions are found existent, as evidenced by data in the foregoing, it follows that the outcome of initiation phase in relation to lived experience of this entrepreneur, is - *acquaintance with entrepreneurial process*. This leads to the conclusion, that in light of empirical evidence, the outcome of Hoop test is positive and declared a pass, relative to hypothetical statement (a), and in respect of Case 1.

5.2.2 Step 1: Case 2- Founder, Rainbow Computer Technology

The founder of Rainbow computer technology (RCT) is an entrepreneur who seemed driven by a sense of purpose, which is deeply rooted. The motivational force behind his actions appears to be grounded on notion of selflessness, such that prioritizing the needs of others before his own needs becomes his priority. This is suggested by a statement, in which he describes his strong conviction concerning his inclination to help others as the very motive behind existence, hence the reason why he feels obliged to have it drive his attitudinal preferences. According to him:

> *….if you look at it….the purpose of creation is not for yourself by yourself….you are created for others….to assist and put yourself in their shoe….to make sure they are able to get what they want….and these are things that motivate my attitude….*

He explained, that this is the very reason why he got into business and about which he stands passionate. This seemed to suggest therefore, that even his prior experience of business is informed by the strong urge to satisfy the needs of others. And, having acknowledged incurring some income as a consequence to further his course, it stands reasonable to claim he gained awareness of his potentialities early enough in his career.

Also, in consideration of the strategic implication of focusing on needs in any kind of business, one is tempted to believe, that this could have been basis, for all his subsequent business decisions. Allusion to all these, lies implicit in his statement:

> *……in trying to help people, to assist them to solve their problem…I started having passion, a kind of desire to make sure they are able to get whatever they want….so, I started business gradually…..and I was able to make money that would handle other responsibilities……*

Furthermore, the entrepreneur's fixation on peoples' needs and his resulting commitment to seeking the means of satisfying needs, cannot be divorced from the perception he holds, regarding his own ability to solve problems. He explicitly favored the primacy of identifying problems and proffering solutions, over the general tendency of remaining preoccupied with monetary concerns. He stated thus:

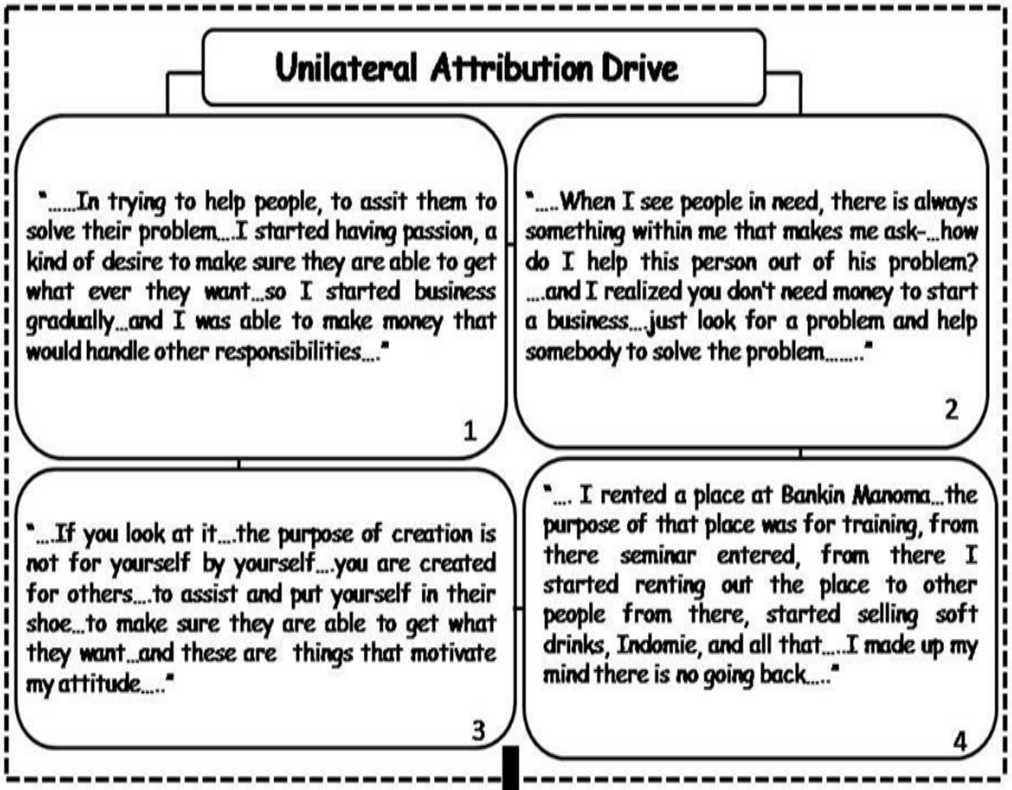
> *….when I see people in need, there is always something within me that makes me ask…how do I help this person out of his problem?....and I realized you don't need money to start a business, just look for a problem and help somebody to solve the problem…..*

The resulting outcome of this inclination manifested in his having to establish a series of businesses, which earned him the experience that stirred his expectancies and reinforced his intent of pursuing his desired end. Consequently, this resulted into decision to proceed with firm determination, towards experiencing other entrepreneurial events. He alluded to this, when he recounted:

> *…I rented a place at Bankin Manoma, the purpose of that place was for training, from there seminar entered, from there I started renting out the place to other people from there, I started selling soft drinks and all that…I made up my mind there is no going back…..*

These referents, which are presented in figure 5.5, are also sign situations that reflect the psychological framework determinative that serve as point of reference.

FIGURE: 5.5 CASE 1 Category Assignment for Unilateral Attribution Drive



SOURCE: Author's Interview Transcript, 2021

This is because the meaning derivable from the information contained therein, also fit into the broad determinative contexts, which constitute definition of unilateral Attribution Drive. Thus, the causal condition symbolized by this construct, and its attendant implication of a predisposition towards Independent Exertion is also here claimed to be existent and predisposing. The entrepreneur also gave a vivid account of how in the initial stage of his endeavor, sought the accomplishment of tasks all by himself. He recounted how he alone handled multiple tasks, all in a bid to meet what he considered to be the needs he ought to satisfy. This is contained in his statement:

> *….when I came into the business, I was doing the business perfectly all by myself….I was overlaboring myself, I tried as much as possible to be the typist to do the photocopying and to be barber, because I also had a barbing saloon, I also tried as much as possible to be the instructor, the maintenance officer, the cleaner….I did all these to meet needs..*

The focal point of this entrepreneur's effort is solely focused on the idea of meeting needs. Yet his resulting commitment is tinted with a business orientation, wherewith he makes a virtue out of sacrifice. It is therefore easy to understand why his strong motive to effect result, is driven by the urge to remain dedicated to his course, rather than outcome of a common desire to make profit. Regarding this, he mentioned that:

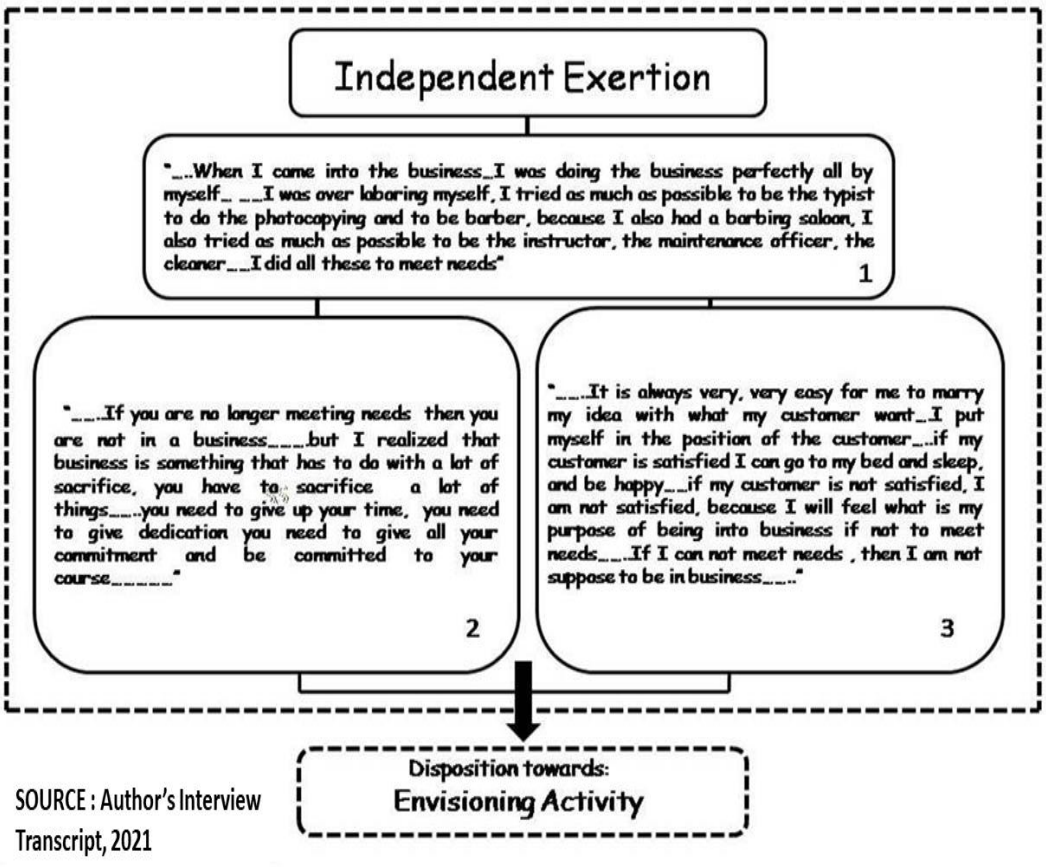
> *….If you are no longer meeting needs then you are not in a business….but I realized that business is something that has to do with a lot of sacrifice, you have to sacrifice a lot of things…..you need to give dedication, you need to give all your commitment to your cause….*

Yet, given his apparent involvement with various kinds of businesses, it does not matter even if he chooses to describe his sense of commitment with an ethical or moral undertone, without recourse to any explicit use of business terminology. Since, a careful examination would reveal that the essential element, which feeds the entrepreneur's business conviction, is not more than a strategic focus on customer satisfaction. This explains why he remains dedicated to what he considers to be a cause, without losing control of the overall dynamics. Because, what lies implicit in his statements is complete dedication to a customer centered-strategy, which is widely held to be effective in securing the success of any kind of business, regardless of the nomenclature used in describing the strategy. Accordingly he mentioned:

> *….it is always very-very easy for me to marry my idea with what my customer want….I put myself in the position of the customer….If my customer is satisfied I can go to my bed and sleep, and be happy…if my customer is not satisfied, I am not satisfied, because I will feel*

what is my purpose of being into business if not to meet needs….If I cannot meet needs, then I am not supposed to be in business…

FIGURE 5.6 CASE 2- Category Assignment for independent Exertion



SOURCE : Author's Interview Transcript, 2021

All the cited referents are summarized in figure 5.6 . Just as in the preceding Case; the referents represent sign situations, which fit into the determinative contexts of the defined construct, symbolizing the causal condition of Independent Exertion. Thus, the condition of independent exertion with its attendant predisposition towards envisioning activity is also here claimed, to be existent and predisposing.

The entrepreneur also illustrated how this customer-centered strategy influenced his thinking process, particularly as it relates to generating business ideas through mental abstractions. He gave a vivid illustration of his thinking process while describing it as habit, which has become part and parcel of his daily routine. According to him:

> *….I try to look for a problem and help somebody to solve the problem…..you saw a person with a car and discover that the car has a scratch and you can get a good painter that can do this job, all you need to do is just to evaluate how to solve the problem of this man….perhaps he doesn't have time, or he has no trust on the mechanic, or he is thinking if he is going to do this thing it's going to cost him some more, meanwhile he could get cheap……so that is how I always think…..how do I assist people, how do I help this person….it's a habit I sleep and wake up with….*

He remains assured also, of the confidence his customers conferred upon him. He is of the opinion that the quality of relationship that exist between him and his customers, in terms of their trusting and believing in him, serves as avenue through which he practically arrives at effective means of turning his ideas into reality. He makes it clear that he largely channels his speculative ideas through his customers and the positive responses he most often receives from them, impliedly keeps the business going. He recounted:

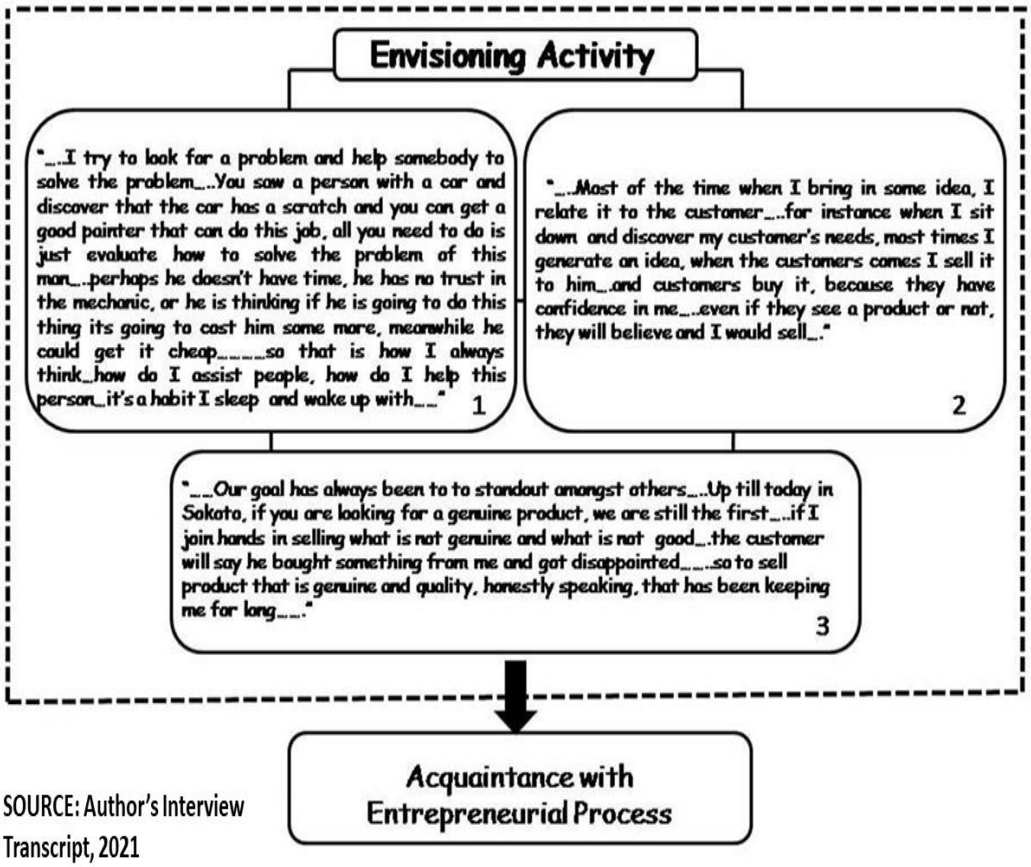
> *"….Most of the time I bring in some idea, I relate it to the customer…..for instance when I sit down and discover my customer's needs, most times I generate an Idea….when the customer comes I sell it to him….and customers buy it because they have confidence in me…even if they see a product or not, they will believe and I will sell…."*

Given the high premium he puts on satisfying his customers' needs and ensuring sound business relationship, it is inferable that he strived to remain focus, while detesting any act of dishonesty that had the potential of soiling his earned reputation. It is as if he considered it an obligation to never disappoint his customers. This sense of obligation, he in fact recognized as the very reason why his business endured and is still flourishing. Because, in his opinion, his products are still being perceived as best, particularly within the market space, in which he operates. According to him:

….Our goal has always been to stand out amongst others….up till today in Sokoto, if you are looking for a genuine product, we are still the first….if I join hands in selling what is not genuine and what is not good….the customer will say he bought something from me and got disappointed….so to sell product that is genuine and quality, honestly speaking, that has been keeping me for long…..

All the sign situations or referents are summarized in figure 5.7.

FIGURE 5.7 CASE 2-Category Assignment of Envisioning Activity



SOURCE: Author's Interview Transcript, 2021

Similar to what obtained in case 1, but within in a different context, the sign situations in the second case, also fit the determinative contexts embodied in the definition of Envisioning Activity. Consequently, the necessary condition of Envisioning Activity is also here claimed to be existent and predisposing.

Hence, going by the same logic- that *if causal conditions of unilateral attribution drive; independent exertion; and envisioning activity are existent and predisposing, then*

acquirement of acquaintance with entrepreneurial process is necessary outcome of initiation phase, and, given also, that all of these causal conditions are found to be existent , it follows that relative to the initiation phase, the outcome of entrepreneur's effort is again here claimed to be - *acquaintance with entrepreneurial process*. This leads to the conclusion, that in light of this empirical evidence, the outcome of Hoop test is also here replicated and again declared a pass, relative to hypothetical statement-(a), and in respect of Case 2.

5.2.3 Step1: Case 3-Founder, Halima Computers and Internet Café

This entrepreneur's motivational force seems to be driven by a strong urge to overcome poverty and to be able to afford a life of ease and influence. The urge, appears to have been an outcome of his upbringing, which the entrepreneur indirectly described as one of deprivation, owing to what could be considered a humble background, devoid of resources that would enable his being catered for, alongside his other siblings. Such circumstances affected his educational pursuit, to which he accorded his deepest passion. Yet, the situation offered him incentives, which did influence his choosing to remain self-reliant. He recounted:

> *…..I always look at my family, my dad raised eight of us but was not capable enough to train us…everyone has to cater for himself….I don't want to live as poor man, I want to live well…not just live well but blessing others….and me, I have a passion for education….but how do I go to school? ..I said to myself if I must go to school, then I need to work hard….since nobody to help….*

Consequently, the entrepreneur embraced the spirit of struggle early enough in life. He alluded to this when he recounted how he confronted disappointments, and even rendered services without being compensated. All these, did spur him to action, while

he gained experience doing menial jobs and even became a seller of food items in the market, just to secure a means of livelihood. It is expected therefore, that the entrepreneur gains awareness of his potentialities early in life, and he supposedly did, given the circumstances surrounding his prior life experience, wherewith his sustainment largely depended on his ability to see himself through. According to him:

> *……I left home and spent six years serving someone and at the end of the day I was not settled…..I needed to do something since I cannot beg….So I started some boy-boy job in Benue sate ….like pushing barrow, off-loading cement…I even labored in a rice mill…Later I started selling rice, green leaves and other vegetables in Makurdi Market, just to sustain myself…..*

Furthermore, his prior experiences seemed to have prepared him for the defining moment, which awaited him when he relocated to a new environment. And, owing to the resulting assurances he gained as a result of those experiences, the entrepreneur's perception and belief in his own ability to survive, or even excel in the new environment should have been strengthened, in light of his strong abhorrence for laziness and absolute dependence. He recounted:

> *….one of my sisters lived in Sokoto, she was the one who encouraged me to come down here…and I summoned courage and came…. believing somehow….I would survive, since I am not the lazy type and I observe things well….and I don't believe in begging…I believe in I can do…that is the motto I work with….*

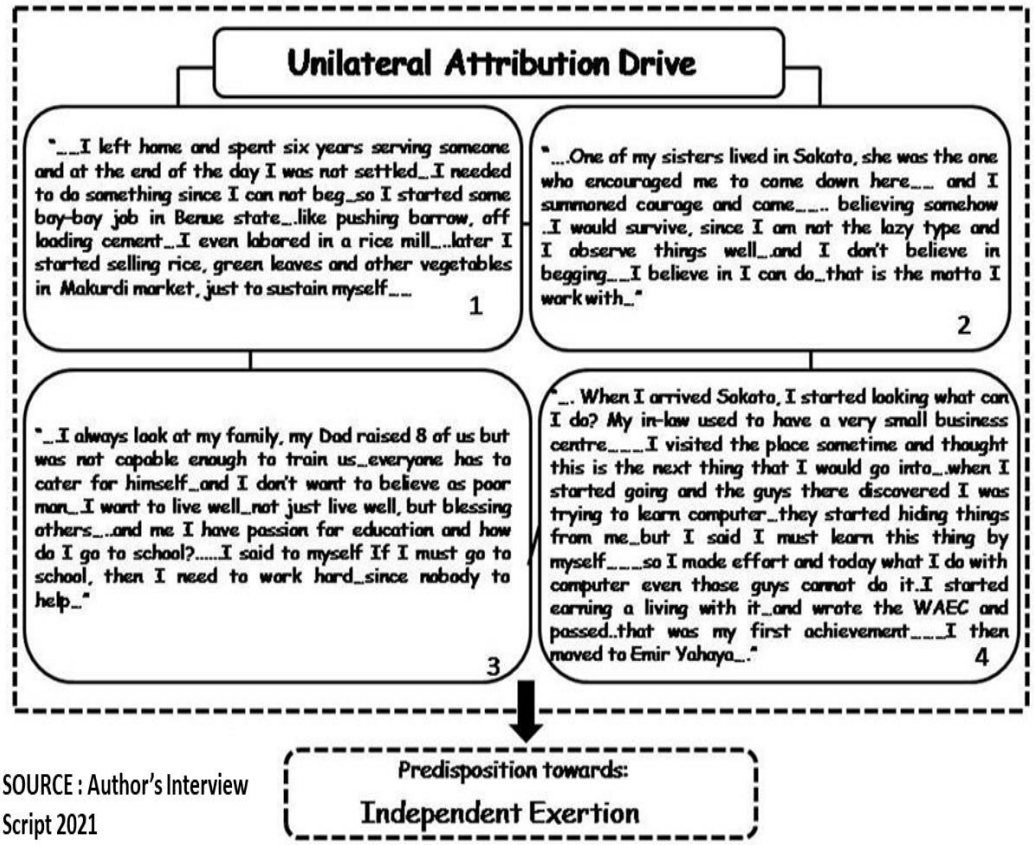
Hence, in light of the possibilities, which the new environment presented, the entrepreneur's stirred expectancies met with reinforcement of intent, given the occurrences that gave him a sense of achievement and furthered his pursuit of a desired end. This is indicated in his statement: .

> *When I arrived in Sokoto, I started looking… what can I do? My in-law used to have a very small business center…. I visited the place sometime and thought this is the next thing that I would go into…when I started going and the guys there discovered I was trying to learn computer, they started hiding things from me…but I said I must learn this thing by myself….so I made effort and today what I do with computer even those guys cannot do it….. I started earning a*

living with it…..and wrote the WAEC and passed…that was my first achievement….I then moved to Emir Yahaya….”

These referents are presented in Figure 5.8

FIGURE 5.8 CASE 3- **Category Assignment for Unilateral Attribution Drive**



SOURCE : Author's Interview Script 2021

Based on the established criterion, the causal condition symbolized by the construct of Unilateral Attribution Drive, is also here claimed to be existent and predisposing. This is because as provided in the foregoing, all the sign situations or cited referents fits into the broad determinative contexts embedded in the definition of the construct, even when expressed within a context, which comparably differs from what obtained in the preceding cases.

In spite of his very limited resources, the entrepreneur also made the decision of relocating his business to a new area, saturated with competitors. And, not that he was

not forewarned of the steep competition he was about to confront, but given his strong motive to effect result, he stood confident of his being able to overcome obstacles, while disregarding all sorts of discouragements and proceeding with firm determination. He recounted:

> *….I was hearing so many things about Emir Yahaya, that it is a competition area and if you don't have money you cannot move there, because there are people that have already made it and are willing to frustrate your effort….I said God forbid…..since people are making it, I will make it in that place…*

He also remained confident, such that even when all the odds stood against him, he seemed not to have lost control of the overall dynamics and still harbored some positive expectations. And, it is understandable that he entertained the possibility of accomplishing his intent with success, given the religiosity that apparently underlies his expressions. The strength of his resolve and determination to persist is traceable to his being assured of divine providence. This is indicated in the statement:

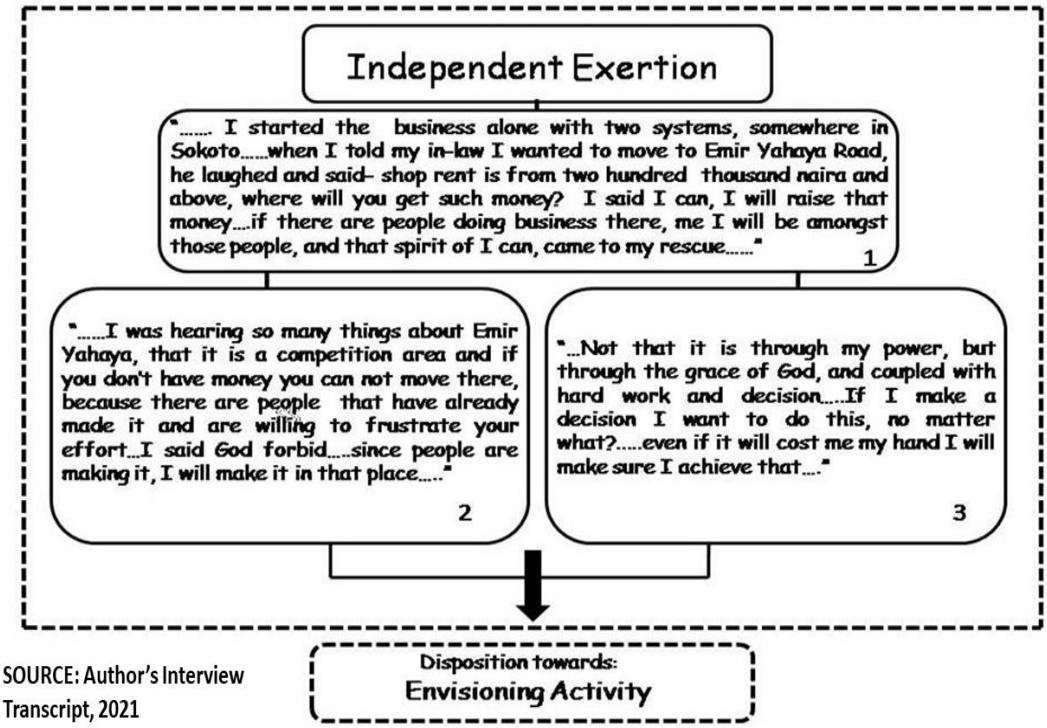
> *….Not that it is through my power, but through the grace of God, and coupled with hard work and decision…If I make a decision I want to do this, no matter what…even if it will cost me my hand I will make sure I achieve that…*

However, this assurance is not unsupported by adequate preparedness. Because, it seemed obvious, that the entrepreneur's inclination towards accomplishing his task all by himself grew out of well-founded considerations, which conferred upon him, the resoluteness with which he was able to counteract the obstacles he faced while forging ahead. It appears that in spite of his limited resources and minimal level of expertise and experience in the business, the entrepreneur already secured means of positively achieving his intent, giving his healthy self-esteem and the initial efforts he claimed to have exerted. According to him:

.....I started the business alone with two systems, somewhere in Sokoto…when I told my in-law I wanted to move to Emir Yahaya Road, he laughed and said shop rent is from two hundred thousand naira and above, where will you get such money? I said I can, I will raise that money…if there are people doing business there, me I will be amongst those people, and that spirit of I can, came to my rescue…

Figure 5.9 presents all the cited reference

FIGURE 5.9 CASE 3- Category Assignment for Independent Exertion



SOURCE: Author's Interview Transcript, 2021

The referents stand as sign situations for the construct of Independent Exertion. Just as in the preceding Cases, the sign situations symbolized by the construct, fits the determinative contexts constituting definition of the construct. Thus, the condition of independent exertion with its attendant predisposition towards envisioning activity is also here claimed, to be existent and predisposing.

Despite his limited access to formal education, the entrepreneur did recognize how he stands to benefit from reading relevant literary materials, as effective means for his self-improvement and as convenient tool for sourcing the ideas that positively impacts his

business. It seems as though he was already well acquainted with the habit of reading and writing. He alluded to this, when he gave a description of how he engages his intellect when the need arises for making innovative decisions. He explicitly related his having to generate ideas through mental abstractions out of the information he seeks from literary sources, and the subsequent effort to put the emerging ideas to test. This is captured in his statement:

> *…….I started thinking and brainstorming……I will say how do I add value to this thing and make it grow…? I started looking for material to read from five different institutions…..I started reading, after reading I will think and Imagine how everything fits together….then ideas comes to me and I will go and practice….*

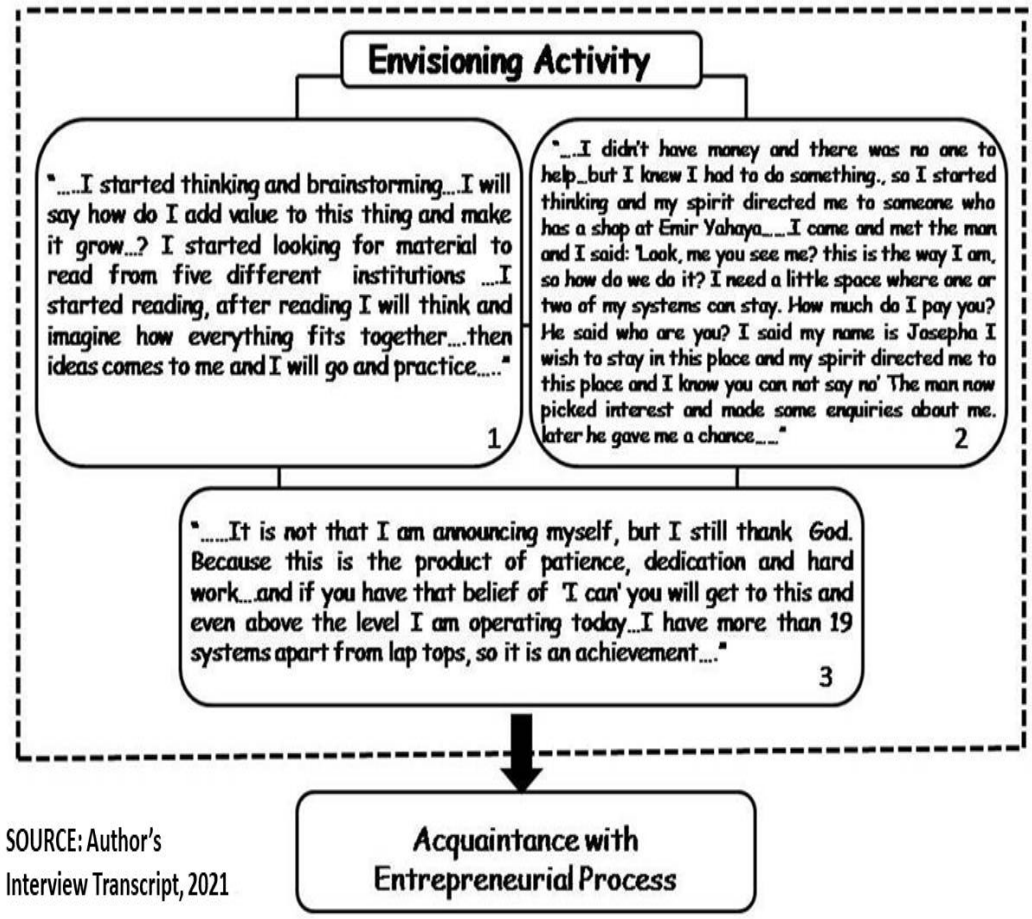
The practicality with which he sought the means of effectively turning his ideas into reality, rested in his being able to satisfy his urge for self-expression. This is based on what could be considered a strong need for fulfillment, and supported by the religiosity, which already became apparent as having to underlie his sense of inspiration. This is indicated in his description of a particular instance, which points out to a specific defining moment in his recollection. He recounted thus:

> *…..I didn't have money and there was no one to help….but I knew I had to do something, so I started thinking and my spirit directed me to someone who has a shop in Emir Yahaya…..I came and met the man and I said: look, you see me? This is the way I am, so how do we do it? I need a little space where one or two of my systems can stay. How much do I pay you? He said who are you? I said my name is Josephat I wish to stay in this place and I know you cannot say no….the man now picked interest and made some enquiries about me…later he gave me the chance….*

Apparently, there could have been much to this, than what he implicitly alluded to in retrospect. Yet, what appears to be a matter of interest is that the incident itself represented a moment in the entrepreneur's life that could appropriately be described as a turning point. He must have seized his moment when the chance was given to him

to establish his business in the commercial area of Emir Yahaya, since, what came afterwards seems more like the partial realization of his intent. The cited referents are summarized in Figure 5.10.

FIGURE 5.10 CASE 3- Category Assignment for Envisioning Activity



SOURCE: Author's Interview Transcript, 2021

It appears as it were, that, precedent to his striving to remain focus, which stood to be seen as outcome of resilience, relentless efforts and reinforcement of intent on his part, there was the attainment of some remarkable achievement and the envisioning of positive expectations. Hence, immediately after recollecting this defining moment of his, there was a general change of tone in his narrative, which suggests a sense of satisfaction and a strong feeling of accomplishment. He stated thus:

> *……it is not that I am announcing myself, but I still thank God. Because this is the product of patience, dedication, and hard work…and if you have that belief of 'I can'…you will get to this and even above the level I am operating today…..I have more than 19 systems apart from laptops, so it is an achievement…..*

Similar to what obtained in cases 1 and 2, the sign situations in this third case, also fit the determinative contexts embodied in the definition of Envisioning Activity. Consequently, the necessary condition of Envisioning Activity is also here claimed to be existent. Based on the same logic that *if causal conditions of unilateral attribution drive; independent exertion; and envisioning activity are existent and predisposing, then acquirement of acquaintance with entrepreneurial process is necessary outcome of initiation phase*, and, given also, that all of these causal conditions are also here found to be existent, it follows that the outcome of endeavor, in the initiation phase in relation to lived experience of this entrepreneur, is again claimed to be - *acquaintance with entrepreneurial process.* This leads to the conclusion, that in light of empirical evidence, the outcome of Hoop test is here replicated as positive, and again declared a pass, relative to hypothetical statement-(a), and in respect of Case 3.

5.3 Implication of the Inferred Causal Conditions

The first research question posed by this study is: How and why is the intending entrepreneur inclined towards developing and sustaining effective entrepreneurial behavior? This is tied to the objective of having to develop propositions and testing resulting conjecture relative to the dynamics and attendant implication of entrepreneurs' inclination of developing and sustaining entrepreneurial behavior. Consequently, eight propositions have been deduced from literature in this regard, thereby meeting part of the objective. These propositions specifically address the question of 'why and how' in relation to the dynamics of developing and sustaining

entrepreneurial behavior. And, as they become coalesced, the resulting conjecture suggests the implication of this dynamics relative to initiation phase of venture emergence, and thus addressing the question of 'how' and 'why' in relation to it.

Impliedly, the findings which result from the interpretation of data associated with the causal conditions, and conclusions derived therefrom in relation to the logic of hoop test, are outcome of attempt to meeting the associated objective of testing the conjecture that relates to initiation phase. Thus, discussion of the implication of these findings proceeds in relation to content of the propositions, relative to the resulting conjecture, from which the associated constructs guiding the inquiry are derived.

5.4 Findings and imputed associations in respect of Initiation Phase

The set of eight propositions, which addresses aspect of the first research question are focused on the dynamics of Initiation Phase. Hence, highlights of the essential ideas manifesting as findings in respect of this phase and in context of each of the cases examined, are further presented as follows:

Firstly, it is observed that in Case 1, the entrepreneur acknowledges difficulties and unpleasant situations in life and believes that overcoming such circumstances requires strong sense of commitment and great deal of perseverance. Consequently, and coupled with the emotional need of having to support his mother he remains bent on becoming his own boss, and eventually becomes capable of creating his needed opportunities.

In Case 2, the entrepreneur's exposition reveals his having to acknowledge and imbibe the notion of selflessness, while considering the needs of others, prior to a consideration of his own needs. And, owing to paying attention to the needs of others, he succeeds at establishing small businesses just to commercially cater for those needs, and became as a consequence, capable of creating his needed opportunities.

Similarly, the exposition in Case 3 reveals also, that the entrepreneur acknowledges the need to overcome poverty and thus chooses to do what it takes to afford a life of ease and influence. And, owing to his humbled background, which negatively affected his educational pursuit, he is motivated to remain bent on pursuing a life of self-reliance, thereby becoming bent on creating his needed opportunities. Hence, this study finds that:

In the initiation phase of the causal domain, the *personal cognitive paradigm or world view influencing these entrepreneurs derives from their unique experiences and had shaped their views the choice of pursuits, and tending to propel all their guiding ideas. For all the three cases, the retrospective account of their lived experiences is revealing of this as a driving force. Thus, the finding stands in conformity with the implication of this dynamics as suggested by a corresponding aspect of the first conjecture, wherein the susceptibility of becoming driven by prevailing perceptions and ideas about opportunity and best means of exploiting it is projected.*

Secondly, as regards exposition availed in the narrative of Case 1, it is equally observed, that due to the opportunities he succeeds in creating in the past, he becomes aware of his potentials and remains desirous of owning his own business. He also develops love for what he does and proceeds alone, while expecting triumph by means of constancy, creativity, proactivity and remaining alert to emerging problems with a view to proffering solutions.

In much the same way, the exposition of Case 2, conveys the understanding that owing to the income he initially generates as a result of the business opportunities he creates to satisfy needs, he becomes aware of his potentials. He also develops confidence in his own ability to solve problems as he proceeds all by himself, while seeking and attempting to proffer solutions to identified problems, by giving primacy to offering solutions, rather than remaining preoccupied with monetary concerns.

Likewise, the exposition in respect of Case 3, reveals that due to his healthy self-esteem and the initial efforts he exerts, it became possible for him to keep seeking the means of satisfying his urge for self-expression and consequently became aware of his potentials. He also develops a focused attention on his personal needs fulfilment, and proceeds all by himself with resilience, while relentlessly exerting efforts with positive expectations so as to attain the realization of his vision. Hence, this study finds that:

Within the initiation phase of causal domain, all the three cases share a commonality with respect to the ongoing preparatory reaction of their inner dimensions that sustains movement in the desired direction. In that it stands to direct their progress towards the consummation of their intent. Hence, the finding stands in consonance with the implication of this dynamics, as suggested by a corresponding aspect of the first conjecture, wherein the consequent tendency of becoming expectant of possibilities across stages of the developmental trajectory and pursuit for attainment at independent level of action, is envisaged.

Thirdly, it is observed from the exposition availed by Case 1, that owing to being pressured by the need to constantly initiate so as sustain success of his business, and given that such initiatives already worked in the past, he keeps thinking of coming up with ideas in order to improve what he does and overcome obstacles. He therefore seeks and tries to understand ways that could makes this happen and persists in doing so for the purpose of securing the perpetuity of his brand.

As regards Case 2, the exposition similarly reveals that as a result of the awareness associated with his sense of purpose and having established small businesses that earned him the relevant experience, he is pressured by the need to keep pursuing his desired ends as he aspires to continually experience other entrepreneurial events. He seeks thus, the accomplishing of multiple tasks so as to persist in satisfying such needs that ought to be satisfied.

Likewise, the exposition availed by Case 3, reveals that he is being pressured by the reality of his limited resources, and driven by a strong motive to effect result, so he

keeps disregarding all sorts of discouragements as he proceeds with firm determination. He remains persistent, while still anticipating divine assistance, and constantly prepares to continually secure the means of actuating his intent. Thus, It is yet another finding that :

within the initiation phase of causal domain, all the three cases share the commonality of being affected by the pressure tied to the dynamics that initiates and sustains entrepreneurial behavior, and this is supported by the principle of reinforcement, which naturally accompanies the process. Hence, the persistence that enables the overcoming of hindrances or constraints becomes operational in their endeavors. This stands in conformity with the implication of the dynamics, as suggested by a corresponding aspect of the first conjecture, wherein the tendency to remain focused on pathfinding activities and becoming intimately acquainted with entrepreneurial process is projected.

5.6 Conclusion

Viewed collectively, these findings offer implication for the outcome of Hoop tests, the basis upon which the existence and predisposing effect of the causal conditions in respect of Initiation Phase, are evidently supported. This implies a confirmation of the existence and predisposing effect of the causal conditions that necessitate the activation of subsequent phases of the process, which include Unilateral attribution drive; independent exertion; and envisioning activity. The existence of these causal conditions typified as the antecedents, stand as premise upon which the conclusion here drawn is predicated.

Accordingly, this set of empirical findings parallels the ideas constituting the propositions and the resulting conjecture specified in the model, which pertains to initiation phase. Hence, the imputed association by virtue of this juxtaposition is not only confirmed, but stands justifiable, and for all the three Cases, the implication of having passed through Initiation phase is reasonably evidenced to be the acquirement

of acquaintance with entrepreneurial process. Thus, the attendant predisposing effect of acquaintance with entrepreneurial process, stands to necessarily activate phases of habituation dynamics as envisaged as further empirically expounded in the next chapter.

CHAPTER SIX

EMPIRICAL ANALYSIS OF THE ENABLING CONDITIONS: PHASES OF HABITUATION DYNAMICS

6.1 Introduction

This chapter presents the empirical analysis of the data obtained, which relates to the phases of habituation dynamics of venture emergence. The three Cases of the study, are here examined with a view to inferring the existence and predisposing tendencies of the enabling conditions, which are deemed necessary for the acquirement of entrepreneurial and managerial acumen on the one hand, and Executory acumen and Entrepreneurial Excellence on the other hand. The approach used, is also based on the hypothetical syllogism, particularly the conditional statements deduced from the model, in respect of phases of Habituation-Adaptation, and Consolidation-Habituation.

Based on the logic of hoop test, the inferences proceed step-by-step as the retrospective narrative of each of the Cases remains thoroughly explored. The specific set of data evidencing the claims are presented and framed in diagrams, so as to establish the flow and the connection that exists, between isolated aspects of the narratives. The interpretation drawn, are also discussed concurrently and thereafter, a description of the implication relative to the associated findings vis-à-vis the related conjectures of the model is offered and the conclusion is drawn in accordance with the logic of the test employed.

6.2 Hoop Test: Inferring the Enabling Conditions

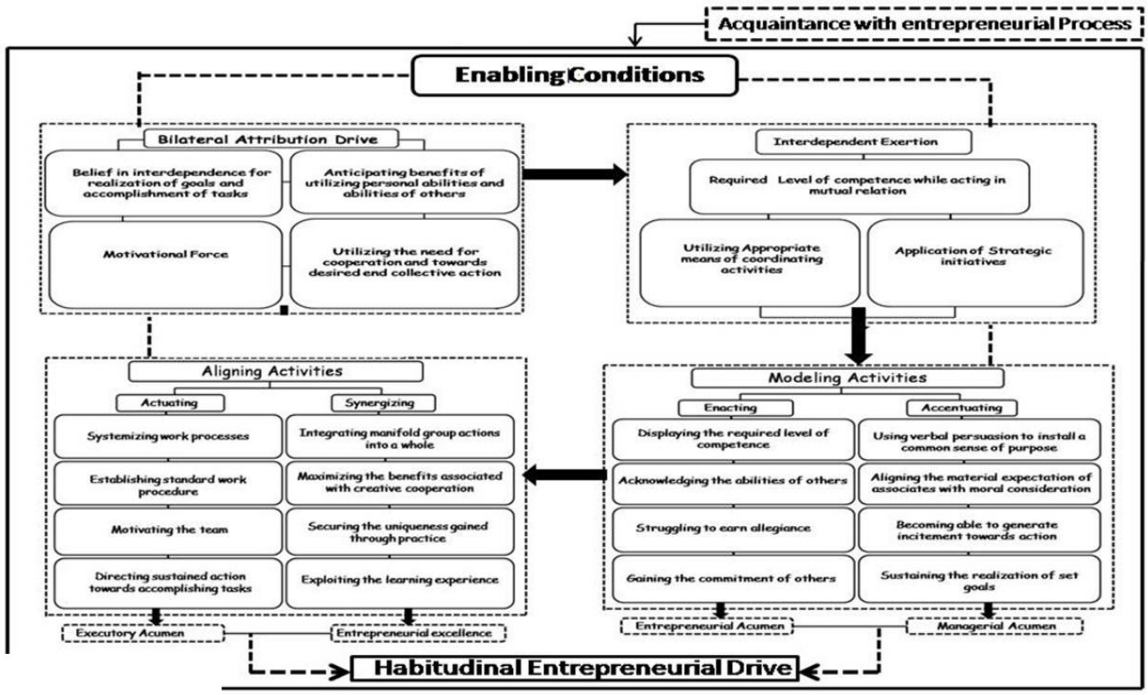
The hoop test is here focused on the second and third hypothetical statements (b and C), deduced from the model and which specify the enabling conditions for the acquirement of attributes of proficiency that have been envisaged to be associated with the dynamics of these phases- Entrepreneurial and Managerial Acumen as well as Executory acumen and Entrepreneurial Excellence. The hypothetical statements in relation to this, are restated as follows:

Hypothetical Statement (b): If *enabling conditions of bilateral attribution drive, interdependent exertion, enacting and accentuating activities are existent and predisposing,* ***then*** *acquirement of entrepreneurial and managerial acumen are necessary outcomes of Habituation-adaptation phase.*

Hypothetical Statement (c): If *enabling conditions of bilateral attribution drive, interdependent exertion, actuating and synergizing activities are existent and predisposing,* ***then*** *executory acumen and entrepreneurial excellence are necessary outcomes of consolidation-adaptation phase.*

Figure 6.1 presents a concise definition of these constructs.

FIGURE 6.1 Definition of Constructs Symbolizing the Enabling Conditions



SOURCE: The Author, 2021

Just like what obtains in the preceding chapter, the definition of each of the constructs contained therein, which symbolizes each of the enabling conditions, is deconstructed and reframed into stand-alone phrases. Such that, each of these served as domain of application, representing a specific psychological framework that stand as point of reference for the interpretation that proceeds in steps across stages of the process. The resulting coding units are then clustered as representing the precise context for exploring the phases in question as depicted in figure 6.1.

6.2.1 Step 2: Case 1- Founder, Brilliant Foot Steps Academy

As regards the Habituation-Adaptation Phase, there are indications that this entrepreneur's belief in interdependence did find expression, in what could be considered recognition of his limitation as individual. He expresses this belief in terms of the inevitable constrain imposed by the fixity of time. This constrain he identifies, as one of the basis or rationale behind his having to stand in need of others, for the attainment of his goals and accomplishment of tasks.

He realizes also, that the survival of his enterprise is highly dependent on the contribution of those working with him or his associates. He appears to have understood why he needed to establish a sense of equity in the organization and did take measures to attract and sustain loyalty from members of his team in order to secure the sustainability of his business. According to him:

> *….If you spend the whole of your 24 hours in your company and your clients need a thousand hours….you can't do everything….so you need to buy the hours of other people…..It means that everybody in that team is making the company survive……and equal opportunity to the access of benefit should be given….that builds trust, it builds confidence….they become sincere and business is sustainable…*

Given this inclination, it would be expected that the entrepreneur quite anticipates the benefits of utilizing his ability and the abilities of others. But, it seems apparent also, that the anticipated utility is well supported by earnest desire to raise the commitment of his associates, to a level which stands commensurate with his own level of commitment. It is little wonder therefore, that in view of this, he impliedly sought the replication of both his needs and urges in the hearts and minds of his associates. He specifically stated thus:

> *….I transferred my passion unto my team mates….I made them understand this is the way to go in addition to their own style and their own way….I believe in them, they know I believe in them…..there is need to create many of yourself in your team mates…..to create a situation where your team mates have more passion for the business than yourself…..they have to trust you in many ways…*

The entrepreneur's idea of replicating his passion amongst his associates is further consolidated by the strong need of ensuring the sustainability of his business. This seems to be the motivational force behind his having to cultivate immersion, to which he draws the feeling and attention of his associates, using same to entrench their emotional attachment to the business, while aiming to sustain his earned status of trustworthiness. He believes, that establishing a meaningful relationship which mirrors and accommodates the aspiration of both parties, sets the ball rolling for ensuring the perpetuity of the business venture. According to him:

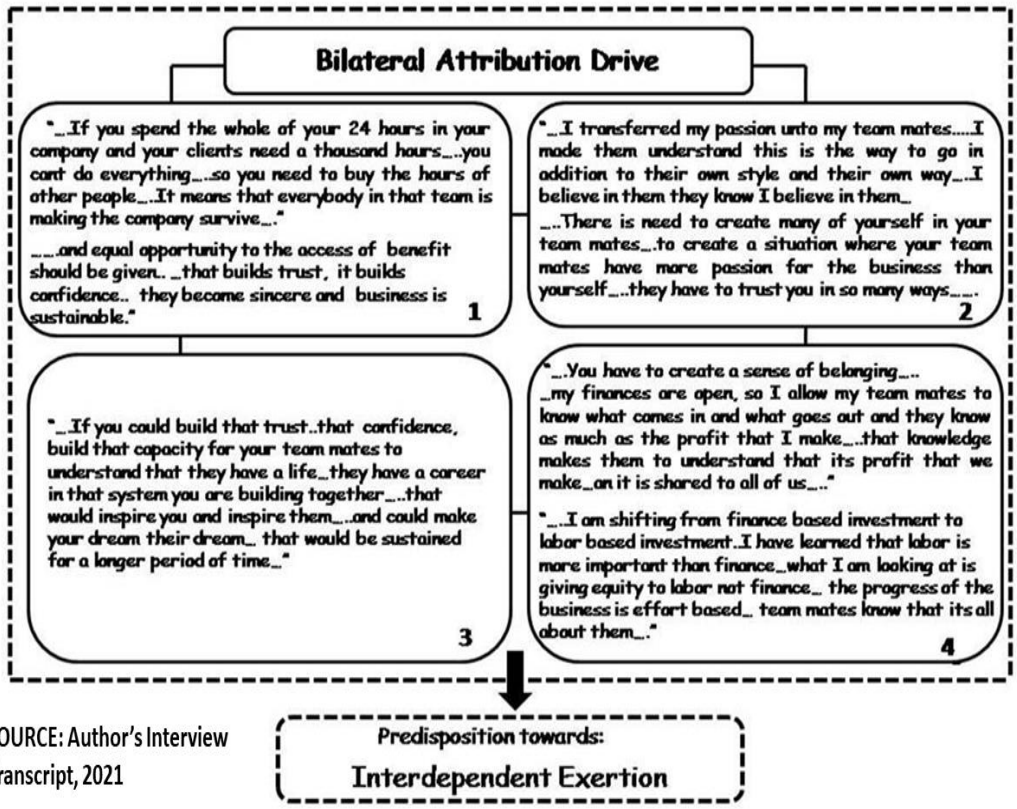
> *….if you could build that trust….that confidence, build that capacity for your team mates to understand that they have a life…they have a career in that system you are building together….that would inspire you and inspire them….and could make your dream their dream…that would be sustained for a longer period of time…..*

To further strengthen his influence over his associates and sustain the attained level of commitment, the entrepreneur sought to utilize the need for cooperation more effectively, by adopting the principle of transparency, while ensuring everyone is carried along. He also adopted a strategy, which in light of his good intent and a bid to encourage collective action, stands in stark contrast with current business conventions. This he expressed in his statement:

> *….You have to create a sense of belonging….my finances are open, so I allow my team mates to know what comes in and what goes out and they know as much as the profit I make….that knowledge make them to understand that its profit that we make….and it is shared to all of us…..I am shifting from finance based investment to labor based investment….I have learned that labor is more important than finance…..what I am looking at is giving equity to labor not finance….the progress of the business is effort based….team mates know that it is all about them….*

All of these cited referents are the sign situations, which fit the determinative contexts embedded in the definition of the construct used to symbolize the emergent condition of *Bilateral Attribution Drive.* These include: Belief in interdependence for realization of goals and accomplishment of tasks; Anticipating the benefits of utilizing personal ability and abilities of others; Motivational force; and Utilizing the need for cooperation and collective action. The condition of Bilateral Attribution Drive is thus claimed to be existent, and same could be said of the attendant implication of a predisposition towards Interdependent Exertion. Figure 6.2 summarizes the empirical evidence used to support this claim.

FIGURE 6.2 : CASE 1- **Category Assignment for Bilateral Attribution Drive**



SOURCE: Author's Interview Transcript, 2021

Judging from what has so far becomes apparent as regards mindset of this entrepreneur, it would not be out of place, to expect him to have had the required level of competence in his dealings with others, or while acting in mutual relation. Were he to fall short in expressing what could rightly be considered a humbled and passionate regard for the contributions of his associates, one would be fast to label any contrary conduct in this regard as inconsistent with his expressed values. But, his having to conduct himself with considerable level of humility, while acting in the spirit of interdependence, makes his proclamations to stand justifiable. He alluded to this, in his statement:

> *.....We should value those who work with us...I think we work together, but the reality is- the work is from bottom up.....I deliberately made sure my office is not as exotic and luxurious as the office of my subordinate, because they do more work than myself...*

There is indeed a reason to believe that the entrepreneur is quite cognizant of the utility derivable from exemplification. As it were, he considers acting out his intent to influence others, as one effective means of coordinating activities given the high premium he attaches to the idea of replicating his values in ways that enable his associates to mirror his own level of commitment. This is discernible in what he has revealed concerning the early stages of his venturing events. According to him:

> *….You have to show that example….once I have been able to transfer that idea in one or two of them, I know that I have left a little legacy and I can move on…..which means you have to take charge of every role of your business from the beginning….at the beginning I was everything…*

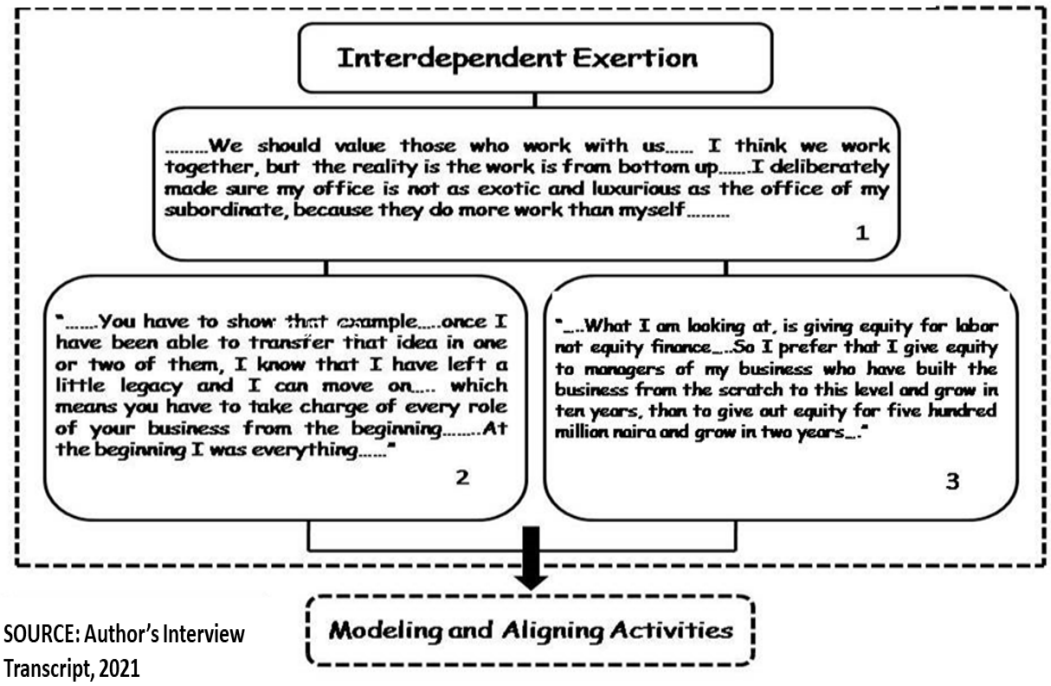
In line with his inclination towards de-emphasizing popular business conventions, the entrepreneur sought the application of one of his strategic initiatives, which confers unto his associates, the possibility of securing part ownership of the business. This is supposedly based on contribution made, or role played by his associates in the management of the businesses. The entrepreneur's allusion to this, reveals his preference for fair-play, which he expresses with an underlying tone that suggests a sense of commitment towards securing the interest of his founding associates. According to him:

> *…. what I am looking at is giving equity to labour not finance….I prefer, that I give equity to managers of my business who have built the business from the scratch to this level, and grow in ten years, than to give out equity for 500 million naira, and grow in two years….*

All the sign situations cited as referents, fit into the determinative contexts embodied by the construct, which is here used to symbolize the enabling condition for *interdependent exertion.* These include: Having the required level of competence while acting in mutual relation; Utilizing appropriate means of coordinating activities; and Application of strategic initiatives towards executing intent. The condition of

interdependent exertion is thus claimed to be existent, and same could be said of the attendant implication of predisposition towards modelling and aligning activities. Figure 6.3 summarizes the empirical evidence used to support this claim.

FIGURE 6.3 CASE 1- **Category Assignment for Interdependent Exertion**



SOURCE: Author's Interview Transcript, 2021

In view of the foregoing, one comes to the observation that the entrepreneur is indeed possessed of the required level of competence. Moreover, the entrepreneur also gave a description of the modalities he adopted, while displaying this competence. He indicated thus, that earlier on in the course of his venturing events, his ability became not only visible, but strategically utilized to aid its replication. This especially, is targeted at the minds of those associates of his that stood most susceptible to be influenced by the displayed abilities. Impliedly therefore, he quite anticipated that such individuals amongst his associates who have earned his confidence, could likewise extend the outcome of his influence upon them, unto others. He recounted thus:

> *……at the beginning, I was everything…I could spend hours in the middle of the night till morning with the security men, not sleeping and making them identify how they should be alert……and when I identify one or two persons….having been a shining star among them, I concentrate on that person…*

Yet, it is only natural that the modality he described in this statement be preceded by a pattern of thought, which ought to have given rise to its occurrence. Perhaps, it is in view of this, that he saw the need not only to acknowledge the cognitive abilities of others, but as well remain capable of deriving and utilizing the benefits associated with such abilities. He stated in this regard:

> *…. you have to understand, that every solution does not lie in your thought….it lies in the understanding and wisdom of the many people you are working with….so you need the ability to pick the brains of those working with you to solve problems…*

However, in his struggle towards earning the allegiance of his associates, the entrepreneur understands and believes, that prior to gaining any significant influence over the attitudinal tendencies of others, one ought to have not only the capacity to do so, but must as well endeavor to exert sufficient effort to transform one's own attitude into the kind of quality, one would have others emulate. Impliedly, the entrepreneur adheres to this ideal. He stated thus:

> *…..the first point of training is through character of self….you have to show example…..so it is not about telling your team mates this is how you should work, it's about showing them how that work should be done…it means you have to have the capacity yourself…*

Interestingly too, the entrepreneur alluded to his commitment towards developing his own character, and how he utilizes same in cultivating his transformative leadership skills. This effort is in principle grounded in what could be considered his preference for moral judgment. And, his inclination towards ensuring the satisfaction of both his associates and customers alike is indicative of this tendency. Yet, such tendency

appears to be motivated by not only the strategic intent of gaining the commitment of those working with him, but employed to secure a strong base, for the sustainment of the patronage and loyalty he enjoys from his clients.

To buttress this point, the entrepreneur made reference to how he employed kind gestures, which ultimately earns him the aura of respectability and gives the impression of an equitable leader. He stated thus:

> *….I believe in the smile factor…a situation where your customers are smiling, your team mates are smiling, you are smiling….you have to make sure that the gap between your quality of life and that of your team mates is almost zero or insignificant….it makes them to have confidence in you, it makes them to respect you…..*

The above referents represent sign situations that are illustrative of modalities, both cognitive and behavioral, and which culminate into enactment and found expression in a series of enacted activities. From all indications therefore, the entrepreneur is seen to be initiating a kind of modelling. Thus, such activities that bespeak of his actions, which fit into the determinative contexts of displaying the required level of competence; acknowledging the abilities of others; struggling to earn allegiance; and gaining the commitment of others, are in view of the foregoing, inferred. Given also that these determinative contexts are embedded in the definition of the construct, which symbolizes the enabling condition of Enacting Activity, and based on the inferences as articulated hit, the enabling condition of Enacting Activity, is here claimed to be existent and predisposing.

In the preceding, the essence of modelling is taken to be transformative, since it induces attitudinal change towards a desired end. However, its effectiveness is here considered to remain dependent upon not just the appropriateness of the method used while

enacting, but the extent of its persuasiveness while accentuating. Hence, the method of enactment, appropriate as it may for inducing the modelling effect, can only be deemed complete and persuasive, to the extent it remains backed up with skillful communication.

The entrepreneur appears also, to be cognizant of this fact, in that while justifying and accentuating his intent to install a common sense of purpose, he skilfully employs the use of verbal persuasions. It is in relation to this, that the entrepreneur did make reference to the way and manner he often communicates, while addressing his associates. Stressing how he most a times accentuates the extent with which, he holds the contribution of his associates with high regard. He even gave instances whereby he emphasized his preference for their contribution, over the choice of accepting investment offers that often come from interested investors. According to him:

> *….I make them realize….that look as we scale up we can get investors to the tune of hundreds of millions of naira….but those investors will not drive our business….they have not created the quality that made us scale up…..you did….I sell this idea that people with money cannot just come and buy our sweat….*

Furthermore, the entrepreneur's persuasive skill becomes apparent, when one identifies how he sought to align the material expectations of his associates with some kind of moral considerations. He approached this rather intelligently, in that he appears to have established an atmosphere of transparency to serve as point of reference, particularly when communicating his stand with respect to equitable sharing of earned proceeds. Perhaps, the entrepreneur seeks to give the impression of a leader in this regard, who is

motivated by the desire to better his lots, but only when the quality of life or wellbeing of his associates are satisfactorily secured. In connection to this, he stated thus:

> *.....I make them understand the percentage of our revenue that goes to their salary….that goes to their up keep, I make them realize they first, before myself…..so I will like to be the last to own a house….*

In the preceding, the entrepreneur's sense of purpose and moral imperatives is clearly established to be associated with his overall intent, but more specifically with his penchant for interdependence in the course of his venturing events. However, the entrepreneur did indicate the implication he seeks, when he uses both words and actions to effect modelling. This implication is nothing other than generating incitement towards action, which he approximates as appropriate response to the modelling effect he initiates, provided his words and actions remain adequately blended.

Impliedly, the entrepreneur seeks to strategically instigate movement towards the desired direction, while instilling trust through what appears to be his own style of leadership by example, and on the basis of what he subjectively perceives as superior capacity. And, once this is achieved as might have been the case with some of his associates, he is able to imbue them with some kind of responsibility, and then forges ahead. According to him:

> *…your team mates respect you for your superior capacity not for your superior authority….when they see you can show them how it actually works……when you have gotten to a level that you have graduated few of them to handling some particular area then you begin to device responsibility……*

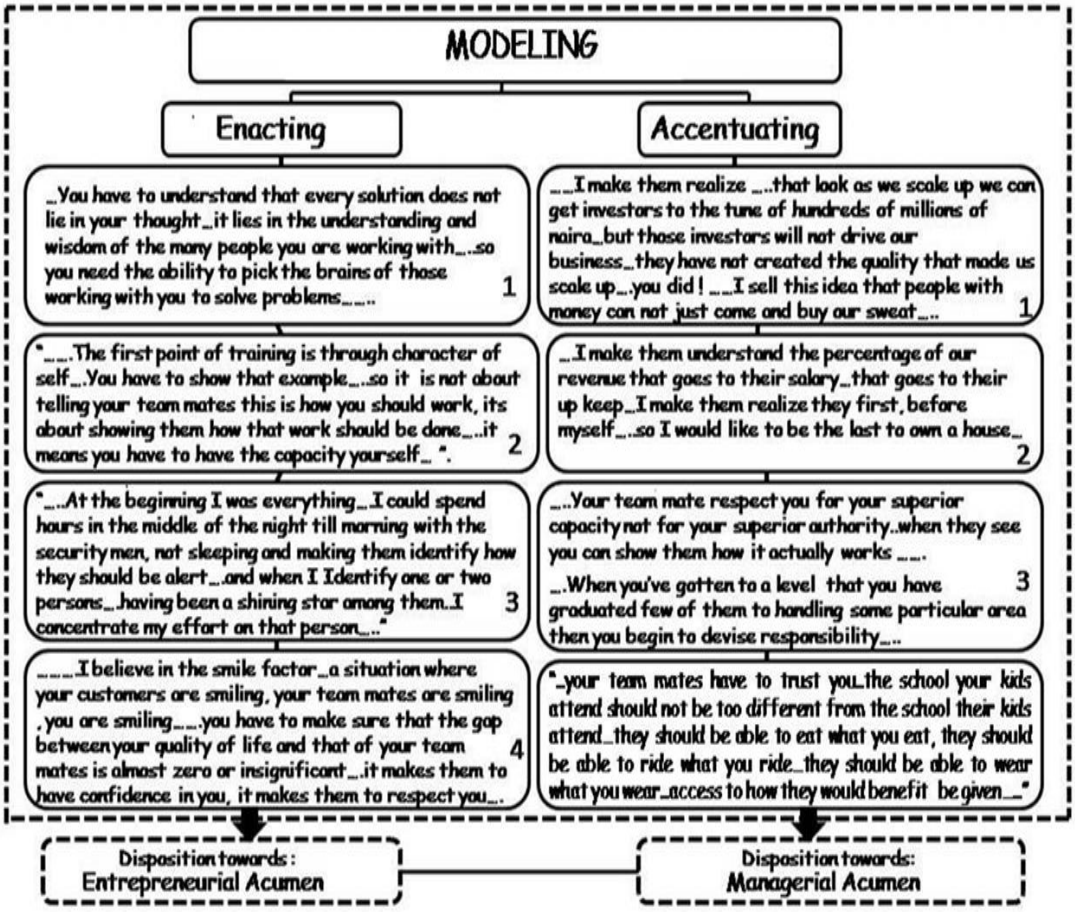
The entrepreneur is however aware, that achieving this, cannot be independent of sound atmosphere of genuine trust. His continuous emphasis on equity and transparency is reminiscent of this fact. And, this goes on to suggest also, that the entrepreneur's

strategy of sustaining the realization of his set goals, stands firmly rooted, upon the dictates of these principles. According to him:

> *…Your team mates have to trust you….the school your kids attend should not be too different from the school their kids attend…., they should be able to eat what you eat, they should be able to ride what you ride, they should be able to wear what you wear……..access to how they would benefit should be given…*

All of these referents are captured in Figure 6.4.

FIGURE 6.4 CASE 1 **Category Assignment for Enacting and Accentuating Activities**



SOURCE: Author's Interview Transcript, 2021

Thus, going by the argument that- If causal conditions of Bilateral attribution drive; Interdependent exertion; Enacting and Accentuating activities are existent and predisposing, then acquirement of Entrepreneurial and Managerial Acumen are necessary outcome of Habituation-Adaptation phase, and given also that, all of these enabling conditions are found existent, as evidenced by data, it follows- that the outcome of Habituation-Adaptation phase in relation to lived experience of this entrepreneur, is – acquirement of both Entrepreneurial and Managerial Acumen. This leads to the conclusion, that in light of empirical evidence, the outcome of Hoop test is positive and declared a pass, relative to hypothetical statement-(b), and in respect of Case 1.

As regards aspect of Consolidation-Habituation phase, the entrepreneur's effort in building his own capacity is seen to remain actuated in light of motivating his associates to prompt sustainment of action in the desired direction. The potency of this approach in yielding the desired result is however implied, in that the entrepreneur not only explicitly stated the duration of time he allotted to capacity building, but impliedly made allusion to continuing the effort in same direction and with a sense of obligation. In line with this, he recounted thus: *"..I spent three to four years, trying to build their capacity and it's work in progress….you have to continue to build your own capacity….I believe if you don't train them don't blame them…"*

With a strong hold on motivated and capacitated team, it is expected that the entrepreneur establishes a standard work procedure, and there is enough reason to suggest that the entrepreneur actually met this expectation. This is easily discernible though, given the emphasis the entrepreneur places on what he called the 'smile factor', and the allusion he makes of having to equilibrate his customers' expectation with the character orientation of his team. He considers this approach as the focal point around

which he centers all efforts at capacity building and the standard he initiates for delivering the services he renders to his customers or clients. Regarding this, he stated thus:

> *….I emphasize service delivery….a client want to see a very decent responsible, energetic young person attending to his needs…..looking very neat, has that courtesy of language, has that ability to solve his problem….in trying to do so you have to show that example…..as a kind of character branding. I tried to build the capacity of my team mates through my efforts in showing them how it is done…..*

However, the entrepreneur's means of actuating his intended plans, which takes the form of equilibrating customer's expectation with a character orientation that is meant to satisfy associated cravings, is not only collective and cohesive but also dynamic rather than static. And, the dynamism seems to be driven by what could be considered strategic tendency towards interactive openness, feedback processes, perceptual alertness and corrective actions, which the entrepreneur institutionalizes for the purpose of sustaining action towards accomplishing tasks. The entrepreneur alluded to this in his statement: *"…..we had to identify a strategy to maintain our newness everyday through customer feedback, natural interaction, making our customers our friends….charging our teachers, team mates to always check and observe what is new in what we are doing….."*

To further facilitate the actuation of his strategic plans, the entrepreneur recognizes the need to keep strengthening his operational efficiency. His mode of accomplishing this seems particularly tied to his being abreast of technological advancements, especially in the field of information and communication technology, and he appears to be interested in utilizing associated possibilities in a manner that is best suited to his purpose. In fact, the entrepreneur explicitly mentions how he utilized such technology

to systemize his work processes. According to him: *"…..we tried to gradually introduce innovative ICT ideas, For instance at a time, we used to pen down our results but today it is automated, our school fees automated…..everything we do in terms of relating between management and teachers is automated…"*

Based on the foregoing, the cited referents qualify as sign situations that fit into the determinative context, within which lay implicit, the constituents of enabling condition symbolized by Actuating activity as defined. The sign situations represent aspects of the definition which includes systemizing work processes; establishing standard work procedure; motivating the team; and directing sustained action towards accomplishing tasks in the course of the entrepreneur's endeavour. Hence, the condition of actuating activity is here claimed to be existent, given that all of these lay implicit in the entrepreneur's recollection of his lived experience.

The Entrepreneur also revealed his conscious attempt towards integrating all affairs of the venture into a unified whole of required distinction, thus hinting on some part the synergizing aspect of his aligning tendencies. This he seemed to have pursued with selfless demeanor with a view to securing an atmosphere of pleasant sensation. And, he sought therewith, the creating of an independent system, which is to stand operational even in his absence, thereby rendering the manifold group actions of his venture into integrated whole. He indicated this in his statement:

> *….My business auto-cruise even in my absence….that is managerially, technically, in terms of performance, productivity, creativity, all those things…and how did I do that?...the system that I am building should not be over reliant on me as individual….the business is selfless we are out to make sure everyone is happy…..*

To strengthen the collective sense of commitment and maximize the benefit associated with creative cooperation, the entrepreneur sought to internally build a strong and

effective capital base, which would enable him and his team to extend and diversify their operational imperatives. He made allusion to this innovative idea, in his statement:

> *.....We have three hundred and fifteen associates and have identified a voluntary saving scheme that almost eighty percent of them have signed up to, and that account grows in millions every two to three months, so in 2 to three years, if we can have a particular amount of money…we are targeting in terms of millions…we can fund another business related to what we are doing.....*

The entrepreneur went on to describe also how his idea of extending and diversifying operations translates into earnest attempts at securing and making beneficial, the uniqueness gained overtime by the team as a result of practice. He thus speaks of a model according to which the capital being generated internally, is utilized to consolidate the effort already being put in place to finance initiatives that have far reaching implications owing to accumulated experience. He stated thus:

> *…we are trying to come up with more sustainable model…trying to create what we consume and looking for another business within a business….as it stands now, we have gone as far as producing our own books that we use especially in our Islamic section…*

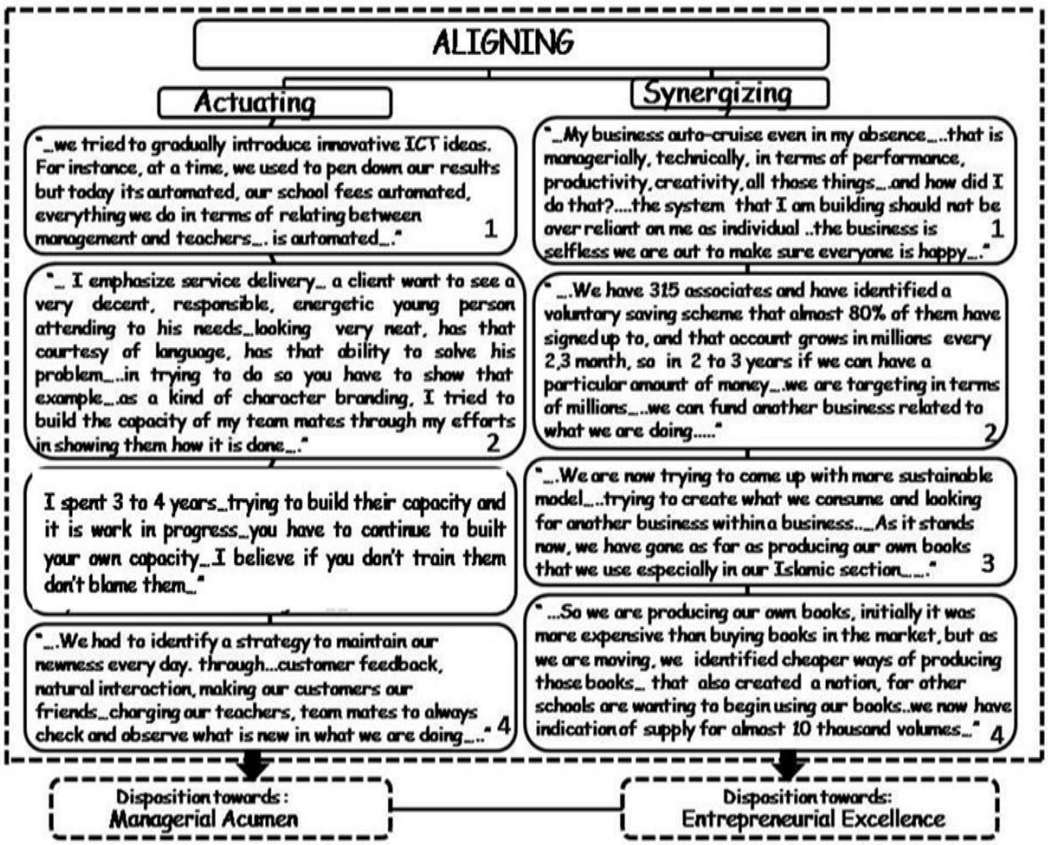
Given the entrepreneur's initial efforts towards securing the uniqueness which the team has earned through practice, the outcome of his exploiting the learning experience should be seen to bear on the overall activities of the venture. It is in relation to this that the entrepreneur hinted more on how he continued with the production of his customized books, which appears to have earned him not only the associated economies of scale but confers upon his venture, the leverage of wielding distinctive capability at the expense of competitors. According to him:

> *…so we are producing our own books, initially it was more expensive than buying books in the market, but as we are moving, we identified cheaper ways of producing those books…. that also created a notion,*

for other schools are wanting to begin using our books…we now have indication of supply for almost ten thousand volumes…

As identified in the preceding, the additional set of referents or sign situations, fit into the determinative contexts within which lay implicit, the constituents of enabling condition symbolized by Synergizing Activity as defined. These include- Integrating manifold group actions into a whole; Maximizing the benefits associated with creative cooperation; Securing the uniqueness gained through practice and Exploiting the learning experience. In view of this, the enabling condition of Synergizing Activity is here claimed to be existent and predisposing. The cited referent , are presented in figure 6.5.

FIGURE 6.5 CASE 1- **Category Assignment for Actuating and Synergizing Activities**



SOURCE: Author's Interview Transcript, 2021

Hence, Actuating and Synergizing activities, which represent the dual aspects of Aligning imperatives of Consolidation-Habituation phase, are in view of the foregoing supported by the evidence availed by the entrepreneur. Going by the argument therefore, that- If causal conditions of Bilateral attribution drive; Interdependent exertion; Actuating and Synergizing activities are existent and predisposing, then acquirement of Executory Acumen and Entrepreneurial Excellence are necessary outcome of Consolidation-Habituation phase, and given also that, all of these enabling conditions are found existent, as evidenced by data, it follows, that the outcome of Consolidation-Habituation phase in relation to lived experience of this entrepreneur, is – acquirement of both Executory Acumen and Entrepreneurial Excellence. This leads to the conclusion, that in light of empirical evidence, the outcome of Hoop test is positive, hence declared a pass, relative to hypothetical statement-(C), and in respect of Case 1.

6.2.2 Step 2 Case 2: Founder- Rainbow Computer Technology

In the Habituation-Adaptation phase of his venturing events, there are indications to the fact that the founder, Rainbow computer Institute, implicitly acknowledges hindrance in the bid to realizing his goals and accomplishing tasks. This he defines in terms of a limitation not directly associated with competence or lack of it, but one that has more to do with what he considers a certain lack of experience in some areas and limited access to needed information, particularly in relation to how he manages his business. Impliedly, his belief in interdependence and what others have to offer to enable him accomplish his objectives, must have stem out of this consideration.

According to him: *"....I am already in the business, I know how to get things done....but managing it alone you may not get all the necessary experience, you may not get all the necessary information you need..."* Accordingly, the entrepreneur did envisage the benefits associated with having to utilize the abilities of others to compliment his own abilities in the effort to advance the attainment of his intent. This is evidenced by the fact that he explicitly acknowledges the necessity of becoming attentive to the input of those he believes could do better in the management of his business. He stated thus: *"...there are some people that would come into your company that can manage your business better than you....you have to listen to them if you care for progress....."*

To buttress this understanding, the entrepreneur recalled his initial contact with one of his employees and specified what immediately came to his awareness in the course of their interaction. Implicit in his narrative and relative to acknowledging his own areas of weakness, he at once discerned certain attributes of strength, which he stands in need of, and which the employee possesses. And, the underlying tone with which he recounted this incident, is indicative of a lasting impression, which by implication stands suggestive of a motivational force that can be attributed to his recognizing the need for interdependence. He recalled thus:

> *...A lady stepped in, she came to look for job, I interviewed her...she had two masters...and she has the managerial skill, organization, how to put things in order....I don't know how to do that...I only know how to put hand here...hand here....hand here.....*

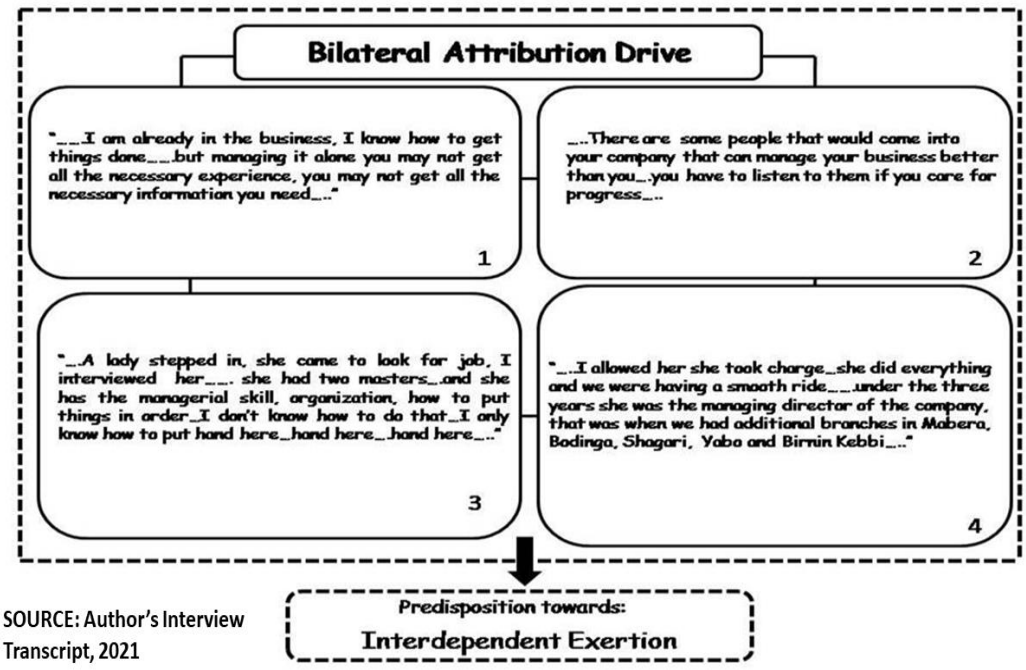
It is discernible as well, that other than recognizing the need for interdependence, the entrepreneur is also accommodative of the others' need for cooperation, and this is pertinent if advancement is to be made in the right direction. He appears to be conscious of the fact too, that satisfying such a need will naturally enable and propel collective

action towards a desired end. It is in light of this that the entrepreneur referred to one specific instance, wherein he had to step down and hand over the management of his business to an employee. This is indicative of a humbled disposition, the absence of which could be considered to stand on the way of progress. And, the significance of such humility did find expression, in the entrepreneur's recollection of how his business got expanded when he accorded such opportunity to the same employee he perceived to be highly competent and well experienced. According to him:

> *…I allowed her she took charge….she did everything and we were having a smooth ride….under the three years she was the managing director of the company that was when we had additional branches in Mabera, Bodinga, Shagari, Yabo and Birnin Kebbi…*

The cited referents presented in figure 6.6, are sign situations that fit into the determinative context, within which lay implicit, constituents of enabling condition symbolized by the construct- bilateral attribution Drive as defined.

FIGURE 6.6 CASE 2-Category Assignment for Bilateral Attribution Drive



SOURCE: Author's Interview Transcript, 2021

Aspects of the definition contained in the sign situations includes-Belief in interdependence for realization of goals and accomplishment of tasks; Anticipating benefits of utilizing personal abilities and the abilities of others; Motivational force and utilizing the need for cooperation and collective action towards a desired end. Hence, the enabling condition symbolized by this construct, and its attendant implication of a predisposition towards Interdependent Exertion, is also here claimed to be existent and predisposing.

Considering the business expansion, which the entrepreneur claims to have experienced subsequent to delegating the power of managing the affairs of the business, one is tempted to imagine how effectively he must have wielded his influence over his employees in order to get things done. Yet, from what the entrepreneur further reveals regarding the approach he adopted while relating with his subordinates, one finds an underlying quality at work, which could be considered a required level of competence while acting in mutual relation, that is- the ability to remain truthful and exercise patience when aiming to influence others. The entrepreneur considers this to be necessary, giving the likely tendency of having to confront those that are most willing to resist compliance. He stated thus:

> *.....what you want a colleague to do, he or she may not do it.....but over a period of time, when you keep telling him or her this is what you should do.....later they will discover that what you are telling them is the right thing…because truth is always truth….*

Notwithstanding the fact also that by adopting the moral imperative of patience and truthfulness, the entrepreneur was able to achieve positive results, he still seems to have taken into cognizance, other considerations of strategic significance. For instance, he metaphorically equates life with investment, thus it is not surprising that he understands

the significance of having to delay the gratifying of some other preferences, which he might have had, just to achieve his entrepreneurial objectives. He demonstrated this understanding when he expresses his inclination to make certain sacrifice just to satisfy his penchant for providing his employees with an enabling environment or good working condition to boost their performance. He seems confident also, that this will render his persuasions more effective, and can as well strengthen the firm's internal bond of interdependence. He indicated this in his statement:

> *".....Life is about investment, the money you are suppose to use for your pleasure, you have to sacrifice to build an enabling environment for your business…when you are saying you are paying somebody so and so amount, you are buying the person's time….if that person has an enabling environment, he would do something worthwhile more than what you are giving him…you can't force people…"*

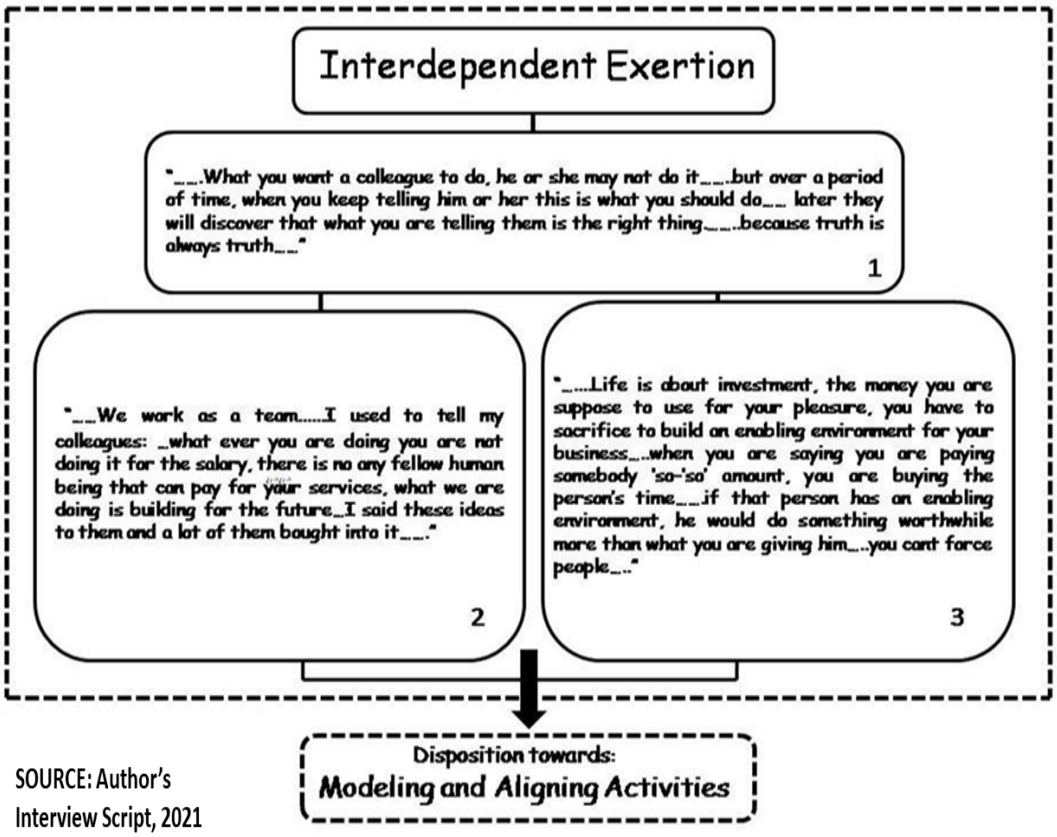
In view of this, it becomes much easier to discern why the entrepreneur feels he holds a strong sway over the conduct of his team, given what he revealed of their readiness to accept some of his opinions. Yet, this can only be taken as attempts to utilize appropriate means of coordinating activities, which if taken to greater heights is capable of yielding remarkable results. According to him:

> *….We work as a team…I used to tell my colleagues …that whatever you are doing you are not doing it for the salary, there is no any fellow human being that can pay for your services…what we are doing is building for the future…I said these ideas to them and a lot of them bought into it...*

Tthe above cited referents are sign situations that also fit into the determinative contexts within which lay implicit, constituents of the enabling condition symbolized by the construct- Interdependent Exertion as defined. Aspects of the definition include: Having the required level of competence while acting in mutual relation; utilizing appropriate means of coordinating activities; and application of strategic initiatives. Hence, this enabling condition and its attendant predisposition towards Modelling and

aligning activities is also here claimed to be existent. The cited referents are summarized in figure 6.7

FIGURE 6.7 CASE 2- **Category Assignment for Interdependent Exertion**



SOURCE: Author's Interview Script, 2021

From what has been established so far, it will be seen that the entrepreneur's understanding of interdependence is deeply rooted in mutual expectations, and this warrants his having to display the required level of competence that would allow for the meeting of these expectations. He indicated this understanding through what could be considered as some acts of empathy, which in essence is taken to represent some part of his conscious attempt to effect modelling.

In this sense, the entrepreneur must have reasoned that by enacting to demonstrate what it means to interact favorably, or by remaining attentive to and satisfying the needs of his associates, he is likely to attract similar type of response, or have it reciprocated in

same regard.Thus, as this is most likely to affect his business favorably, the entrepreneur seemed ever ready to empathize and act accordingly. He indicated this when he mentioned: "*...People around me, no matter how little, I am able to stretch my hands to assist them".*

Also, the entrepreneur's determination to erect a circle of interdependence finds expression, in his having to acknowledge the abilities of others. This however goes beyond verbal acknowledgment and encompasses a whole range of attitudinal preferences that suggests the entrepreneur's willingness to relinquish authority to any of his associates that proved worthy and capable of handling same. He stated thus: *'….There are some people that can manage your business better than you….one of my colleagues had the managerial skill, organization, how to put things in order….I allowed her to take charge…".* In his inclination towards identifying and satisfying the needs of his associates, one also finds the entrepreneur's fervent struggle towards earning their allegiance. He approaches this not only with some acts of benevolence, but with a degree of responsiveness that enable the alleviating of wants. According to him: *"…. I always try to assist my colleagues…. I try to make sure they are able to get what they want…."*

This tendency is indicative of cumulative efforts on the part of the entrepreneur, which he expresses even as he enacts to gain the commitment of those working with him. He consequently becomes able to create an atmosphere of trust in which, the resulting commitment and sense of growth culminate to be given expression in a harmonious setting of interdependence. He indicated this, in his statement: *"….we work as a team, and you have to be committed to your cause.....so that the best of you comes out….they have to build confidence in you….".*

The sign situations, which the above cited referents represent, are implicitly expressive of all that constitutes the enabling condition symbolized by Enacting activity, which forms part of the modelling imperatives of Habituation-Adaptation phase. This is because they fit the determinative contexts constituting the definition of the construct, which include: displaying the required level of competence; acknowledging the abilities of others; struggling to earn allegiance; and gaining the commitment of others.

As for the Accentuating activity, which constitute other aspect of the modelling imperative associated with Habituation-Adaptation phase, other sign situations stand relevant as appeared in the narrative. For instance, the entrepreneur did make allusions to using verbal persuasion to install a common sense of purpose. He specifically stated in this regard, that: *"...when you keep telling him or her this is what you should do.....later they will consider what you are telling them is the truth..."*

However, as the entrepreneur accentuates to persuade his associates into giving their best he sought to also align their material expectation with moral consideration. To achieve this, he openly recognizes and holds the contribution they make with high regard, such that while he builds up expectancies by casting their mind into future possibilities, he as well appeals to their ego in creating the satisfaction that comes with an induced sense of nicety. He recounted thus: *"...I used to tell my colleagues.... what we are doing is for the future.....there is no fellow human being that can pay for your service..."*. In view of the fact that the entrepreneur has already worked out his persuasive intent to a level of effectiveness, it is not surprising that while accentuating to generate incitement towards action, the entrepreneur resorts to asking questions that foster the habit of self-probing. This seems to be his approach though, given what has been deduced from his narrative.

Thus, it appears from what he indicated, that the inclination of his associates towards positively responding to his persuasions remains as it were, an outcome of his subtle direction. This owes to his influencing the decisions that could be arrived at, due to induced sense of self awareness, which on the part of the associates, could result from any faithful answers to the questions he asks, as these are supposedly meant to expose and influence motives behind actions. According to him: *".....I will tell them why don't you do this…why don't you do that?.... You need to give yourself dedication….so you have to know the reason why you are doing this…."*.Based on the foregoing, it is evident that the entrepreneur accentuates to persuade his associates towards goal attainment.

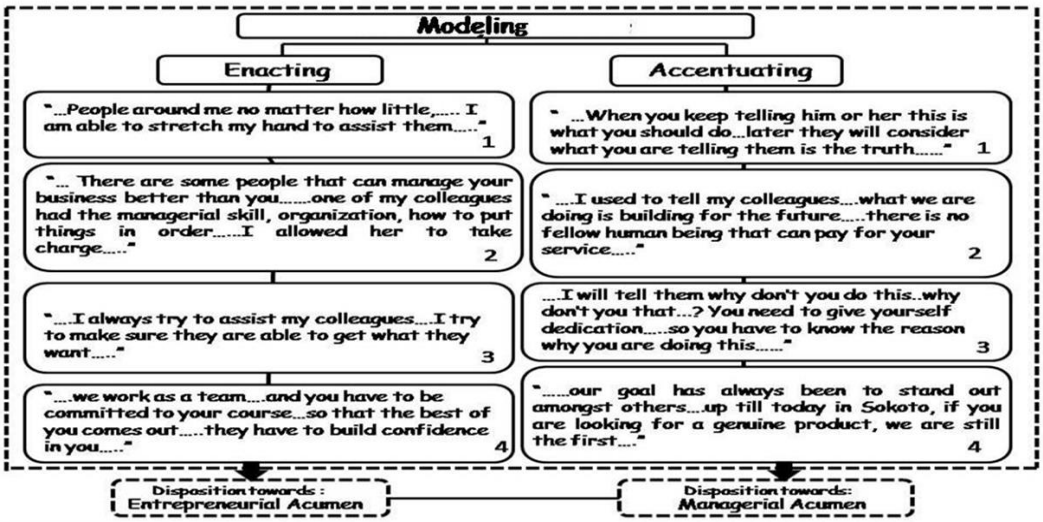
Yet, it appears too that the entrepreneur deemed it reasonable to access the outcome of his accentuations in terms of the utility that is not only derived but one which also stands derivable, provided his persuasive intent is to be extended to sustain the realization of his set goals. Moreover, he seemed strongly inclined towards this, given the allusion he makes regarding his intended goal and what he perceives of the current state of his business, particularly within its operational space.

According to him: *"….Our goal has always been to stand out amongst others….up till today in Sokoto, if you are looking for a genuine product; we are still the first…"*

These additional set of cited referents embody sign situations that fit into the determinative contexts constituting the enabling condition symbolized by the construct-Accentuating activity. Aspect of the definition include- Using verbal persuasion to install a common sense of purpose; Aligning the material expectation of associates with moral consideration; Becoming able to generate incitement towards action and; Sustaining the realization of set goals. Given that all of these lie implicit within the identified sign situations the enabling condition of Accentuating Activity is also here

claimed to be existent and predisposing. Hence, with respect to Habituation-Adaptation phase, the entrepreneur appears to be engaged with both Enacting and Accentuating activities, which represent dual aspects of the Modelling imperative of this phase. This is indicated by the evidence from the cited referents as presented in Figure 6.8.

FIGURE 6.8 CASE 2- Category Assignment for Enacting and Accentuating Activities



SOURCE: Authors Interview Transcript 2021

Thus, going by the argument that- If causal conditions of Bilateral attribution drive; Interdependent exertion; Enacting and Accentuating activities are existent and predisposing, then acquirement of Entrepreneurial and Managerial Acumen are necessary outcome of Habituation-Adaptation phase, and given also that, all of these enabling conditions are found existent, as evidenced by data, it follows- that the outcome of Habituation-Adaptation phase in relation to lived experience of this entrepreneur, is – the acquirement of both Entrepreneurial and Managerial Acumen. This leads to the conclusion, that in light of the empirical evidence which has been advanced, the outcome of Hoop test is replicated and remains positive. Hence, it is here declared a pass, relative to hypothetical statement-(b), and in respect of Case 2.

As regards Consolidation-Habituation phase, the entrepreneur went further to explain how his business arrived at the current state of affairs, as if to emphasize the fact that modelling alone could not have been the only determining antecedent. Hence, the exposition he gave is quite revealing of the dual aspects of the Aligning imperative associated with this phase. One such exposition relates to setting his organizational structure, with a view to establishing standard work procedure. He impliedly seemed convinced, that prior to having his intent actuated, there needs not only to orchestrate an enabling structural frame, but the need to also collectively utilize same, in the determination of a desired outcome. He stated thus: *"....I tried to set up the organization, fixed everything, had all the chat for every department, every unit and I made sure we determine how we do things here.*

Notwithstanding the fact also, that the entrepreneur acknowledges his running a one-man business, he nevertheless excludes himself from what in his view appears to be the common practice of those owning an identical form of business. He seems to particularly despise the practice of non-adherence to dictates of the organizing function, and implies therewith his own clinging to the opposite, which would mean systemizing his own work processes. According to him: *"...I operate as one-man business, but I am unlike other one man businesses that are not organized, don't have record or don't pay myself salary...."*.

From the entrepreneur's stand point also, all effort towards establishing standard work procedure and the systemizing of work processes ought to be driven by a motivated team. This reasonably influenced his choice of a motivational style or approach, which he gave the impression of using effectively, so as to encourage healthy competition

within the organization on the basis of common need for fulfilment. The entrepreneur even gave an instance, which illustrates the way and manner he employs this approach in motivating his team. He stated thus: *".....I once set up a challenge for us, and said…put all your resources and everything you want to do…whoever has the highest in sales, in functionality and everything, becomes the director…."*.

The entrepreneur seemed to understand however, that to sustain and direct the action of his motivated team towards task accomplishment he needs to specify his goals with greater precision. He demonstrated this understanding, giving the simplicity with which he claims to have rendered his goals comprehendible, without having to undermine their comprehensiveness. And, he did affirm the success of his team's collective endeavor in that regard. According to him: *".... the goal we had was just very-very simple…one is to meet customer's need, two, is making sure we stand out in our area of specialization….we were having a smooth ride…."*

Based on the foregoing, the cited referents qualify as sign situations that fit into the determinative context within which lay implicit, the constituents of enabling condition symbolized by Actuating activity as defined. The sign situations represent aspects of the definition which includes systemizing work processes; establishing standard work procedure; motivating the team; and directing sustained action towards accomplishing tasks in the course of the entrepreneur's endeavour. Hence, the condition of actuating activity is also here claimed to be existent, given that all of these lie implicit in the narrative.

Furthermore, by making his goals comprehensive and articulating same in simplistic terms, the entrepreneur offered the incentive for securing a motivated team. But, to

further facilitate and maximize the benefits associated with creative cooperation, the entrepreneur focused on the need to imbue his team with the right kind of attitude, which he deems to remain best suited to his purpose. Thus, he resorted to the daunting task of continually reorienting his associates to not only be nice to customers, but to participate also in guiding the buying decisions of the customers, while he focuses on securing the sustainability of this process for optimal result. This is indicated in his statement:

> *…..I take time to explain and educate not just my colleagues but even my customers…..as a team I am concerned about our overall attitude…we must be nice to our customers in our own different ways as we work together…and this helped us to retain most of our customers for a very long time..*

Having aided the retention of his customers, the approach confers the second advantage of impressing upon the minds of these customers the reputation, which the entrepreneur earned for himself. And, this he continually to exploit to his advantage in terms of sustained patronage. However, the entrepreneur alluded to the fact that this only became possible, subsequent to securing the uniqueness already gained through practice. Impliedly therefore, the entrepreneur acknowledges the precedence of his initial efforts and reaffirms its strategic significance. He stated thus: *"…. Customers will tell you go to Rainbow, their goods are very expensive, but you cannot deny the quality…. selling a product that is genuine and quality…enabled me to win the hearts of a lot of customers…."*.

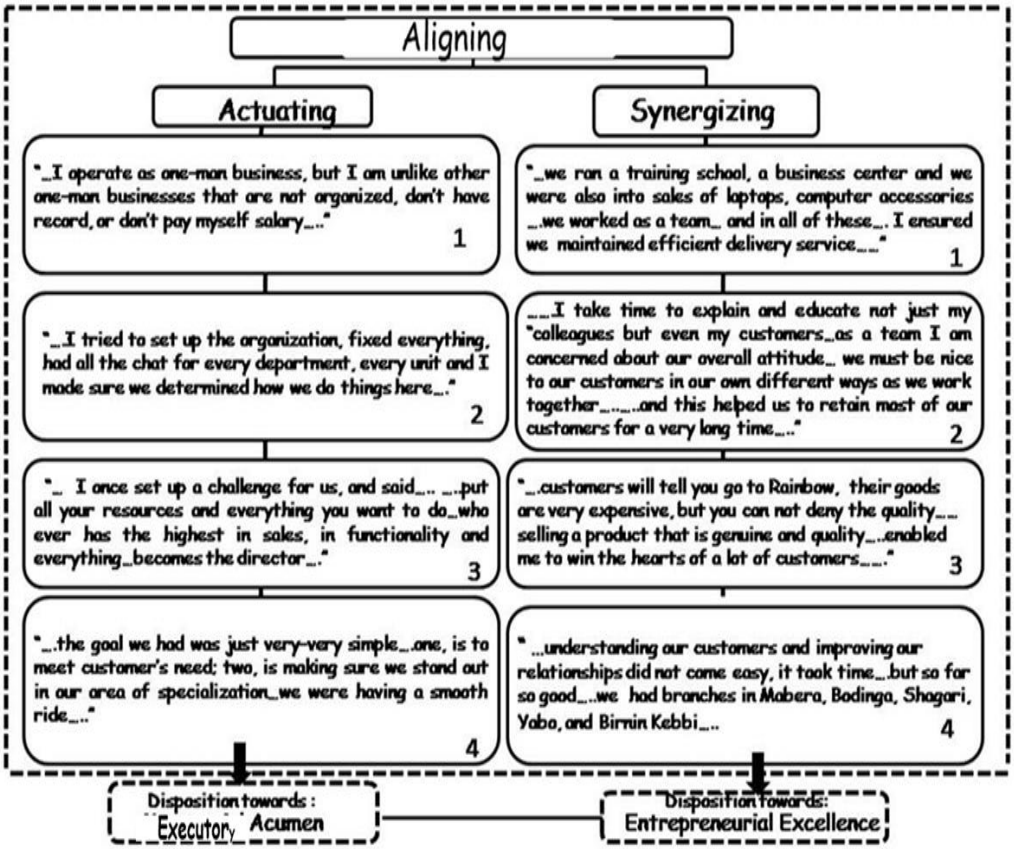
The outcome of all of these occurrences is best seen in the context of what the entrepreneur revealed regarding the manifold group actions he was able to integrate, which resulted in the many small business he currently runs. According to him: *"…we run a training school, a business center and we are also into sales of laptops, computer*

accessories…. we work as a team….and in all of these…. I ensured we maintained efficient delivery service…."

Most importantly however, the entrepreneur seemed to be very conversant with his area of strength, which happens to be his sound orientation towards customers. This is not surprising given that he claims to have nurtured the idea of focusing on customer's need right from the onset. Such a focused attention, did enable him to study and understand his customers thoroughly, which coupled with his strong determination to persist and to remain patient enabled his leveraging on learning experience. This is evidenced by the expansion of his business the new branches he claims to, which he claims to have emanated from his initial venturing events, hence a confirmation of having indeed exploited his learning experience. He made allusion to this in his statement: *"…. Understanding our customers and improving our relationship did not come easy, it took time…but so far so good…we have branches in Mabera, Bodinga, Shagari, Yabo and birnin kebbi…"*

These additional set of referents are again sign situations that fit into the determinative contexts, within which are lain implicit, the constituents of enabling condition symbolized by the construct- Synergizing Activity as defined . Aspect of the definition include- Integrating manifold group actions into a whole; Maximizing the benefits associated with creative cooperation; Securing the uniqueness gained through practice and; Exploiting the learning experience. In view of this, the enabling condition of Synergizing Activity is also here claimed to be existent and predisposing. The cited referents are presented in figure 6.9

FIGURE 6.9: CASE 2- **Category Assignment for Actuating and Synergizing Activity**



SOURCE: Author's Interview Transcript, 2021

Hence, going by the argument that- If causal conditions of Bilateral attribution drive; Interdependent exertion; Actuating and Synergizing activities are existent and predisposing, then acquirement of Executory Acumen and Entrepreneurial Excellence are necessary outcome of Consolidation-Habituation phase, and given also that, all of these enabling conditions are existent as evidenced in the foregoing, it follows- that the outcome of Consolidation-Habituation phase in relation to the lived experience of this entrepreneur, is – the acquirement of both Executory Acumen and Entrepreneurial Excellence. This leads to the conclusion, that in light of the empirical evidence that has

been advanced, the outcome of Hoop test is replicated and remains a pass, relative to hypothetical statement-(C), and in respect of Case 2.

6.2.3 Step 2 Case 3: Founder- Halima Computers and Internet Café

In his exposition that pertains Habituation-Adaptation phase, the founder Halima Computers and Internate Café, makes use of figurative expression that conveys the idea of wholeness to express his belief in interdependence. He indicated how this belief translates into action, by pointing out the modalities he adopts while negotiating with those he intends to bring into his fold. What stood prominent in his narrative, is his recognition of individual differences with respect to possessing of skills, and his acknowledging the fact that multiplicity of inputs can fill the void, which otherwise could threaten the realization of his goals and accomplishment of tasks. Thus, he seems to be practical when it comes to administering rules of engagement, which he employs on the basis of what the others have to offer and what they stand to accept as renumeration. This lie implicit in his statement:

> *…. A stick can not make a broom until they come together…..I have employees up to 10 of them….I pay each one of them differently based on negotiation and depending on what you do….because when you come I will ask what area you are good at and where you wish to work, I then tell you this is the amount I will pay and these are the rules and regulation….*

In view of the entrepreneur's exposition, as regards the operational mode, with which he approaches the reality of interdependence, it is apparent that the entrepreneur quite anticipates the benefits of utilizing his personal abilities and the abilities of others. This becomes more obvious, if one considers the entrepreneur's readiness to not only share that which he knows, but also to accept that others know or even know better than he

does. Furthermore, it is easy to see how this translates into his expecting some mutual benefits, provided as he indicated, there exist a harmonious relationship as well as adherence to the terms of agreement. He indicated this where he mentions:

> *……I make sure what I know I know it, and I will make sure my employee knows as much as I know or even more, so that you will be good…if you keep to terms and everything, you will be my friend at the end of the day you will smile and I will smile….*

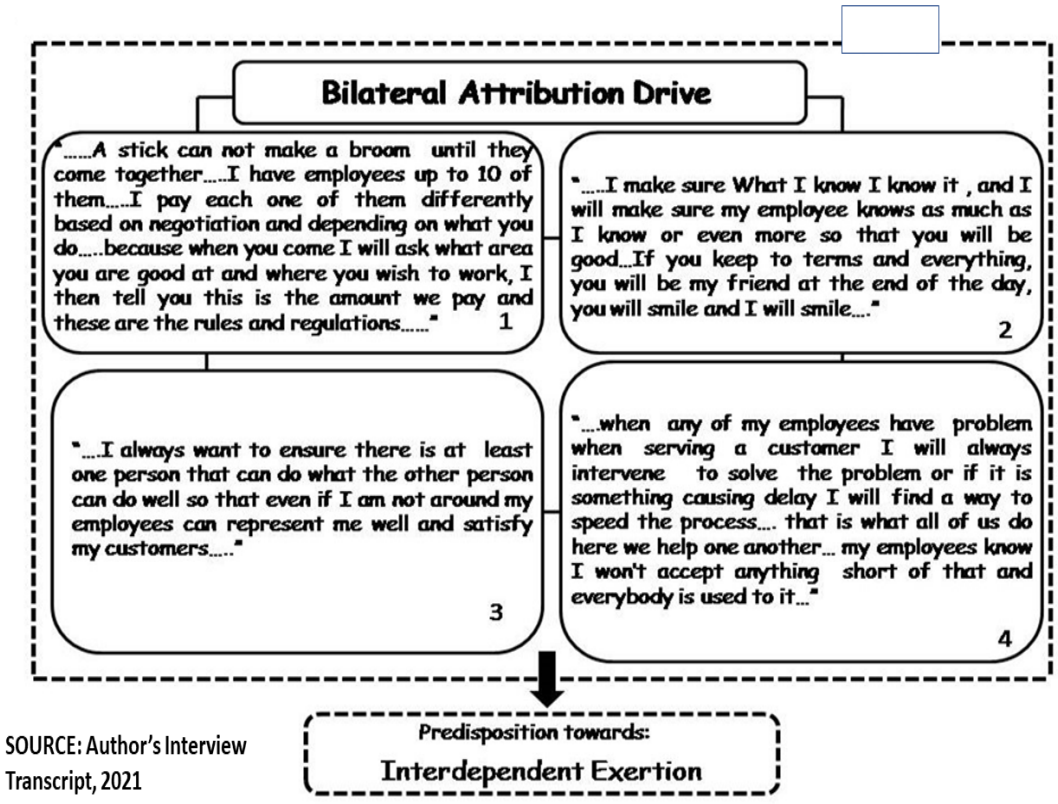
The entrepreneur further provides insight into the motivational force that fuels his inclinations, and tends to relate it with his penchant or need to be well represented by his employees, such that even in his absence, his customers are able to derive the satisfaction that sustains their loyalty. He states: *"….I always want to make sure there is at least one person that can do what the other person can do well, so that even if I am not around my employees can represent me well and satisfy my customer …"*

Furthermore, it appears that the entrepreneur not only recognizes the need for cooperation, but tends to demonstrate how such a need ought to translate into collective action. Thus, he reveals how through the setting of good example, he tends to illustrate the true workings of interdependence, in a way that inspires helping one another as they work together towards satisfying the needs of their customers. Such, that individual weaknesses are overcome through uncompromised use of collective strength within the organization, so as to facilitate the realization of the desired end. According to him:

> *….when any of my employees have problem when serving a customer, I will always intervene to solve the problem or if it is something causing delay, I will find a way to speed the process….that is what all of us do here, we help one another…my employees know I wont accept anything short of that and everybody is use to it…..*

The cited referents, which are presented in figure 6.10, are sign situations that fit into the determinative contexts, wherein the constituents of enabling condition as symbolized by the construct- Bilateral Attribution Drive lay implicit, in accordance with its definition.

FIGURE 6.10 CASE 3- Category Assignment for Bilateral Attribution Drive



SOURCE: Author's Interview Transcript, 2021

These include: Belief in interdependence for realization of goals and accomplishment of tasks; Anticipating benefits of utilizing personal abilities and the abilities of others; Motivational force and utilizing the need for cooperation and collective action towards a desired end. Therefore, the causal condition symbolized by this construct, and its attendant implication of predisposition towards Interdependent Exertion, is also here claimed to be existent and predisposing.

The entrepreneur further gives the impression of valuing relationships or seems particularly interested in developing and maintaining sound relationship with people,

and this applies to both his employees as well as his customers. Thus, it is unsurprising that he claims to have developed what it takes to attract the kind of people he ought to associate with, business wise. There appears also, an underlying urge or desire on his part, to develop the capacity of others along the line of his own expertise, but this applies specifically to his employees. One observes however, a sense of honesty pervading his expressions, to which he attributes his success in getting along well with the right kind of people or impliedly, his customers. Hence, this points to the fact that, the entrepreneur is quite possessed of the required level of competence while acting in mutual relation with respect to both his customers and employees. And, the notion of openness as well as honesty stand prominent in this regard as lain implicit in his statement:

> *…I want to make as many, those who are willing to learn computer and also business generally to learn it….my employees learn a lot from me and people enjoy doing business with me because I will always tell you the truth, no matter what…even though sometimes this used to cost me a lot, but I thank God, because telling the truth has helped me to maintain most of my relationship with good people….*

Also, a disciplined orientation appears prominent in his manner and approach of conditioning the attitude of his employees towards work. And, given the exposition he gave concerning the strictness with which he adheres to this orientation, it seems evident that he imposes and utilizes discipline, as appropriate means of coordinating his activities, particularly with respect to the managing of his employees and in relation to customer satisfaction. He asserts thus: *"…. I am strict, and I respect the business, and my customer's satisfaction is my concern, that's my motto…. therefore, everyone*

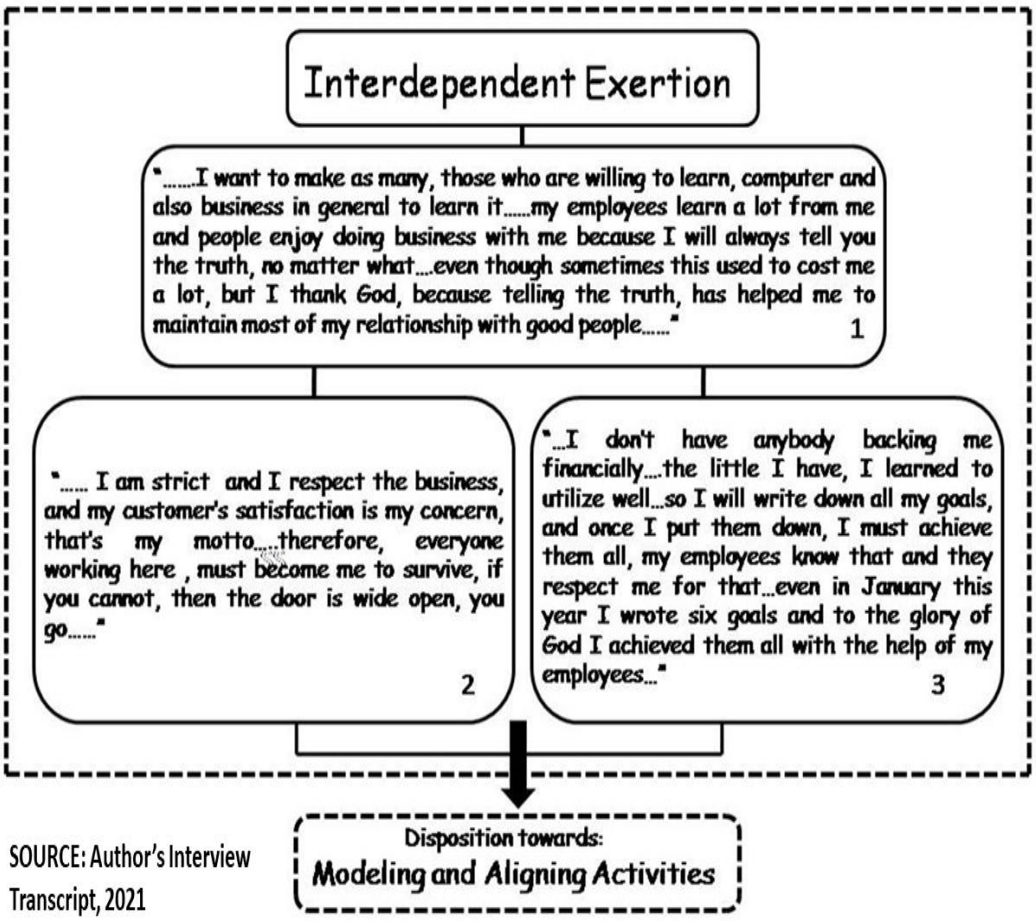
working here, must become me to survive, if you cannot then the door is wide open…you go…".

In spite of this, the entrepreneur seems to be quite mindful of his limitations, particularly as it affects the issue of finance and other kinds of support. This naturally calls for exercising prudence and specification of priorities, as well as the necessity of having to see things through to the end. He considers all of these to be highly necessary, given the practicality with which he claims to pursue the application of this ideas, so as to optimize his use of strategic initiatives towards effective interdependence. He indicated this in his statement:

> *……I don't have anybody backing me financially…the little I have, I learned to utilize well…so I will write down all my goals, and once I put them down, I must achieve them all, my employees know that and they respect me for that……even in January this year I wrote six goals and to the glory of God I achieved them all with the help of my employees….*

The cited referents as sign situations, here too fit the determinative contexts, wherein the constituents of the enabling condition symbolized by the construct- Interdependent Exertion lay implicit as defined. These include: Having the required level of competence while acting in mutual relation; utilizing appropriate means of coordinating activities; and application of strategic initiatives. Hence, the enabling condition with its attendant predisposition towards Modelling and aligning activities is also here claimed to be existent. The cited referents are presented in figure 6.11.

FIGURE 6.11 CASE 3- **Category Assignment for Interdependent Exertion**



SOURCE: Author's Interview Transcript, 2021

It is inferred that the entrepreneur holds positive opinion as regards his leadership qualities, particularly in respect of what relates to the dynamics of Habituation-Adaptation phase, and this seems to derive from, or is being reinforced by his past experiences. He believes in this regard, that people he comes in contact with, readily recognize his leadership skills and this makes it much easier for them, to be readily influenced by him. Given therefore, that such an opinion and belief are already embedded in him, it is quite understandable that he holds his actions to have the potency of making others do what he wants. It follows as a consequence, that he is quite conscious of the impact of his enactments, particularly while displaying the required

level of competence, which is here taken to resonate with that, which he actually considers as his leadership skills. According to him:

> *"....I came to realize, I have leadership qualities in me…where ever I am you will want me to come and lead you, it has been like this, since my primary school….and I find it useful, now that I have employees, I make them do what I want through my own actions…."*

As if to buttress his point further, the entrepreneur illustrates how some of his actions are indeed a manifestation of his leadership ability. This appears in his narrative, as he particularly recalls what could be considered a demonstration of his accommodating tendency, which must have grown out of his having to acknowledge the abilities of others. He stresses that such a tendency, enables him to entertain and utilize initiatives or ideas that come as input from others. His exposition at some point reveals what appears to be an entrenched behavior of remaining attentive, while deeply listening to others. He recounts thus:

> *".....My cashier, she knew we needed a new generator and knew we could afford it.....so when she saw I ignored the matter she confronted me…even though I had my reasons... she still brought some suggestions that worked for us,,,,,, I listen and encourage people who are willing to share their ideas, to move the business forward…."*

In spite of the fact that the application of his leadership ability tilts more in the direction of seeking the benefit of compassion or emphatic listening, the entrepreneur seems to recognize also, how and when to shift perspective when dealing with certain kinds of people, particularly those under his employ. He seems to take to cognizance the prevalence of such attitudinal preferences, largely associated with the mindsets of adolescents, since they constitute the majority of his work force. He recalls the common tendency of these adolescents towards remaining fixated on monetary concerns. This he exploits to the fullest though, in his earnest struggle to earning their allegiance or

effecting compliance, without having to undermine the necessity of promptly paying what is due to them at all times. According to him:

> *…Most of those working for me are teenagers and I realized for most of them, the language they understand is money…so the best method to make them comply is by deducting five hundred naira from their salary each time they break my rules…but I try to settle everyone as at when due…I don't play with their money….*

The entrepreneur further reveals, that seeking compliance is but a second option and considers doing so as less desirable. He expresses this, in terms of the prior considerations that largely influences his staffing decisions, stressing that he lets into his employ, only those he is already acquainted with, prior to giving them employment. This, in his view, is supposedly meant to serve as deterrent against employing those that would rather comply, than carry out their duties with heart felt commitment. He seems to imply therefore, that such prior considerations, not only makes his employment decisions much easier, but serve as his own strategy of subsequently gaining the commitment of others with relative ease. This is indicated in his statement:

> *"……my best employees were my students, so we know each other from the beginning…. but I only employ the most serious ones amongst them, those I can vouch for anytime anywhere and they hardly disappoint me, when it comes to work…."*

Given the entrepreneur's disciplined orientation, his enactments would have yielded less of the desired impact, had he not resorted to accentuation, which neutralizes his excesses. However, his mode of accentuating is partly inspirational, in that he tends to share his past experiences that contain messages, which he specifically conveys to stimulate thought or initiate action in the desired direction. This he indicates in the allusion he makes regarding his usage of verbal persuasion to instill a common sense of purpose. Put more specifically, he states:

> *"…. I inspire my employees by telling them my story…. how I left home at early age, the struggle of training myself at school…in short all I did to get here and how I intend to reach where I want to go with their help…. I will then tell them they could do much better in life…."*

Yet, it is not surprising also that the content of such messages, which the entrepreneur claims to accentuate would change, depending on the specific intent in focus. For instance, while it is established in the preceding, that the entrepreneur makes allusion to his inspirational motive and stresses his mode of using past experience to create meaningful and instigating associations, he makes allusion to what is here conceived as his mode of accentuating, with which he aims to align bipolar possibilities. Instances of this is somewhat detected in his expositions that reflects not only the views, but persuasions that expresses his conscious attempt, towards specifically aligning the material expectations of his team with some kind of moral considerations. Allusion to this, is indicated in his statement:

> *"….me I know, money is not everything, but I certainly chose not to be poor…I used to tell my employees, believe in yourself, believe in what you can do and don't rush, don't be faster than your shadow……know that everything has a time and purpose for it. If you wait patiently, without being in a hurry, by the grace of God you will get there…."*

Furthermore, his persuasive ability seems to be strengthened and backed up by his use of another kind of accentuation, which takes the form of praising his associates in the presence of other colleagues, so as to positively inspire and encourage the habit of emulating good qualities within the organization. But, since the majority of people are habitually given to competition in most of their affairs or areas of endeavors, the entrepreneur seems particularly interested in exploiting this general tendency, so as to

become more capable of generating incitement towards action. He states in this regard, that-

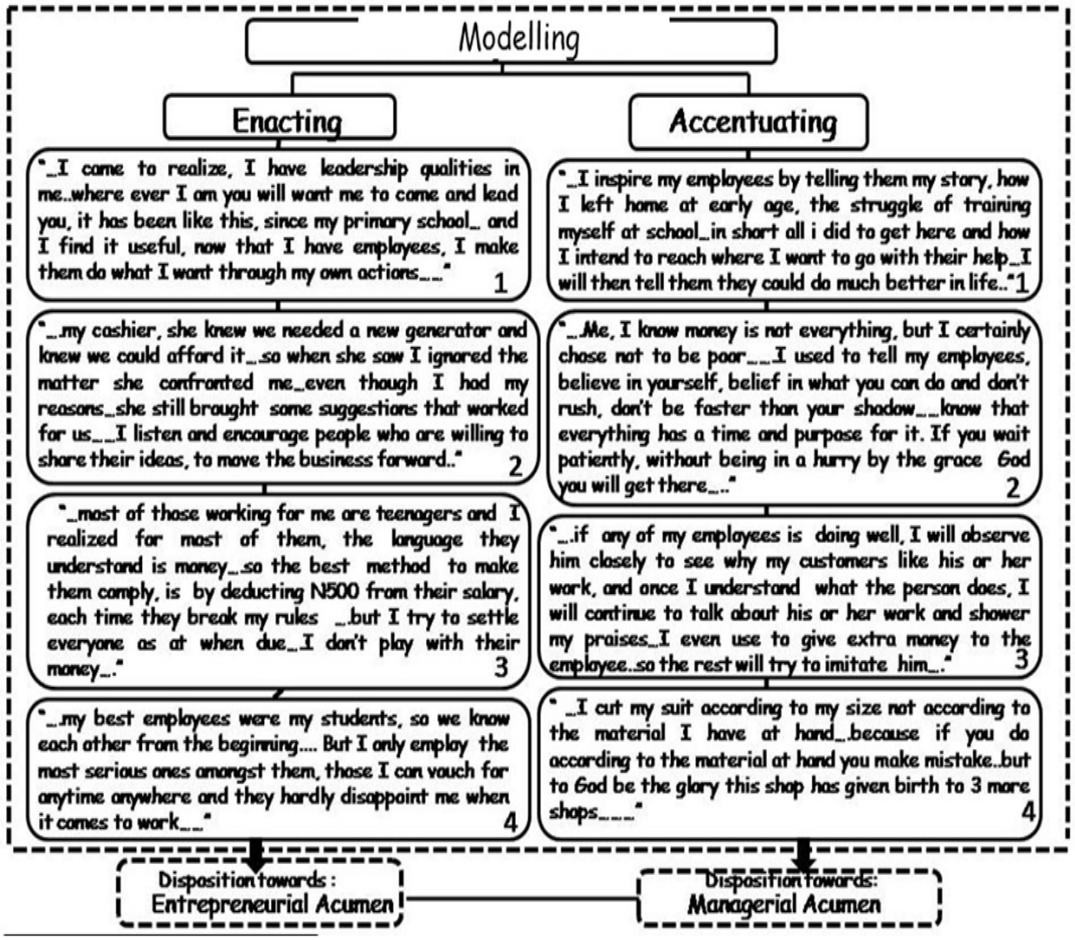
> *"…. if any of my employees is doing well, I will observe him closely to see why my customers like his or her work, and once I understand what the person does, I will continue to talk about his or her work and shower my praises…. I even use to give extra money to the employee. So the rest will try to emulate him…."*

Interestingly too, the entrepreneur's persuasive efforts are well tinted with his sense of prudence, given the emphasis he places on setting his priorities right, in accordance with only such means as lain at his disposal. This presupposes the attitude of remaining cautious, as he assesses both his capacities and capabilities, such that every action he takes, is supposedly calculated to reduce the risk of incurring any kind of lose that stifles his progress. Hence, his being able to sustain the realization of set goals is impliedly tied to this characteristic or rather orientation, as indicated in his statement:

> *"……I cut my suit according to my size not according to the material I have at hand…. because if you do according to the material at hand you make mistake…. but to God be the glory, this shop has given birth to three more shops…."*

The cited referents or sign situations as presented in the preceding, are presented in Figure 6.13

FIGURE 6.13 CASE 3-I **Category Assignment for Enacting and Accentuating Activities**



SOURCE: Author's Interview Transcript, 2019

Hence, with respect to Habituation-Adaptation phase, the existence of Enacting and Accentuating activities, which represent the dual aspects of the Modelling imperative of this phase, are in view of the preceding, supported by the evidence inferred from the narrative of this participant. Thus, going by the argument, that: If causal conditions of Bilateral attribution drive; Interdependent exertion; Enacting and Accentuating activities are existent and predisposing, then acquirement of Entrepreneurial and Managerial Acumen are necessary outcome of Habituation-Adaptation phase, and given also that all of these enabling conditions are here found to be existent, as evidenced by data, it follows: that the outcome of Habituation-Adaptation phase in

relation to lived experience of this entrepreneur, has been the acquirement of both Entrepreneurial and Managerial Acumen. This leads to the conclusion, that in light of the empirical evidence that has been advanced, the outcome of Hoop test is also here replicated and declared a pass, relative to hypothetical statement-(b), and in respect of Case 3.

As regards his exposition, which pertains to dynamics of Consolidation-Habituation phase, certain indications in his narrative suggest, that the entrepreneur has not been systematic in the setting of his work processes. Yet, one still finds instances that points to the fact that his effort towards setting his work processes is met with success. And, this owes much to his actuating attempts, which centres more on having to constantly monitor his service delivery in all the three business outlets he claims to have established. However, to have achieved this, the entrepreneur must have paid attention to the kind of details that can be replicated. Such, that the passing on of his tacit knowledge or skills unto his associates proceeds, only by means of devising a way of transmitting same, as he evaluates the resulting impact of his decisions and actions. And, this he claims to have effectuated, the attainment of which, ought not to be systematic to be effectual, as evidenced by the outcome of his efforts. According to him:

> *"……From this first shop and second shop in Emir Yahaya to the shops in Unguwar Rogo and the other shop in polytechnic if you look for say a good typist you will get it in all my shops…. I mean typist that will give you the right format……you know there are technicalities in these things and most people don't know them. That is why I groom my people on how we must do our own work…"*

The business expansion, which the entrepreneur claims and expresses in terms of the additional business outlets he succeeds in establishing, presupposes that his attempts at systemizing work processes did take place. And, this not only ought to be continuous,

but be seen as outcome of experimenting with an already existing procedure of getting his work done. This is in view of the consideration however, that the success of any such attempts, and the subsequent expansion of his business, cannot be independent of the existent procedure, which only becomes better established with time, into what the entrepreneur considers as his standard work procedure and which extends to his employees. And, he explicitly alluded to this, in his statement: *"....there is a uniform standard among my people…for instance when it comes to graphics, we have developed a unique style that everyone uses….once I employ you, even if you don't know it I will teach you….."*

Furthermore, it is observable that the entrepreneur's focus on individual differences resurfaces again, in what he reveals of the ways he seeks the motivating of his team members, towards the actuation of his intent. He gives the impression of pursuing ends, based on his understanding of the varying inclinations or attitudinal preferences of the teaming members, and separately administers the right kind of motivation for each individual, even as he proceeds collectively yet harmoniously, towards the attainment of set goals. He claims also, that for the many, who left him to be working elsewhere, they have remained ever grateful to him for having invested in them. Put specifically, he states:

> *"……I came to realize that some people learn in a harsh way, some in slow way….so I will first of all observe to understand where you belong and once I do, I will apply the right formula that will motivate you to give in your best. The ones I groomed, even when they are no longer with me, anywhere and anytime they see me, they thank God for my life…"*

One also finds in the entrepreneur's account of the manner he directs sustained action towards accomplishing tasks, a specific and central focus on maintaining cordial customer relationship. And, this stands to resonate with all that he earlier said regarding

the emphasis he places on customer satisfaction. He stresses the effort he exerts also, in ensuring that all his associates hold on to the same kind of emphasis as they seek the accomplishing of related tasks in same direction. According to him:

> *…. All I want is to make sure my customers step out of my shop smiling…. I will tell my people to keep track of the regular ones and we will make sure we have their contacts…so we send text messages or call our customers to greet them when we don't see them…*

Similarly, as regards synergizing a the entrepreneur claims, that even in his absence, he holds the assurance that he would not only be well represented by his associates, but rest assured, that services would be rendered to the satisfaction of customers in the best possible manner. It is reasonable to imagine in this regard however, that the quality of service implied in his exposition and as envisaged by him, cannot be possible unless he succeeds at integrating the manifold group action of his team into a functional whole. And, this he must have been aware of, and must have made effort also to accomplish, knowing fully that the outcome is sufficient enough to produce results. Yet, such an outcome, must have been the product of not only the strict surveillance he often uses to impose discipline or effect compliance, but the exemplary actions which he also employs to intensify the identification process. His success at this, definitely makes it possible for his employees to internalize his targeted values, without which his benefiting from outcome of integrating manifold actions remains obscure. All of these have been inferred, based on what lies implicit in his statement:

> *"…. Even if I am not around, my employees represent me well, and in all my shops…. even though its hard I try to see that all of us work and treat our customers the same way…so the moment I discover a bad egg in any of the shops, I don't waste time, I kick you out…."*

The entrepreneur makes allusion to his openness to new information, as serving to maximize the benefits he envisages, while he seeks the creative cooperation of his associates. He considers his willingness to listen and respond to new ideas in this regard, as key determinants that attract his envisaged benefits. This owes much to his awareness of how readily new information is availed on-line, particularly by the younger ones that populate his work force, and who tend to consider the internet as their province. He indicates how he supports such inclination with a sense of humility, so as to encourage the sharing of the kind information that has the potential of impacting his business positively. According to him:

> *"……I must confess I have learnt so many things from my employees too because I listen to them a lot……you know, some of these young boys and girls are always on the internet, so they will discover things that I don't even know….and I will always take advantage of new information to improve on what we do here and I do that all the time…."*

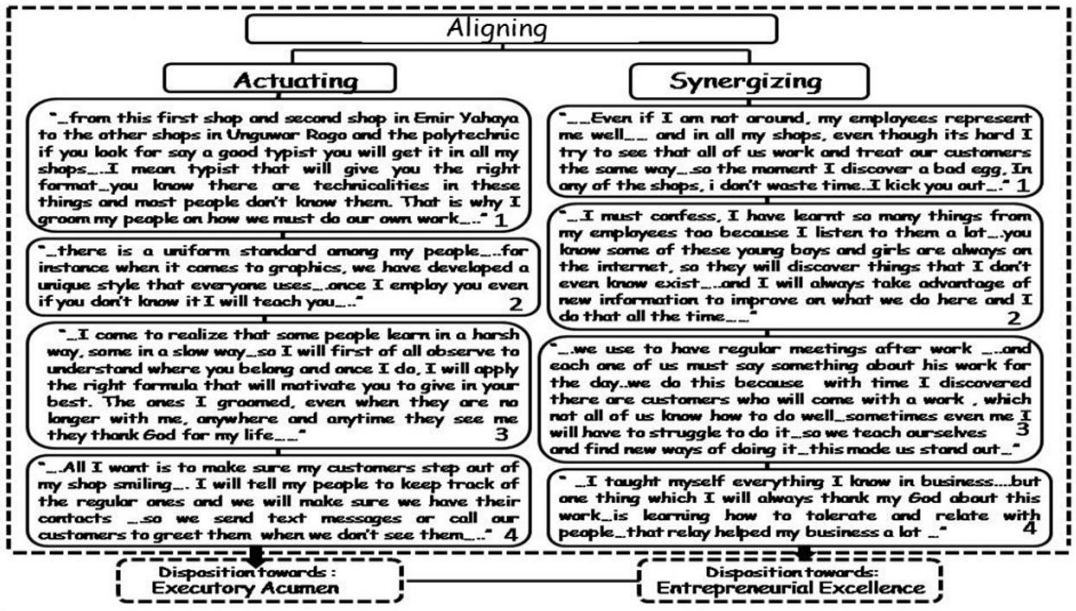
Another dimension to the idea of openness as embraced by the entrepreneur, is his strategic focus on feedback process, which emerges from the challenges that results while rendering services to customers on daily bases.

He understands the need to revisit such work related challenges, with a view to proffering the solutions that he believes could be arrived at collectively, during meetings. Thus, he routinizes such meetings and maintains his openness to suggestion, which in addition to the information that comes from without, allows for the input that emanates from within, out of the experience gained at work overtime. Impliedly, it is by means of this he hopes to secure the uniqueness gained through practice, and this is indicated in his statement:

> *"…. we use to have regular meetings after work…and each one of us say something about his work for the day…we do this because with time I discovered there are customers who will come with a work, which not all of us know how to do….so we teach ourselves and find new ways of doing it…this made us stand out…"*

In view of the preceding, one easily observes that the entrepreneur's relational tendencies are quite tinted with utilitarian motives. And, this explains why he partly considers tolerance, as not only outcome of his learning experience, but contributory to the refinement of his social skills, which he exploits particularly in relation to earning the confidence of his customers and building his business. According to him: *".....I taught myself everything I know in business…but one thing which I always thank God about this work is learning how to tolerate and relate with people…..that really helped my business a lot…"*

FIGURE 6.14 CASE 3- **Category Assignment for Actuating and Synergizing Activities**



SOURCE : Authors Interview Transcript, 2019

The cited referents in figure 6.14 are the sign situations, which in respect of this Case, fit into the determinative context, wherein lay implicit, the constituents of the enabling condition symbolised by Synergizing activity as defined.These include- Integrating manifold group actions into a whole; Maximizing the benefits associated with creative cooperation; Securing the uniqueness gained through practice and; Exploiting the

learning experience. In view of this, the enabling condition of Synergizing Activity is also here claimed to be existent and predisposing.

Hence, with respect to Consolidation-Habituation phase, the predisposing nature and existence of Actuating and Synergizing activities, being the dual aspects of Aligning imperative of the phase, are also in view of the foregoing confirmed. Thus, going by the argument, that: If the enabling conditions of Bilateral attribution drive; Interdependent exertion; Actuating and Synergizing activities are existent and predisposing, then acquirement of Executory Acumen and Entrepreneurial Excellence are necessary outcome of Consolidation-Habituation phase, and given also that all of these enabling conditions are inferred as envisaged , it follows: that the outcome of Habituation-Adaptation phase in relation to lived experience of this entrepreneur is acquirement of both Entrepreneurial and Managerial Acumen. In view of this therefore, it can be concluded, that the outcome of Hoop test is also here replicated and declared a pass, relative to relative statement-(C), and in respect of Case 3.

6.3 Implication of the inferred enabling conditions

The second and third research questions of the study are concerned with the dual phases of Habituation dynamics, which corresponds with the enabling domain of the process. The questions are: How and why is the practicing entrepreneur, capable of embarking and maintaining effective entrepreneurial endeavor in the face of apparent constraints? and How and why is the practicing entrepreneur exhibitive of high level proficiency, regardless of the dynamic nature of situational contingencies? These in turn are respectively tied to the objectives of having to develop propositions and testing the resulting conjectures, in respect of both the dynamics and attendant implication of entrepreneur's capability of embarking and maintaining effective entrepreneurial

endeavor, in the face of apparent constraints; as well as the dynamics and attendant implication of entrepreneur's tendency towards exhibiting high level proficiency, while actively responding to situational contingencies.

Consequently, six propositions are deduced from literature and have been advanced to meet the objective that pertains to the dynamics. But, four of these are specifically meant to address the questions of 'how and why', relative to only the dynamics responsible for entrepreneurial endeavor in the face of apparent constraints, while the remaining two propositions equally deduced from literature, seek to address the questions of 'how and why', relative to only the dynamics associated with entrepreneur's tendency to exhibit high level proficiency, while actively responding to situational contingencies.

As both the dual sets of propositions coalesce however, each resulting conjecture emanating from either of the two sets of propositions, suggests an implication relative to the associated dynamics in respect of the corresponding phases of enabling domain, i.e. phases of Habituation-Adaptation and Consolidation-Habituation as previously specified.

Impliedly therefore, the consideration of findings which result from the interpretation of data for each of the enabling conditions, and the conclusions derived therefrom, are in view of the outcome of hoop test, meant to address the second aspect of the corresponding research objectives, which seeks to address the question of implication. And, this relates to testing the conjectures associated with the dual phases of habituation dynamics, in light of the resulting considerations. Consequently, discussion of the findings proceeds in relation to both the corresponding propositions and the conjectures

emanating therefrom, of which the associated constructs guiding the inquiry are derived.

6.4 Findings and imputed associations in respect of Habituation-Adaptation Phase

The set of four propositions, which addresses aspect of the second research question are focused on the dynamics of Habituation-Adaptation phase. Hence, highlights of the essential ideas manifesting as findings in respect of this phase and in context of each of the cases examined, are enumerated as follows.

Firstly, it is inferred from the expositions derived from Case 1, that the entrepreneur recognizes his limitations based on the fixity of time and realizes that the survival of his enterprise is highly dependent upon the contribution of his associates. He believes also, that establishing a meaningful relationship with his associates can influence the survival and perpetuity of his business, and acts accordingly.

Likewise, the expositions in respect of Case 2 reveals that the entrepreneur recognizes his limitation too, but for him, the limitation is in relation to lacking managerial expertise as pertains certain aspects of running his business, and consequently realizes why he needed the input of others as he sets out to actuate his intent. He believes, that in his effort towards the attainment of his goals, he needed to remain attentive to the input of those who supersede him in such managerial expertise, and acts accordingly.

It is similarly inferred in respect of expositions derived from Case 3, that the entrepreneur recognizes how the multiplicity of inputs coming from others can fill the void which otherwise threatens the attainment of his goals, and realizes that prudence while administering the rules of engagement, would attract only those that are best suited to his purpose. He believes also that what the others have to offer, is highly dependent upon what they stand to accept as remuneration.

So he knew from the onset, that in order to get what he wants, he needed to negotiate wisely, and acts accordingly. It is found thus, that

within the Habituation-Adaptation phase of enabling domain, all the three cases, irrespective of the contextual differences characterizing their fields of experience, tend to share the commonality of having their effort duly supplemented by the efforts of those, over whom they gained influence, and this solidifies the resilience needed for overcoming prevailing constraints in their bid towards exploring opportunities. This not only echoes the proposed propositions describing the dynamics, but also stands in conformity with the associated implication, as suggested by a corresponding aspect of the second conjecture. Wherein, the tendency to be driven by the recognition of not only one's own ability, but also the abilities of others with which to exercise efforts towards task accomplishment is projected.

Secondly, in Case 1, the entrepreneur attests to applying strategic initiatives, in bringing to the awareness of his associates, the possibility of securing part ownership of the business, so as to boost their morale and facilitate cheerful cooperation. This is subsequent to developing and inculcating the desired attribute, which serves to attract loyalty from associates and sustain patronage from customers, while securing an edge over competitors.

As regards Case 2, the entrepreneur similarly reveals how he happens to apply the principle of humility so as to engender heartfelt commitment and attract creative input. This is subsequent to relinquishing the power of managing the affairs of his business to a capable hand, which serves to enable the wielding of his influence over the activities of his associates, having already devised means of affecting the buying decisions of customers, so as to effectuate gaining competitive advantage.

In Case 3, the entrepreneur similarly alludes to applying the principle of honesty, while strategically adopting openness to create a sense of transparency within the business. This is subsequent to initiating disciplined orientation, which serves to deter associates

that might be tempted to resist compliance in the application of modalities, which he thoughtfully specifies to attract customers, and to effect uniformity in rendering his services in order to retain patronage. Hence, it is a finding also, that

within the Habituation-Adaptation phase of enabling domain, all the three cases notwithstanding the apparent contextual differences of their respective fields of experience, share a commonality. This is with respect to wielding positive power of group dynamics, which they used to utilize both internal and external determinants of their successes, thereby yielding a reinforced and organized tendency to persist. This, not only reflects the proposed propositions describing the dynamics, but also stands in conformity with its implication, as suggested by a corresponding aspect of the second conjecture. Wherein, the tendency towards setting and pursuing the realization of goals, while earning the commitment of others at interdependent level of interaction is projected.

Thirdly, in respect of Case 1, the exposition reveals how the entrepreneur generates incitement towards persistence, through the exercise of moral judgement and the display of required level of competence. It also points to his communicating future expectations and how he justifies positions taken, in response to contingencies so as to imbibe the spirit of common understanding.

Likewise, in Case 2, the entrepreneur reveals his generating incitement towards persistence, through acts of empathy, which enable him to responsively attend to the needs of his associates. It stresses how he communicates in ways that engenders growth and fosters the creation of trust, so as to imbibe collective harmony and sense of assurance.

In the same vein, the exposition in Case 3, reveals the entrepreneur's incitement towards persistence by means of deliberate conditioning, which makes his associates adopt his chosen attitudinal preferences. The exposition also reveals how he accordingly communicates to specify priorities and engender emotional attachment to his value

driven initiatives, so as to imbibe positive feeling towards effective interdependence. In view of this, it is yet another finding, that

within the Habituation-Adaptation phase of enabling domain, all the three cases, irrespective of the contextual differences characterizing their fields of experience, share a commonality of having their persistence tied to future expectations or desired possibilities, which they all believe rests on fruitful interaction with co-founders or relevant stakeholders. This, not only echoes the proposed propositions describing the dynamics, but also stands in conformity with its implication, as suggested by a corresponding aspect of the second conjecture. Wherein, the tendency to remain persistent with modelling activities and the consequent acquirement of entrepreneurial and managerial acumen are projected.

6.5 Findings and imputed associations in respect of Consolidation-Habituation Phase

The highlights of the essential ideas manifesting as findings in respect of this phase, are equally presented here, in light of both the propositions and the corresponding conjecture wherein the implication are conflated and expressed into a corresponding single idea. These highlights specify only the relevant aspects of the entrepreneurs' account of their lived experiences, which relate specifically to this phase.

Firstly, the exposition in case 1 reveals, that the entrepreneur aims to strengthen his operational efficiency through character re-orientation and effort at capacity building in favour of his associates. This is for the purpose of replicating his sense of obligation with which to choose appropriate responses to challenging situations, while devising multiple means of enabling the repetition of such actions which yields fruition, with a view to developing same to a level of expertise.

As regards Case 2, the entrepreneur similarly reveals how he aims to strengthen his team's sound orientation towards customers, by inculcating focused attention towards customers' need satisfaction. This is for the purpose of utilizing and sustaining his

understanding of customer's buying behavior with a view to devising and diversifying sustainable means of retaining patronage.

Likewise, the exposition in Case 3, also reveals how the entrepreneur aims to strengthen and raise his team's compliance to a satisfactory level, through emphatic listening and disciplined orientation. This is for the purpose of imposing commitment and devising diverse means of wielding control to secure the rendering of effective service delivery. It is found thus, that

in the Consolidation-Adaptation phase of enabling domain, all the three cases, irrespective of the contextual differences characterizing their fields of experience, share a commonality of tending to exhibit preference for a specific outcome and a commitment to its pursuit. This influences their having to initiate repeated actions and periodic adjustments, which enable the effective execution of their set plans towards attainment regardless of situational contingencies. This not only echoes the proposed propositions describing the dynamics, but also stands in conformity with the associated implication, as suggested by a corresponding aspect of the third conjecture, wherein the tendency to be driven by need to coordinate all abilities and efforts towards actual execution of intent is projected.

Secondly, in Case 1, the entrepreneur reveals how he tends to offer a sense of direction and specifies the means of attainment that would enable the creation of distinct auto-cruise system. It is this, which he strives to perfect, and it the means through which he intends his team to gain operational stability and become able to stand independent of his influence, while reflecting his decisiveness of action.

In the same vein, the exposition in Case 2 reveals, that the entrepreneur also offers incentives to secure a motivated team, and tends to specify goals in comprehensive but simplistic terms. Such that, his team is enabled to embody the right kind of attitude, which he continually strives to perfect so as to re-orient the team sustainably, towards reflecting his customer centeredness for optimal results.

Likewise, in Case 2, the entrepreneur reveals how he similarly offers the incentives for securing a dedicated team, while specifying his rules of engagement in strict terms. Such that he becomes able to acquaint his team with stipulated disciplinary measures, which he continually strives to perfect for the purpose of imbuing adherence to rules and orienting his team, towards reflecting his penchant for compliance and sustainment of established standard. Hence, it is a finding, that

in the Consolidation-Adaptation phase of enabling domain, all the three cases, irrespective of the contextual difference characterizing their fields of experience, share a commonality of aspiring for organizational excellence. They consequently, all seem to develop strategies and certain characteristics that are in line with their individual idiosyncrasies, which they tend to extend amongst members of their teams, and try to imbibe in all aspects of their organizing efforts. This not only echoes the proposed propositions describing the dynamics, but stands in conformity with the implication, as suggested by a corresponding aspect of the third conjecture, wherein maintaining the accomplishment of tasks and aiding the transmutation of all coordinated proficiencies at interdependent level of interaction is projected.

Thirdly, the exposition in Case 1, reveals how the entrepreneur integrates accumulated experiences and operational imperatives, while strengthening collective sense of purpose. This is in order to create and secure his team's distinctive capability, such that it endures and survives the test of time.

In Case 2, the entrepreneur similarly Integrates creative cooperation and customer centeredness, while strengthening quality assurance. This is in order to create and secure the sense of uniqueness that continually confers upon his venture an enduring competitive advantage. Likewise, in Case 3, the entrepreneur reveals how he Integrates self-assurance with a sense of constancy, while persevering and actively seeking out solutions to problems. This is in order to create and keep securing the sense of expertise that continuously sustains customer loyalty. In view of this, it becomes yet another finding, that

in the Consolidation-Adaptation phase of enabling domain, all the three cases, irrespective of the contextual differences characterizing their fields of experience, share the commonality of becoming habituated to blending proficiencies and raising same to a level of effectiveness, while persisting to effect yielding excellent results. This, is not only echoes the proposed propositions describing the dynamics, but also stands in conformity with the associated implication, as suggested by a corresponding aspect of the third conjecture, wherein the acquirement of executory acumen and entrepreneurial excellence is projected.

6.6 Conclusion

Viewed all together, these findings offer implication for the outcome of Hoop tests, the basis upon which the existence and predisposing effect of the enabling conditions are evidently supported in favour of both phases of Habituation-Adaptation and Consolidation-Habituation. This implies a confirmation of the existence and predisposing effect of these enabling conditions, which include bilateral attribution drive; interdependent exertion; enacting and accentuating activities, as well as actuating and synergizing activities. The inferred existence of these enabling conditions also typified as antecedents, serve as premise upon which the conclusion is predicated.

Accordingly, this set of empirical findings parallels the ideas constituting the propositions and the resulting conjectures that deal with both phases of Habituation-Adaptation and Consolidation-Habituation. Hence, the imputed associations are by virtue of this juxtaposition confirmed and stands justifiable. For all three cases therefore, the implication of experiencing the dynamics of both phases of Habituation as have been evidenced, is the acquirement of both entrepreneurial and managerial acumen on the one hand, and that of executory acumen and entrepreneurial excellence on the other hand. Impliedly, the attendant predisposing effect that results from acquiring these proficiencies, becomes one, which necessarily activates the subsequent dynamics associated with consummation phase as envisaged.

CHAPTER SEVEN

EMPIRICAL ANALYSIS OF THE EMERGENCE CONDITIONS: CONSUMMATION PHASE

7.1 Introduction

This chapter presents an analysis of data obtained, in relation to the Consummation phase of venture emergence and in respect of the three Cases examined , with a view to inferring the existence and predisposing tendencies of the emergence conditions, which are considered necessary for earning the success of emergent venture. This is approached based on the hypothetical syllogism deduced from the model, but the focus here is on the hypothetical statement that addresses the dynamics of the phase. The analysis, just like in the preceding empirical chapters, also proceeds based on the logic of hoop test. However, given that the consummation phase is thought of, as completing the entrepreneur's movement along the developmental trajectory of the entire process, the logic of Smoking Gun test is additionally applied to examine the hypothetical syllogism in whole and the deductive argument, in view of the working hypothesis derived therefrom.

As in the preceding two chapters, the data evidencing the claims are also isolated and presented in diagrams so as to establish the flow and visually connect aspects of the narratives. The interpretation drawn, are also discussed concurrently, and thereafter, a description of the implication in relation to the associated findings is given, based on the corresponding conjecturer of the model. A conclusion is then drawn in accordance with the logic of the tests employed and from a holistic point of view of the argument posed by the model, but within context of the cases here examined.

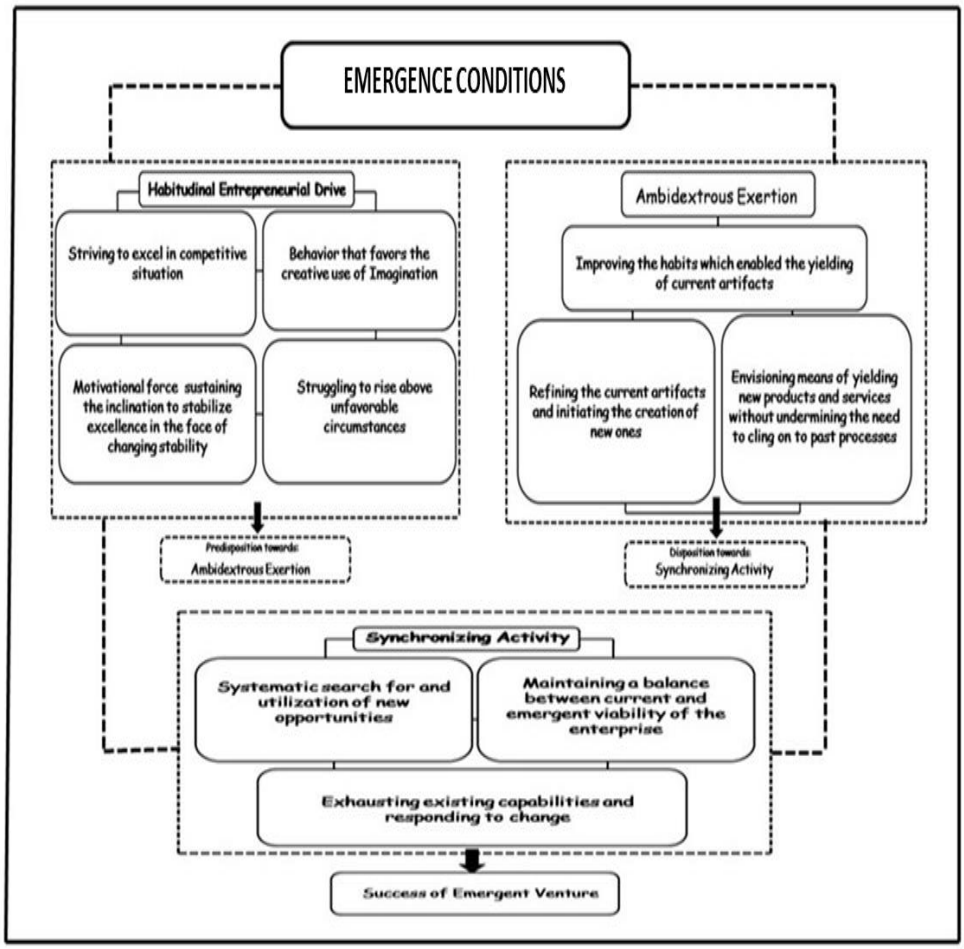
7.2 Hoop Test: Inferring the Emergence Conditions

The hoop test is focused on the fourth (d) hypothetical statement, which specifies the emergence conditions necessary for attaining the success of emergent venture in the consummation phase. It is restated here as follows:

Hypothetical Statement (d): If *emergent conditions of habitudinal entrepreneurial drive, ambidextrous exertion and synchronizing activity are existent and predisposing,* ***then*** *success of emergent venture is necessary outcome of consummation phase.*

To proceed, the definition of each of the above constructs viz. habitudinal entrepreneurial drive; ambidextrous exertion and synchronizing activity that symbolizes a necessary condition, is deconstructed and reframed into stand-alone phrases. Such that, each of these served as domain of application, representing a specific psychological framework, which stood as point of reference, or determinative context for the interpretation that proceeds in steps across stages of the process. This domain of application consists of coding units, which are clustered together, and rendered into the appropriate context for interpreting the narrative data as illustrated in figure 7.1.

FIGURE 7.1 DEFINITION OF CONSTRUCTS SYMBOLIZING EMERGENCE CONDITIONS



SOURCE The Author, 2021

7.2.1 Step 3 Case 1: Founder- Brilliant Foot Steps Academy

In striving to excel in competitive situation, the founder of Brilliant Foot Steps Academy struggles to come to terms with what could be considered fear of the unknown, owing to a sense of pressure which according to him arises from being conscious of competition, hence he strategically tends to negate the need to pay attention to such pressure. Instead, he chooses to focus on seeking to understand the

larger competitive terrain, which he takes as standard for assessing the performance and competitive strength of his own venture.

The entrepreneur realizes in this regard, that attempting to rise above the threats of competition, particularly within his immediate business environment, could indeed broaden his vision to accommodate threatening situations. Impliedly, this would enable him to transcend his immediate concerns, in preparation for tapping the benefits that could only be attained through long term planning. Thus, he states:

> *……when you are too conscious of competition it makes you paranoid……so I believe in looking beyond my immediate space……I take care of competition by looking for stronger competition……what does that mean? I operate in the Sokoto space, so more often than not I tried to visit schools in Abuja, Lagos, I go as far as Ghana and I try to compare myself to these schools…. I don't have competition; I feel that I am number one in my game by looking for stronger competition elsewhere……*

However, certain unfavorable circumstances actually exist, which the entrepreneur struggles to overcome. These circumstances as he identifies are being associated with the challenges of resource constraints and high prevalence of institutional voids, which remained pervasive within his operational space. He compares the situation with that which is obtainable elsewhere and initially concludes that the situation brings little or no advantage. Yet, while still struggling to rise above these unfavorable circumstances, the entrepreneur takes to cognizance certain possibilities in the nearest future and this impliedly changes his perception and seems to influence anew, his level of preparedness to accommodate the possibility of new and promising openings. According to him:

> *……the institutes are bad….we are so backward in terms of resources, that means it is more expensive to survive in Sokoto than anywhere else because of the lack of these resources…we found that our expenditure is higher than the entrepreneur operating in the Kaduna space and their revenue is higher…but in the long run I see this as blessing in disguise…..the kind of services we provide at a cheaper cost is the same kind of services provided elsewhere…so we*

would have customers flying from Kaduna and elsewhere into Sokoto to access our service that costs twice as much in other states….

The entrepreneur also acknowledges the reality of changing stability, particularly as it pertains patronage and especially in relation to securing its sustainability. He swerves from the popular opinion that such a level of patronage as already attained by him, will fall prey to the pervasive and waning effect of trend consciousness, which is largely considered as the peculiar attribute of not only his targeted clients, but his entire operational domain. Instead his exposition reveals, that his having to stabilize excellence in the face of changing stability, is adequately sustained by a motivational force. Such motivational force is seen as being derived from his thinking and working towards building a system, which would transcend local expectations, to become in tandem with global best practices. In this regard, he explicitly states:

…Sokoto has fashion sense approach to patronage, the average Sokoto consumer believes in what is trending…a lot of people come to tell me it is just a matter of time you will trend out, and I tell them that is the challenge I am satisfying…when I started I told my team mates that look we are envisaging to build a system, not competing in the Sokoto space, Nigeria space, but in the global space, so we are actually operating local but thinking global…..

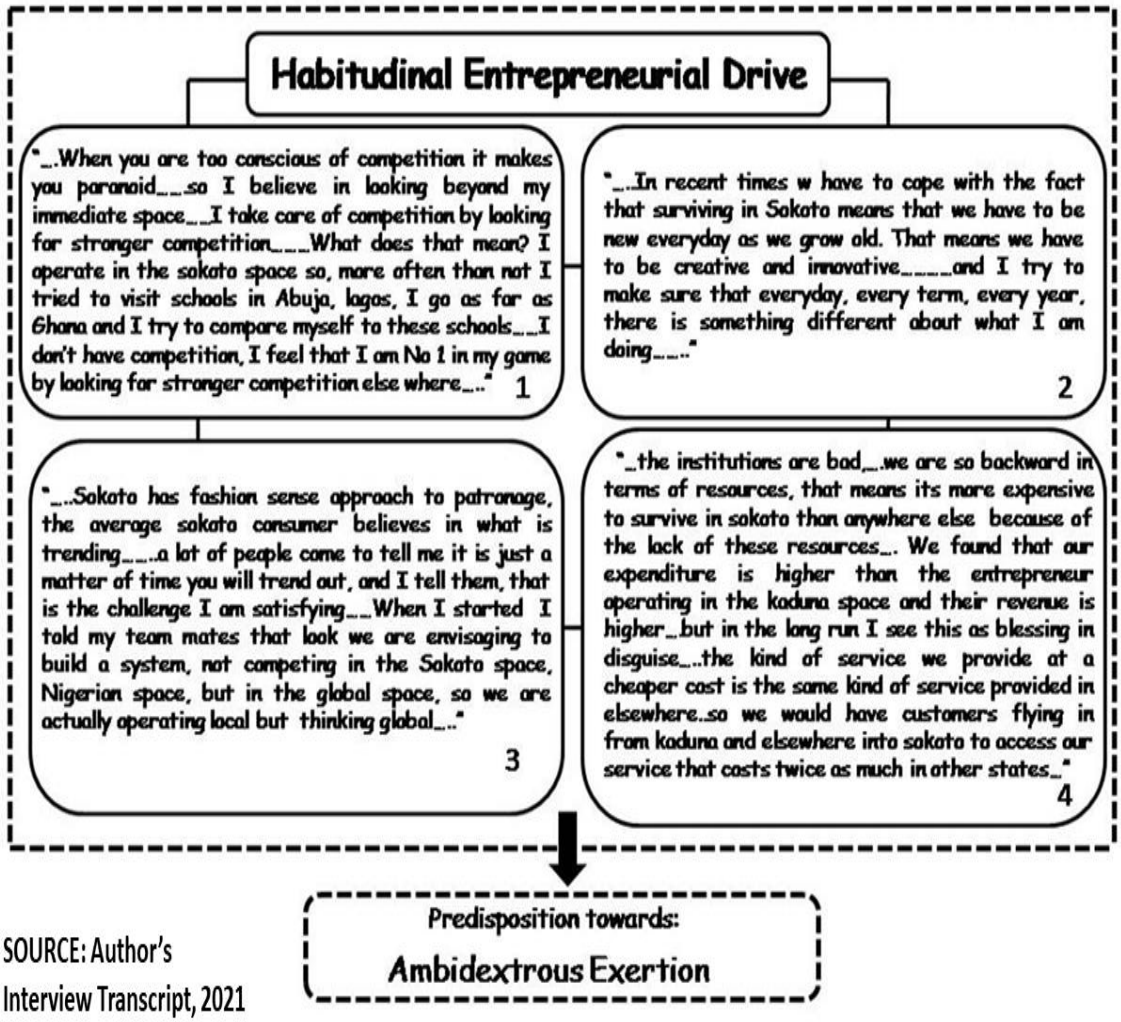
In response to these challenges that are peculiar to his business environment, and the circumstances giving rise to them, the entrepreneur seems to realize that he needs not only think, but also to adopt such behavior as would enhance or favor the creative use of his imagination. Impliedly, it is in light of these that the entrepreneur seems to have embraced and extended the principle of continuous self-renewal, which according to him necessitates his having to continually exert efforts towards innovation and creativity, so as to secure the impression of ever remaining on top of his game: Thus he states:

…..In recent times, we have to cope with the fact that surviving in Sokoto means that we have to be new everyday as we grow old. That means we have to be creative and innovative….and I try to make sure

that every day, every term, every year, there is something different about what I am doing….

The above cited referents or sign situations are summarized in Figure 7.2 All of these, fit into the determinative contexts constituting the definition of the construct, which symbolizes the emergent condition of Habitudinal Entrepreneurial Drive.

FIGURE 7.2 CASE 1: CATEGORY ASSIGNMENT FOR HABITUDINAL ENTREPRENEURIAL DRIVE



SOURCE: Author's Interview Transcript, 2021

That which constitute the definition of the construct includes- Striving to excel in competitive situation; assuming behavior that favors the creative use of imagination;

sustaining the motivational force behind the inclination to stabilize excellence in the face of changing stability; and struggling to rise above unfavorable circumstances. Thus, the emergent condition of Habitudinal Entrepreneurial Drive is claimed to be existent and predisposing.

The entrepreneur also seems to have developed, the habit of strategically shifting his perfectives at will, such that he sees things away from their established contexts. Indications regarding this, have in the preceding been advanced, particularly with respect to the entrepreneur's peculiar way of viewing and mobilizing employees, and how these have informed the nature and quality of working relationships within his venture. This is to say that his success in yielding the current artifacts is partly attributable to this habit. Yet, there are instances in his exposition, which further reveal how he sought the extension and improvement of this habit. He stresses in this regards, how he conceives of yet another value derivable from community centeredness, as he seeks to leverage on possibilities that arises therefrom. He indicates this in explicit terms when he states:

> *…. we have an average of four hundred people walking into this vicinity on a daily basis, so how can we exploit that and corner that resources to build the power of a community.... we have to look at our clients not as people who pay us for our services but as power of a community……*

Conceiving patronage as communal power offers a perspective also, which reveals the entrepreneur's ardent desire of nurturing his venture to a level of expansion that extends far beyond the limit of a single line of business. Thus, he is bent on refining his current artifacts as he initiates the creation of new ones by means of his newly conceived business model, which he considers not only comprehensive, but all-encompassing and community centered. He states thus:

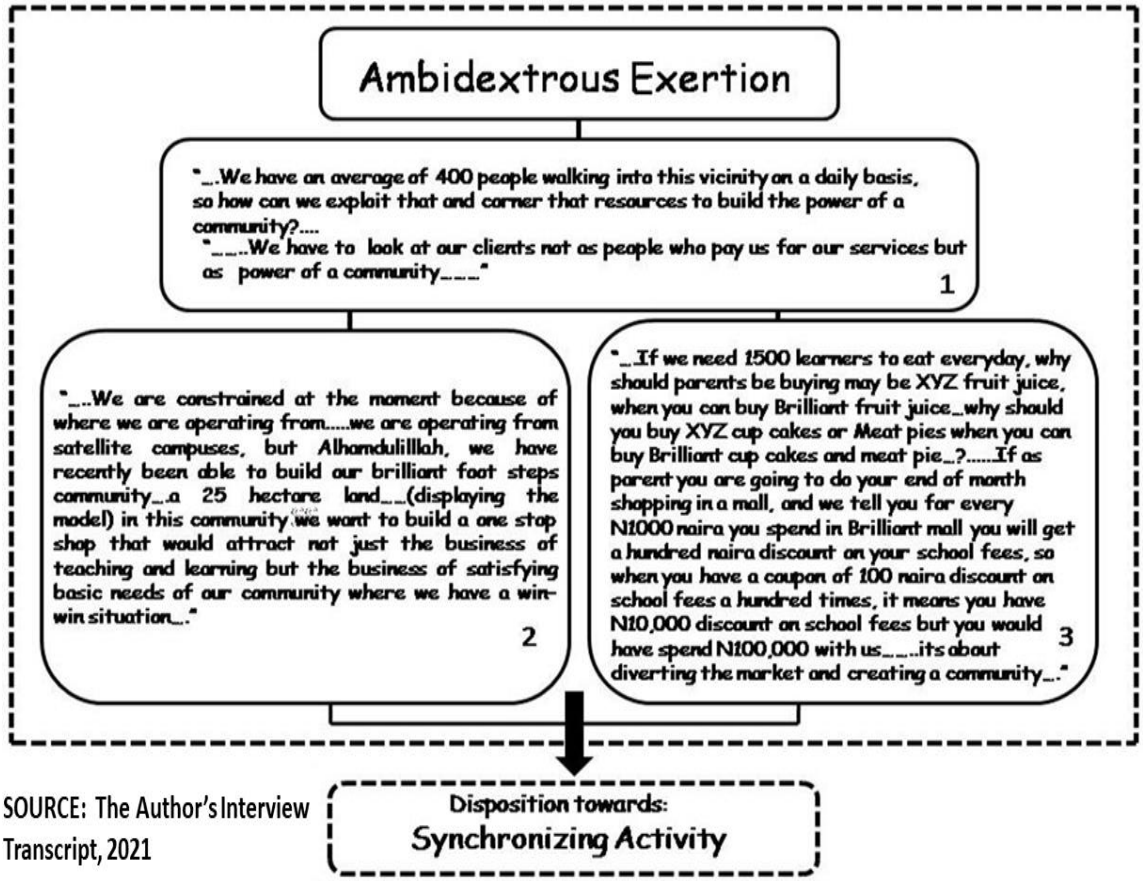
> *…. we are constrained at the moment because of where we are operating from…..we are operating from satellite campuses, but Alhamdulillah, we have recently been able to build our brilliant footsteps community….in this community we want to build a one stop shop that would attract not just the business of teaching and learning but the business of satisfying basic needs of our community where we have a win-win situation…..*

Relatedly, the entrepreneur further gives a description of his vision and the workings of his model. He reveals how his newly envisioned products and services are conceived in light of the outcome of his previous experiences and successes. He indicates the possibility of yielding therefrom, a value chain that comprises of these new products and services, which he hopes to advance or actuate, without having to undermine the need to cling on to pass processes that have been proven to be effective. According to him:

> *…..if we need one thousand five hundred learners to eat every day, why should parents be buying may be XYZ fruit juice, when you can buy cupcakes and meat pie?....if as parent you are going to do your end of month shopping in a mall and we tell you for every one thousand naira you spend in Brilliant mall you will get a hundred naira discount on your school fees, so when you have a coupon of hundred naira discount on school fees a hundred times, it means you have ten thousand discount on school fees but you would have spent one hundred thousand with us…..it's about diverting the market and creating a community…..*

The cited referents representing these sign situations are presented in Figure 7.3

FIGURE 7.3 CASE 1: CATEGORY ASSIGNMENT FOR AMBIDEXTROUS EXERTION



SOURCE: The Author's Interview Transcript, 2021

The cited referents or sign situations that have been advanced in the preceding thus, fit the determinative contexts constituting the definition of the construct, which symbolizes the emergent condition of Ambidextrous Exertion. These include- Improving the habits which enabled the yielding of current artifacts; Refining the current artifacts and initiating the creation of new ones; and Envisioning the means of yielding new products and services without undermining the need to cling on to past processes. In view of this, the emergent condition of Ambidextrous Exertion is here claimed to be existent and predisposing.

The inevitability of experiencing change in all the facets of new venturing events is duly acknowledged by the entrepreneur as well. Hence, he goes on to describe what this

implies as he reveals how he exercises his response to the changing dynamics within the business environment. Interestingly, any such responses as exercised by him, seems to be an earnest attempt at overcoming the challenges being posed by the very change or changes he stands in confrontation with. It is therefore in light of this that the entrepreneur demonstrates, how his responding to change often translates into a conscious effort, towards maintaining a balance between the current and future viability of his business. For instance, he sees the opportunity of creating new product or services where new needs availed by internal or external events, results into operational or procedural challenge that would require new skills or tool sets to tackle. He gives an illustration of this in his statement:

> *……there was a time in Sokoto when to print an ID card, this plastic ID card, we had to take it down to lagos….as I speak to you now…we have our own system where we print these cards…we are now trying to create what we consume…we want to have different things that would be branded and people would want to connect and make that Brilliant name, a household name……*

However, the entrepreneur alludes to the fact also, that some of his responses to change are but the resulting effect of having to exhaust his existing capabilities, and this often ignites the alertness with which he seeks the pursuit and identification of new but sound opportunities. He stresses this in his statement:

> *…. A lot of us think that everything is an opportunity, but some opportunities are distraction, while some opportunities are actually pedestals, taking us to the next level……you have to identify which are pedestals and which are distractions…when you do identify an opportunity that serve as pedestal I believe you should shape it into opportunity……*

The entrepreneur recognizes however, that every entrepreneurial venture must undergo the phases of business cycle and eventually gets to experience a decline. Hence there will always be need for a systematic search for, and utilization of new opportunities. He indicates this understanding while stressing the impact of his having to de-emphasize his role as founder. Such that, as the growth of his venture increases and inclines towards the point of decline, he becomes less identified with the business as against that which has been the case in the beginning of his venturing events. Hence, rather than allow the declining effect of increased growth to directly take hold of his business, he chooses to let it have its grip on his own attachment to the business.

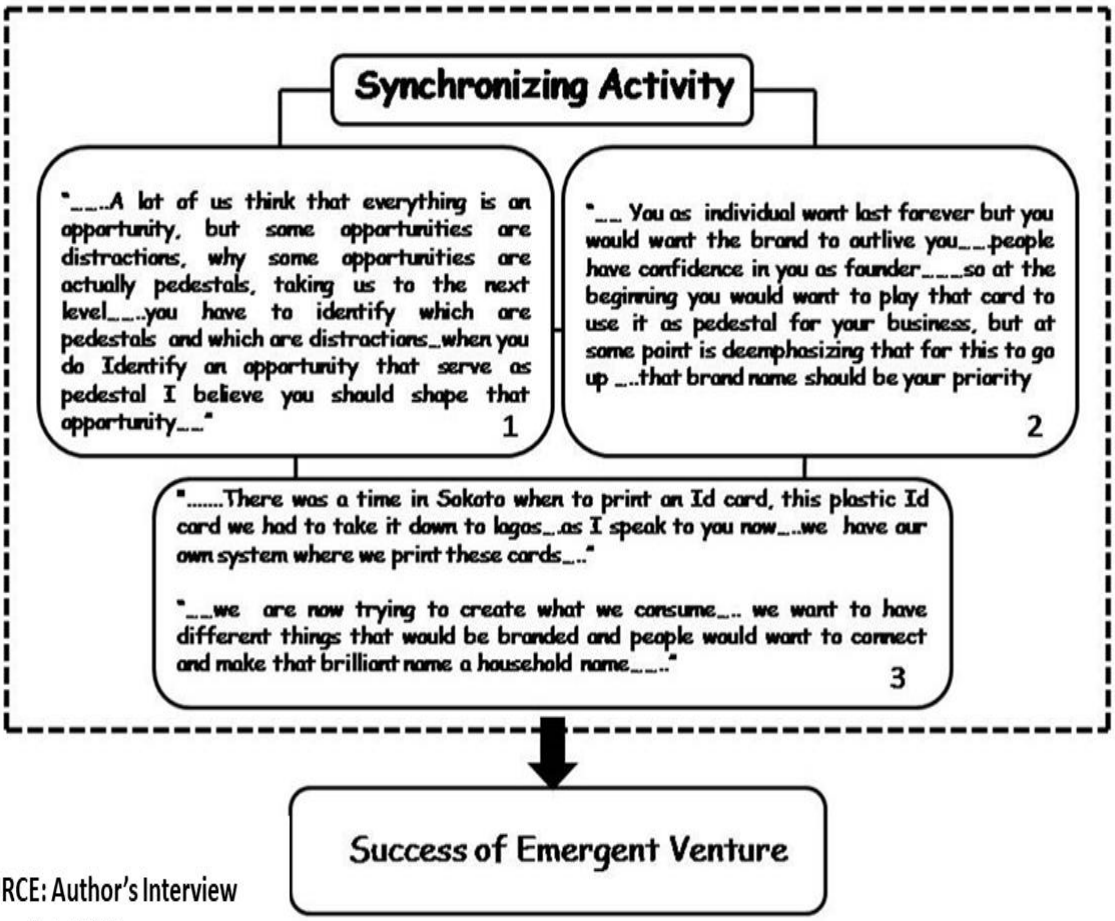
This means, clients would have to learn to disassociate his personality from the business and get used to connecting more with the brand of his business. Impliedly, it is by means of this deliberate detachment, that the entrepreneur speaks of seeking the opportunity of extending the life cycle of his business, such that his resulting efforts remain directed towards renewal and repositioning of the brand in ways that secure its perpetuity. He states thus:

> *……you as individual won't last forever but you would want the brand to outlive you…. people have confidence in you as founder….so at the beginning you would want to play that card to use it as pedestal for your business, but at some point, it is deemphasizing that, for this to go up…. that brand name should be your priority….*

Thus, all the cited referents or sign situations advanced in the preceding, fit the determinative context, wherein lay the constituents of emergence condition symbolized by Synchronizing Activity. These include- Systematic search for and utilization of new opportunities; Maintaining a balance between current and emergent viability of the enterprise and; Exhausting existing capabilities and responding to change. In view of

this, the emergent condition of Synchronizing activity is here claimed to be existent and predisposing. The cited referents representing these sign situations are summarized in Figure 7.4

FIGURE: 7.4 CASE 1 CATEGORY ASSIGNMENT FOR SYNCHRONIZING ACTIVITY



SOURCE: Author's Interview Transcript, 2021

Thus, with respect to Consummation phase and as pertains the process of this entrepreneur's venture emergence, the emergent conditions of Habitudinal Entrepreneurial Drive; Ambidextrous Exertion; and Synchronizing Activity are in consideration of the foregoing found existent and predisposing. Going by the argument therefore, that *If emergence conditions of habitudinal entrepreneurial drive, ambidextrous exertion and synchronizing activity are existent and predisposing, then*

success of emergent venture is necessary outcome of consummation phases, it is concluded thus, that the outcome of Consummation phase in relation to lived experience of this entrepreneur is success of his emergent venture. Hence, outcome of the Hoop test is positive and therefore a pass, relative to hypothetical statement-(d), and in respect of Case 1.

7.2.2 Step 3 Case 2: Founder- Rainbow Computer Technology

The founder Rainbow Computer Institute strives to excel in competitive situation by becoming amiable and open to the positive influence of competition. He speaks positively of competition, and rather than accept the common tendency of viewing competition as threatening event, he chooses to regard its necessity as indispensable to the process of growth and self-development. He states thus:

> *…you will agree with me that many people don't like competition, but competition is just the best…. when you are in competition the best of you comes out, it shows if you are really fit in for that business….and if you are not fit in, it's just like you are trying to separate the grains from the chaff….so the chaff will go away and you will have the original grain that you want, that is how it is…... I like competition….*

Given that growth and self-development often serve as catalysts for embodying confidence and exhibiting self-assurance, the entrepreneur accepts competition as giving him the nerve to face the struggle of rising above unfavorable circumstances. He indicates that even while struggling against the rising challenge of customers' preference for inferior goods within his business environment, he still deems it necessary to equilibrate his need for survival with a grim determination to focus on selling only genuine products. This he emphasizes and considers a necessity, if he is to stand out among all competing others. According to him:

> *…our goal is to make sure we stand out among others…but surviving is a challenge…. Why? Because people no longer go for genuine products, all they are after is what they can afford, what they can afford cannot last for them…and there is something I discovered about Sokoto…. if you can survive business in Sokoto, you can survive anywhere……I made up my mind there is no going back, I just have to do whatever I can do to make sure I see myself through…….*

The entrepreneur's confidence that grew out of his persistent effort towards overcoming the endless pressure of competition and contingencies, have aided the development of his 'brand story', which he uses as point of reference for all his marketing efforts. This must have earned him the leverage of setting 'brand equity', which in turn influences his customers to become willing to pay large sums, in preference for his products rather than those of competing others.

Understandably, this owes much to his being able to convincingly promote his brand, which he endeavored to build strategically overtime. Impliedly, he ought to have developed the behavior that favors the creative use of imagination to have earned the confidence of proceeding in the desired direction, given that this would require employing a sense of creativity and the capacity for intuition. And, he clearly expresses his being able to do so, by virtue of the successes he claims to have recorded in this regard and the confidence with which he persistently bargains for increased patronage, even when all the odds seem to stand against him. He states thus:

> *……I am able to overcome all happenings and scenarios by building self-confidence……I believe in having confidence in what I am selling and the ability to convince my customer by any means possible…most times I creatively make up convincing reference just to influence a customer….*

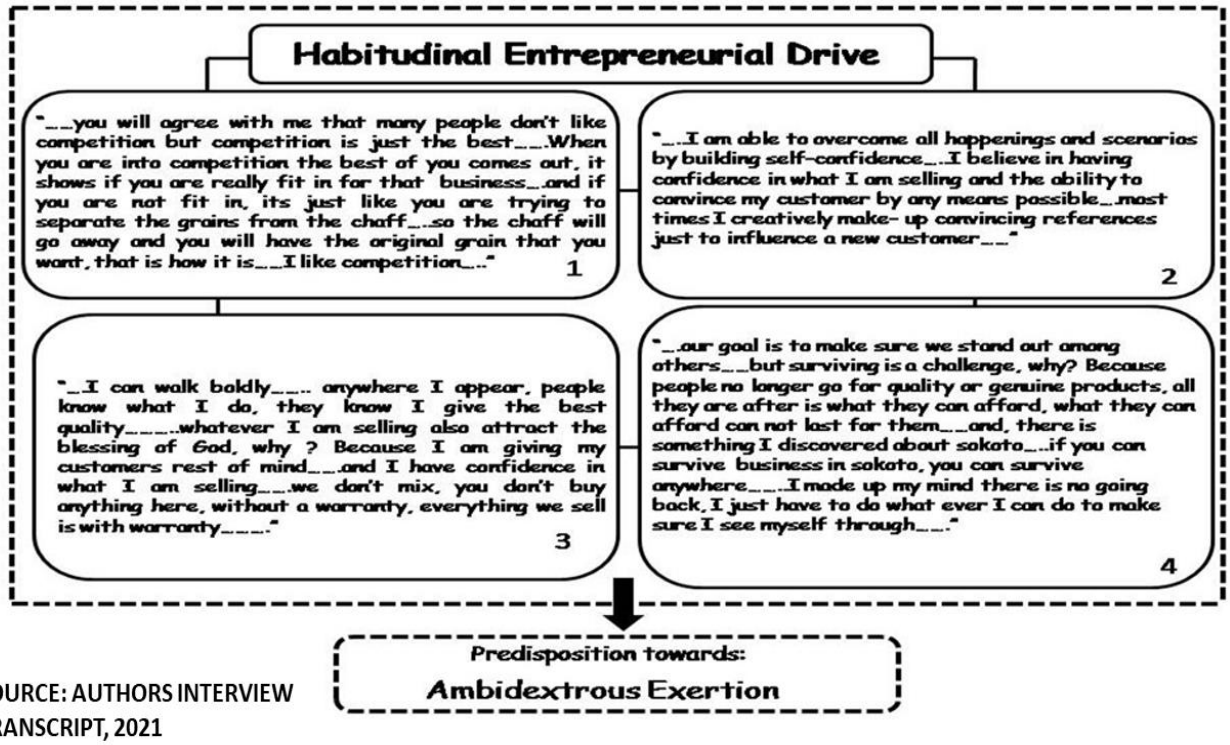
The entrepreneur goes on to reveal what seems reminiscent of a motivational force, by virtue of which he becomes able to sustain his inclination towards stabilizing excellence, in the face of changing stability. It appears however, that the driving force

has an inkling, which reflects a moral undertone that indicates the entrepreneur's religious conviction, as well as his penchant of having to carefully uphold his cherished self-esteem, in the course of his business dealings. Though, the entrepreneur still speaks of his customers and their satisfaction, as being and remaining at the center stage of all these inclinations. According to him:

> *……I can walk boldly…… anywhere I appear people know what I do, they know I give the best quality…whatever I am selling also attract the blessing of God, why? Because I am giving my customer rest of mind……and I have confidence in what I am selling…we don't mix. You don't but anything here without a warranty, everything we sell is with warranty….*

The cited referents or sign situations are summarized in Figure 7.5

FIGURE 7.5 CASE 2: CATEGORY ASSIGNMENT FOR HABITUDINAL ENTREPRENEURIAL DRIVE



SOURCE: AUTHORS INTERVIEW TRANSCRIPT, 2021

The referents fit into the determinative contexts constituting the definition of the construct, symbolizing the emergent condition of Habitudinal Entrepreneurial Drive as specified in the preceding. Thus, the emergent condition of Habitudinal Entrepreneurial

Drive is also here claimed to be existent and predisposing.There is clear indication that the entrepreneur has over the years maintained efficient service delivery, by virtue of what seemed evident as regards his focus on customers' needs satisfaction. It is evident that such a focus is continuously being reinforced, due to the positive results which the entrepreneur attests to have attained, in his steady advancement towards the direction of his predetermined objectives.

He expresses this, in terms of his expanding business which has grown overtime into many other small businesses that he still manages. By implication, such habits which the entrepreneur has developed and employed while yielding his current artifacts, are subjects to continuous and gradual improvement, and are still being reinforced by successes associated with his tasks accomplishment. Indication regarding this, lies implicit in his statement:

> *……I rented a place in Bankin Manoma, the purpose of that place was for training…. I ensured we maintained efficient service delivery…from there I started renting out the place for other people, from there I started selling soft drinks, Indomie and all that…. Still, we run a training school, a business center and we are also into sales of lap tops, computer accessories and now into Solar energy……*

Furthermore, the entrepreneur attests to the fact that he is still refining his current artifacts and initiating the creation of new ones. This is because he remains alert to the changing dynamics taking place within his operational domain and is determined to remain on top of his game. He states:

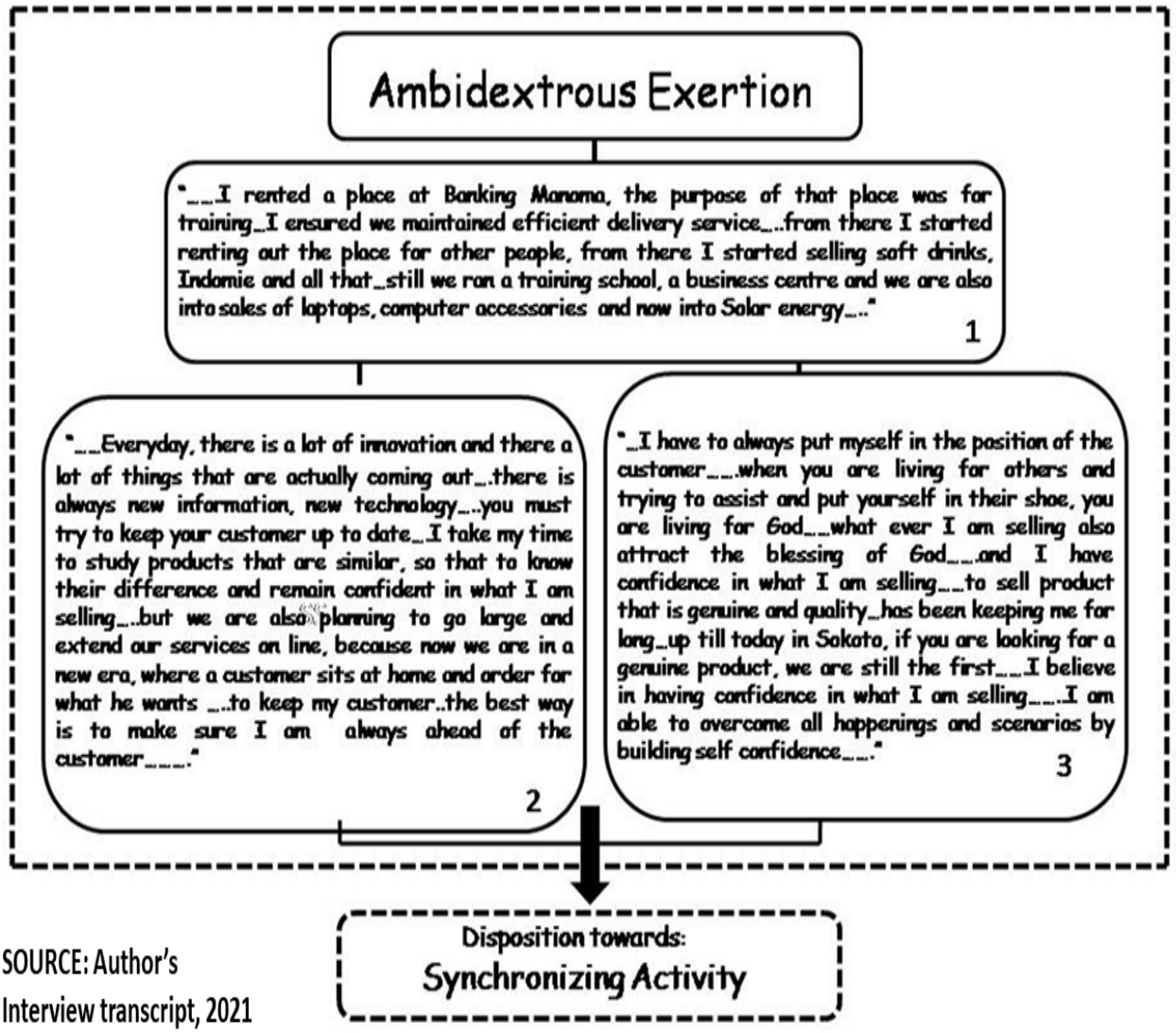
….everyday, there is a lot of innovation and there are a lot of things that are actually coming out…there is always new information, new technology…you must try to keep your customer up to date…I take my time to study products that are similar, so that to know their difference and remain confident in what I am selling…but we are also planning to go large and extend our services online, because now we are in a new era, where a customer sits at home and order for what he wants…..to keep my customer….the best way is to make sure I am always ahead of the customer…

It is in view of this, that the entrepreneur envisions means of yielding new products and services without having to undermine the need to cling on to past processes, and this quite enabled him to sustain his focus on selling genuine products and satisfactory service delivery. His sense of empathy and moral consciousness appears to have contributed to his firm determination to remain true to this purpose, which he implicitly re-affirms and stresses in his statement:

….I have always put myself in the position of the customer…when you are living for others and trying to assist and put yourself in their shoe, you are living for God…whatever I am selling also attract the blessing of God…..and I have confidence in what I am selling…to sell product that is genuine and quality…..has been keeping me for long…up till today in Sokoto, if you are looking for a genuine product, we are still the first…..I believe in having confidence in what I am selling…I am able to overcome all happenings and scenarios by building self-confidence……

As in the preceding case, the cited referents or sign situations in respect of this case equally fit the determinative contexts constituting the definition of the construct symbolizing the emergence condition of Ambidextrous Exertion. In view of this, the emergent condition of Ambidextrous Exertion is also here claimed to be existent and predisposing. The referents representing these sign situations are summarized in figure 7.6

FIGURE: 7.6 CASE 2: CATEGORY ASSIGNMENT FOR AMBIDEXTROUSE EXERTION



SOURCE: Author's Interview transcript, 2021

The entrepreneur is quite abreast of the changing trends within his immediate environment, particularly such changes, closely associated with technological advancements. This is expected though, given the nature of his main business which is basically information technology related. Interestingly however, he is more specifically concerned with changes in perception particularly as it relates to the tastes and buying decisions of his customers. He indicates the significance of remaining alert to such

perceptual changes and associated trends, particularly in terms of the leverage this accords him, relative to aiding the continuous meeting of his customers' expectations. Impliedly, such a focus on change and accompanied symptoms for innovative opportunities, is akin to systematic search for opportunities worthy of being explored. And, the entrepreneur alludes to his understanding of this, and the associated commitment to explore. Indication regarding this, is contained in his statement:

> *…I keep track of technology…. now a day, it changes rapidly…I also observe how these things affect the needs of my customers……you know, most times opportunities used to open, simply because people changed their taste, since technology always bring something new……and I don't play with such things…. I pay attention to them……so I will always have something new to offer…*

In view of these, it can be asserted that the entrepreneur is quite aware of the limitation of his existing capabilities, having exhausted the benefits derivable therefrom. So, given the nature of his kind of business he must have foreseen the possibility of his business becoming obsolete as time goes on, if he refuses to pay attention to the changing dynamics. This explains why he chooses to move with time by picking his responses to change and stresses the fact that he is making sure his plans are consistent with changing reality. According to him:

> *…. now a days, people are always online…so I plan to take advantage of new technology and explore how best to meet people's need using the different platforms online…I already started but I have to go beyond the ordinary, because the plan for the future is to grow large, which means I have to go beyond the physical shop and equip myself, so I can complete (favorably) globally……*

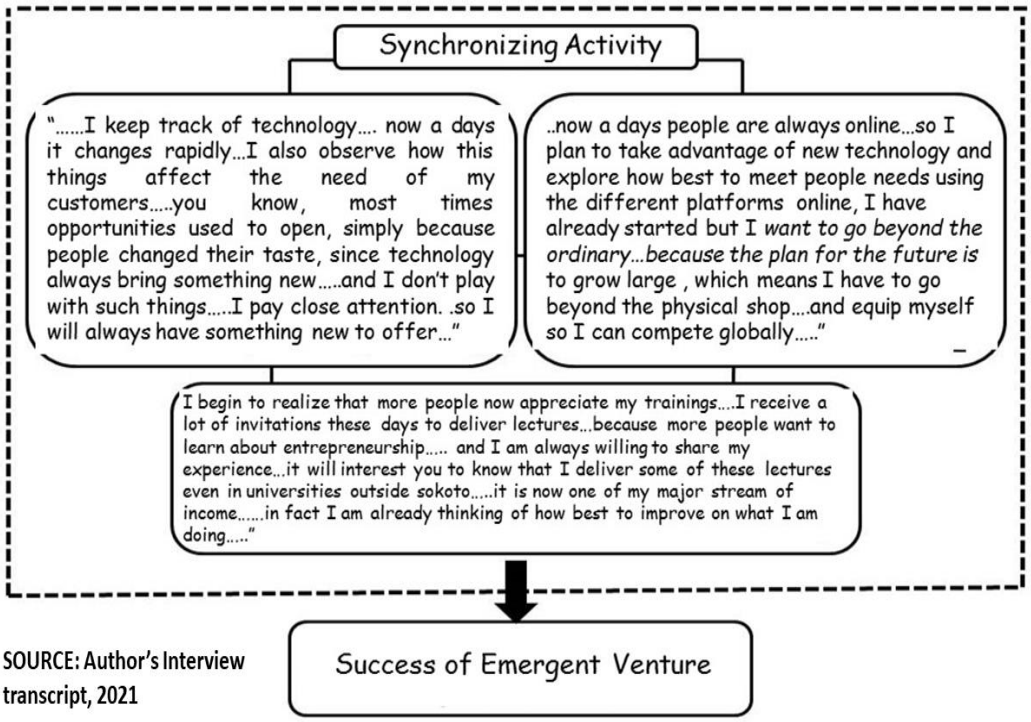
Yet, notwithstanding the technologically based opportunities, which the entrepreneur considers worthy of exploring, he still recognizes the utility derivable from the pursuit of some other forms of innovative opportunities. In relation to this, he identifies the aspect of his business that has to do with capacity building, to which hitherto he paid

very little attention. But, he indicates how he recognizes the rising demand for capacity building, through the increasing invitations he receives for such services, and the opportunities lain therein. And now, he has to maintain a balance between the current, and what appears to be the emergent viability of his enterprise. He stresses this, when he mentions:

> *…I begin to realize that more people now appreciate my training…. I receive a lot of invitations these days to deliver lectures…because more people want learn about entrepreneurship and I am always willing to share my experience….it will interest you to know that I deliver some of these lectures even in some universities outside Sokoto……it is now one of my major streams of income…in fact I am thinking of how best to improve on what I am doing……*

The cited referents representing these sign situations are summarized in Figure 7.7

FIGURE 7.7 CASE 2: CATEGORY ASSIGNMENT FOR SYNCHRONIZING ACTIVITY



SOURCE: Author's Interview transcript, 2021

The cited referents or sign situations in respect of this case, also fit into the determinative context in which lay implicit the constituents of emergence condition symbolized by the construct -Synchronizing Activity. These include- Systematic search for and utilization of new opportunities; Maintaining a balance between current and emergent viability of the enterprise and; Exhausting existing capabilities and responding to change. In view of this, the emergence condition of Synchronizing activity is also here claimed to be existent and predisposing.

Thus, with respect to Consummation phase and as pertains the process of this entrepreneur's venture emergence, the emergent conditions of Habitudinal Entrepreneurial Drive; Ambidextrous Exertion; and Synchronizing Activity are in consideration of the foregoing found existent and predisposing. Going by the argument therefore, that: If emergent conditions of habitudinal entrepreneurial drive, ambidextrous exertion and synchronizing activity are existent and predisposing, then success of emergent venture is necessary outcome of consummation phases, it can be concluded here: that the outcome of Consummation phase in relation to lived experience of this entrepreneur is success of his emergent venture. Hence, outcome of the Hoop test proves positive, it is therefore a pass, relative to hypothetical statement-(d), and in respect of Case 2.

7.2.3 Step 3 Case 3: Founder- Halima Computers and Internet Café

The founder of Halima Computers and Internet Café recalls what it meant to excel in his kind of business, particularly in the early stages of his venturing events. Given his humble beginning as revealed in his exposition, and the competitors he had to contend with, one could imagine the magnitude or intensity of the competition he had to face and strive against. He recounts how the big competitors had all the advantage over the

likes of him, since they could afford and make use of more sophisticated equipment. However, looking at the present moment and the changes taking place, he holds not only the opinion that striving to excel in competitive situation and succeeding at it, requires sound technical knowledge of the job, but implies in view of his assertion, a degree of commitment to developing and using such knowledge, so as to gain leverage and secure customer loyalty. He states thus:

> *….Things have changed, business is unlike before, in the past, only few people were into this kind of business, when people realized what is in it, many people rushed in, so you survive the business only when you have more or better equipment than your rivals and they were very expensive….but now a days, these things are cheaper….many people can afford them…what will make stand out is how you do the work not the number of equipment you have….so it depends on what you know and how you treat your customers and I don't play with these things, I insist we improve on them every day….*

Furthermore, the entrepreneur recognizes the significance of developing firm determination while facing obstacles, and seems assuredly certain of God's intervention at all times. Given the degree of self-assurance that such certainty accords him especially in those moments of high uncertainty, it is easy to discern the motivational force, sustaining his inclination to stabilize excellence in the face of changing stability. This is discerned in terms of what he expresses regarding his ardent desire to remain being the best in his field of endeavor, regardless of any prevailing circumstances. Thus, he mentions:

> *….I must survive and whatever happens I know that I can…to the glory of God I have come a long way, so I am no longer afraid of anything, even without this business, I will still find something to do, but one thing for sure, I will always stand out, because I keep learning all the time….for me, my best is not always good enough, and people always know when you strive to be the best, because all they want is the best…..in any business I am doing, I always give the best at an affordable price……..*

However, given his religious background and upbringing, the discernible religiosity behind his self-assurance is not without basis. And, this ought to be responsible for his strong belief in the efficacy of prayers, which he recognizes early enough in life, and to which he dedicates his devotion and therefrom derives inspiration. Arguably, the flow of inspiration is most often associated with creativity, and it is in view of this that the religious behavior of this entrepreneur is seen as having to favor his creative use of imagination. Allusion to this lies implicit in his statement:

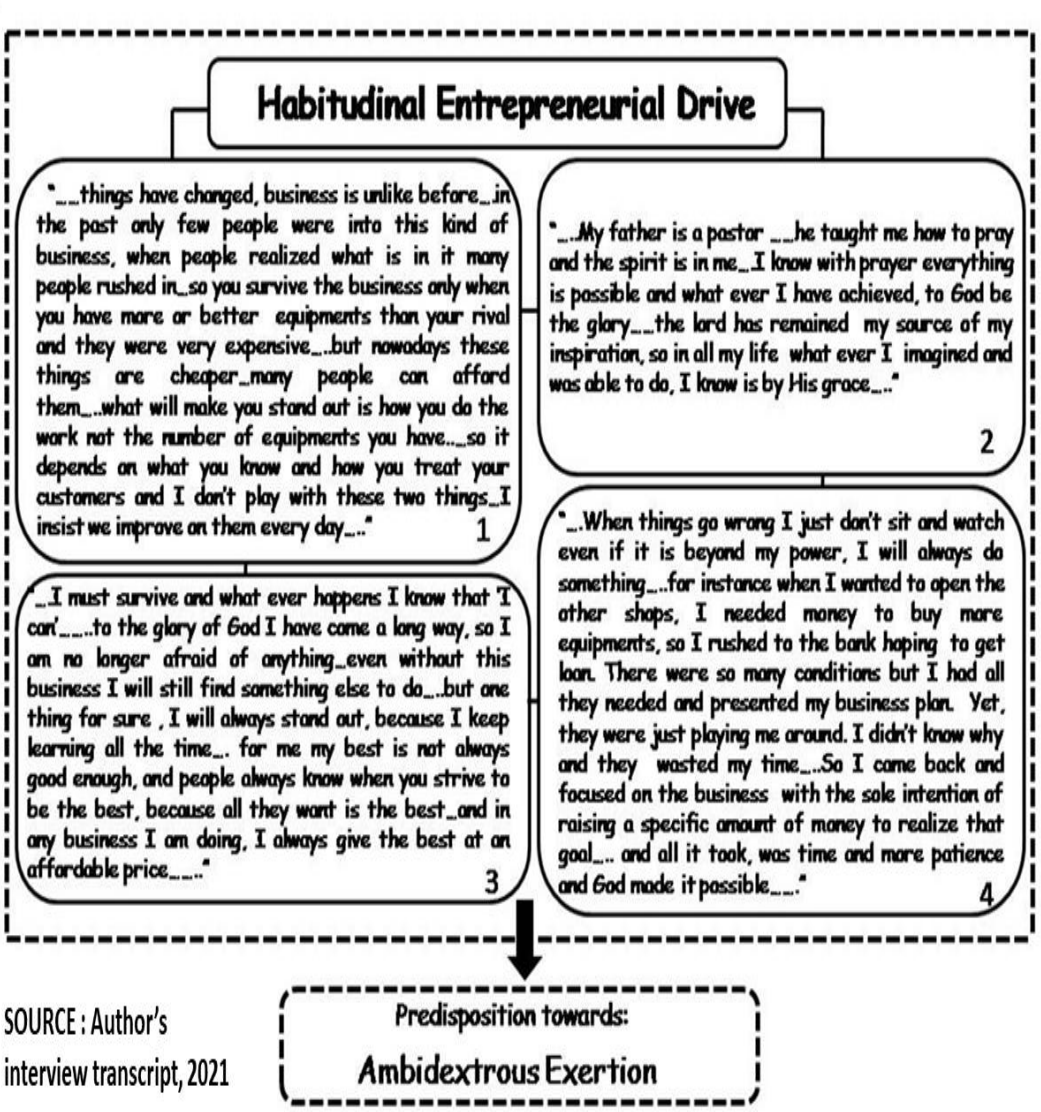
> *….my father is a pastor…he taught me how to pray and the spirit is in me….I know with prayer everything is possible and what I have achieved, to God be the glory….the lord has remained my source of inspiration, so in all my life whatever I imagined and was able to do I know is by his grace…..*

Interestingly, the entrepreneur tends to avoid any sense of grandiosity that arguably accompanies such religious conviction. He outrightly remains practical and realistic, while facing inevitable challenges. He alludes also to actively seeking out solutions to problems that must be overcome, while preserving his ultimate reliance on God, and goes on to illustrate how he struggles to rise above unfavorable circumstances, while stressing the significance of perseverance in the attainment of successful outcome. According to him:

> *…when things go wrong, I just don't sit and watch even if it is beyond my power, I will always do something. For instance, when I wanted to open the other shops, I needed money to buy more equipment, so I rushed to the bank hoping to get loan. There were so many conditions but I had all they needed and presented my business plan. Yet they were just playing me around. I didn't know why and they wasted my time…. So I came back and focused on the business with the sole intention of raising a specific amount of money to realize that goal….and all it took was time and more patience and God made it possible….*

The cited referents or sign situations are summarized in figure 7.8.

FIGURE 7.8 CASE : CATEGORY ASSIGNMENT FOR HABITUDINAL ENTREPRENEURIAL DRIVE



These referents also fit into the determinative context in which are lain, the constituents of emergence condition symbolized by the construct Habitudinal Entrepreneurial Drive as defined. Thus, the emergence condition of Habitudinal Entrepreneurial Drive is also here claimed to be existent and predisposing.

Indication suggests that the entrepreneur is improving the habits which enabled the yielding of his current artifacts. This is by virtue of what he reveals regarding the expansion of his business, in which he attests to having launched additional business outlets. According to him: *"….to God be the glory, this shop has given birth to three more shops, one is here at Emir Yahaya, another at Unguwar Rogo and I have another one at the polytechnic…."*. But, beneath this progress, lay an underlying factor, which is best described as constancy. Such a factor, presupposes the habitual tendency to persevere in the direction of one's action and the possibility of having to improve on anything that enables success, owing to the reinforcing effect that accompanies any successful outcome.

It is in this light that the entrepreneur appears to envision the means of yielding new products and services, while anticipating success, even if failure happens to be the first to present itself. Hence, the entrepreneur considers his proclivity towards undermining the need to patiently cling on to past processes as basis for all his attainments, but this is in addition to his remaining dependent on God. He alludes to this in his statement:

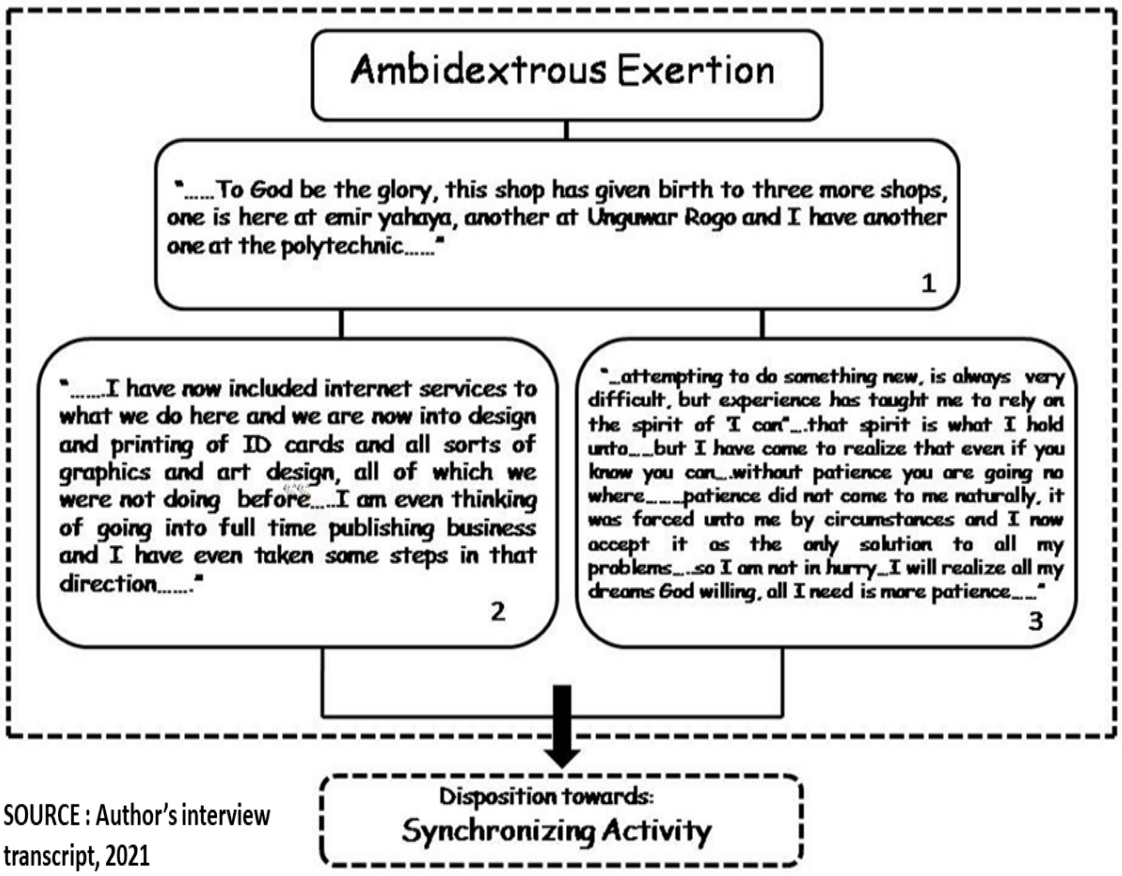
> *…. attempting to do something new is always very difficult, but experience has taught me to rely on the spirit of 'I can'……that spirit is what I hold unto…but I have come to realize that even if you know you can…without patience you are going nowhere……patience did not come to me naturally, it was forced unto me by circumstances and I now accept it as the only solution to all my problems…so I am not in a hurry…I will realize all my dreams God willing, all I need is more patience….*

In view of this inclination towards constancy and the patience that underlies success at seeking to evolve new ideas, the entrepreneur goes further to hint at some of the ways he pursues his effort at refining his current artifacts as he initiates the creation of new ones: According to him:

…….I have now included internet services to what we do here and we are now into design and printing of ID cards and all sorts of graphics and art design, all of which we were not doing before……I am even thinking of going into full time publishing business and I have even taken same steps in that direction…

As in the preceding cases and also within a different context, the cited referents or sign situations in respect of this case equally fit the determinative contexts constituting the definition of the construct symbolizing the emergent condition of Ambidextrous Exertion. In view of this, the emergent condition of Ambidextrous Exertion is also here claimed to be existent and predisposing. The referents representing these sign situations are summarized in Figure 7.9

FIGURE 7.9 CASE 3 : CATEGORY ASSIGNMENT FOR AMBIDEXTROUS EXERTION



SOURCE : Author's interview transcript, 2021

The entrepreneur does search for opportunities in ways that appear consistent with the technicalities involved, when probing into sources of innovative opportunities. In other words, such enabling technicalities, which takes the form of supplying what stands in demand, or creating the demand that meets the intent of supply as regards products and services, seem reminiscent of what the entrepreneur expresses of his approach, with which he claims to have explored the opportunities he perceives as promising. He seems more or less systematic in his search for, and utilization of new opportunities, and tends to demonstrate a level of alertness that stands commensurate with his intent, as lain implicit in his statement:

> *….as it is now, I have assessed the business area again and again, and I discovered that these accessories like chargers and USB connectors, flash drive are problem…. there are just three people that the sell it….and once they are not around, people are stranded……I said ok, there is need to work even harder since there are other things that needs to be achieved….*

He also reveals his inclination towards maintaining a balance between current and emergent viability and describes the effort he makes towards equilibrating the imbalance resulting from his business expansion. According to him:

> *…. The second shop I opened at Emir Yahaya, though I just started I know in due time it will expand…I am only praying for another manager. Not that I don't have one, but in no distant time he will be going for service…so I am praying and looking forward into seeing a better person that I can either groom or is already made, so he could manage there and I will stand and continue to handle this one since it's the biggest shop……*

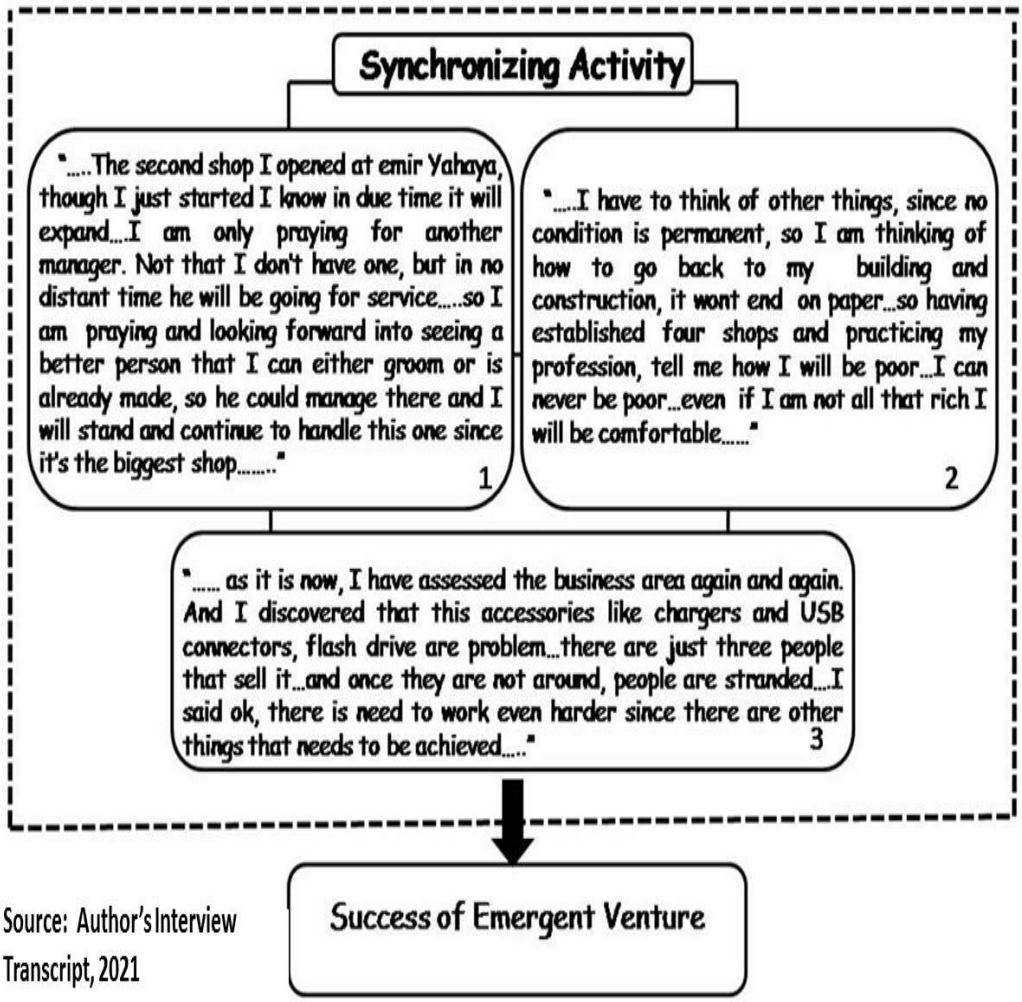
Furthermore, he alludes to the fact that other than exercising his sense of alertness in the pursuit of his interest, he is not unconcerned with possibilities associated with changing circumstances. He is similarly conscious of the inevitability of exhausting

existing capabilities, and his exposition reveals his inclination and level of preparedness towards responding to change, as lain implicit in his statement:

> *……I have to think of other things, since no condition is permanent, so I am thinking of how to go back to my building and construction, it won't end on paper…so having established four shops and practicing my profession, tell me how I will be poor…I can never be poor…even if I am not all that rich I will be comfortable……*

The cited referents representing these sign situations are summarized in Figure 7.10

FIGURE 7.10: CASE 3 CATEGORY ASSIGNMENR FOR SYNCHRONIZING A ACTIVITY



Source: Author's Interview Transcript, 2021

All the cited referents or sign situations also advanced in respect of this case, fit into the determinative context wherein lay the constituents of emergence condition symbolized by the construct Synchronizing Activity as defined. These include- Systematic search for and utilization of new opportunities; Maintaining a balance between current and emergent viability of the enterprise and; Exhausting existing capabilities and responding to change. In view of this, the emergent condition of Synchronizing activity is also here claimed to be existent and predisposing.

Thus, with respect to Consummation phase and as pertains the process of this entrepreneur's venture emergence, the emergence conditions of Habitudinal Entrepreneurial Drive; Ambidextrous Exertion; and Synchronizing Activity are in consideration of the foregoing also found existent and predisposing, in respect of this case. Going by the argument therefore, that: If emergent conditions of habitudinal entrepreneurial drive, ambidextrous exertion and synchronizing activity are existent and predisposing, then success of emergent venture is necessary outcome of consummation phases, it follows that the outcome of Consummation phase in relation to lived experience of this entrepreneur, is success of his emergent venture given that the emergence conditions are traceable in his narrative. Hence, outcome of the Hoop test is positive, thus a pass, relative to hypothetical statement-(d), and in respect of Case 3.

7.3 Implication of the Inferred Emergence conditions

The fourth research question of the study is concerned with consummation phase, which is situated within the emergence domain of the process and is restated thus: How and why, is success of emergent venture, attributable to not just entrepreneur's acquaintance with entrepreneurial process, but to the existence and mediation of habituation

mechanism? This is respectively tied to the objective of having to develop propositions and testing the resulting conjecture regarding the existence and mediation of habituation mechanism in determining the success of emergent venture, and in light of acquaintance with entrepreneurial process. Consequently, a proposition which is summative of all that has been deduced from literature in this regard, has been advanced in this study to partly meet the aforementioned objective. And, this proposition is suggestive of the existence and mediation of entrepreneurial habituation mechanism, along the developmental trajectory of venture emergence. However, the conflation of all the preceding propositions in addition to this single proposition coalesce into a resulting conjecture, which specifies the implication of the dynamics, relative to determining the success of emergent venture, within the consummation phase of emergence domain.

Impliedly therefore, the consideration of findings, which result from the interpretation of data associated with the emergence conditions, and the conclusions derived therefrom, are in view of the outcome of hoop test, meant to address the second aspect of the corresponding research objective concerned with the implication. Consequently, the following discussion regarding the implication of findings, proceeds in relation to both the proposition and the conjecture, out of which the associated constructs guiding the inquiry are derived.

7.4 Findings and imputed associations in respect of Consummation Phase

In view of the above, the following highlights, specify only the relevant aspects of the entrepreneurs' account of their lived experiences within this phase.

Firstly, the exposition in Case 1, reveals how the entrepreneur Chooses to negate the need to pay attention to pressure of competition, and prefers instead, to focus on understanding the larger competitive terrain that transcends his operational domain.

Consequently, he integrates the learning outcome of his entrepreneurial endeavor to develop means of rising above competition, which he perfects and uses to tap the benefit associated with farsightedness and long term planning.

Likewise, in Case 2, the entrepreneur asserts his choosing to negate the common tendency of viewing competition as threatening event, and prefers instead, to focus on understanding how to become amiable and open to the positive influence of competition. Consequently, he integrates the learning outcome of his entrepreneurial endeavor towards developing sense of alertness, as he initiates process of growth and nurtures his self-development, which he perfects and uses to tap the benefit associated with effective communication and gainful interrelation.

In the same vein, the exposition in Case 3, reveals how the entrepreneur chooses to negate the pressure that grows out of the intensity of competition or the challenges he has to contend with, and prefers instead, to strive against the privileged competitors that have all the advantages he lacks. Consequently, he integrates the learning outcome of his entrepreneurial endeavor, which he perfects and blends with sound technical knowledge of the job, so as to tap the benefits associated with application of accumulated insights and sound technical knowhow. Thus it is found that

within the Consummation phase of emergence domain, all the three cases, irrespective of the contextual difference characterizing their fields of experience, share a commonality of integrating the learning outcome of experiencing prior acquaintance with entrepreneurial process, which necessarily serve to ignite the mechanism of entrepreneurial habituation and its attendant benefits. And, this echoes not only the dynamics expressed in the proposition, but stands in conformity, with the associated implication as suggested by a corresponding aspect of the fourth conjecture, wherein the antecedence of being driven by expectancies and consequent tendency of becoming habituated to value oriented behavior is projected.

Secondly, in Case 1, the entrepreneur reveals his having to act in accordance with the outcome of his effort towards building a system that transcends local expectations, and

utilizes insight gained from incremental favorable results, so as to further explore the relevance of his already acquired proficiencies. This is with a view to satisfying his desire for meeting up with global best practices.

The exposition in Case 2, similarly reveals how the entrepreneur acts in accordance with the outcome of his effort towards equilibrating the need for survival, with the determination of having to focus on selling only genuine products, as he utilizes insight gained from incremental favorable result, so as to further explore the relevance of his already acquired proficiency. This is with a view to securing the confidence with which to persistently bargain for increased patronage, against all odds.

Likewise, in Case 3, the entrepreneur reveals how he tends to act in accordance with the outcome of his efforts towards developing resilience, while facing obstacles in moments of high uncertainty, and how he utilizes insight gained from experience and incremental results, so as to further explore the relevance of his already acquired proficiency. This is with a view to satisfying the desire of becoming and remaining the best in his field of endeavor, regardless of prevalent circumstances. In view of this, it is a finding that:

within the Consummation phase of emergence domain, all the three cases, irrespective of the contextual differences characterizing their fields of experience, share the commonality of being susceptible to the influence of entrepreneurial habituation mechanism, which facilitates the learning process and enables the overcoming of exigencies, thereby leading to the enhancement of already acquired proficiencies. And, this echoes not only the dynamics expressed in the proposition, but stands in conformity, with the associated implication, as suggested by a corresponding aspect of the fourth conjecture, wherein the tendency of reaping the benefit of entrepreneurial habitude, and creating artifacts laden with competitive advantage at ambidextrous level of action, is projected.

Thirdly, the exposition in Case 1, reveals how the entrepreneur seeks and reflect on the possibility of extending the life circle of his business, while managing to sustain effort

at securing the loyalty of his associates, in ways that enable his team to be responsive to situational demands. Such that the contribution of all, remains relevant to the overall intent of nurturing and protecting the gained patronage and the resulting success of his organization. Likewise, in Case 2 the entrepreneur reveals his having to seek and reflect on the possibility of remaining alert to changing dynamics, particularly within his operational domain, while managing to sustain being on top of his game, and influencing his associates to remain focused on the perceptual changes and emerging trends within the environment. Such that he harnesses and channels the team's ability to perceive and effectively respond to customers' needs and expectations, in ways that secure the success of his enterprise.

In the same vein, the exposition in Case 3 reveals how the entrepreneur seeks and reflects on the possibility of mastering all technicalities related to his business that match up with the demands of changing circumstances. He probes into the sources of innovative opportunities, while managing to equilibrate the operational imbalance resulting from his business expansion, through the search for and inclusion of capable associates, in ways that enable and empower his team. Such that his team's creative responses to changing business circumstances, is raised to a level that ensures the success of his venture. In view of this, it is yet another finding that

within the Consummation phase of emergence domain, all the three cases, irrespective of the contextual differences characterizing their fields of experience, share the commonality of cooperating with relevant externalities to secure the success of their emergent ventures. This is owing to their having to utilize the acquired attributes of proficiency, which emanate from the activity of entrepreneurial habituation mechanism. Thus, the finding echoes not only the dynamics expressed in the proposition, but stands in conformity with the associated implication, as suggested by the corresponding aspect of the fourth conjecture, wherein the tendency to leverage excellence and creative cooperation in order to influence and secure success of emergent venture is projected.

Viewed as a whole, these findings offer implication for the outcome of Hoop tests, the basis upon which the existence and predisposing effect of the emergence conditions in respect of Consummation Phase, are evidently supported. Thus, confirmation of the existence and predisposing effect of these emergence conditions, which include: Habitudinal entrepreneurial drive; Ambidextrous exertion; and Synchronizing activity, set the premise that ascertains the manifestation of consequences emerging from the antecedents or preceding dynamics. Such confirmation, equates the lain foundation upon which, the imputed associations in respect of the proposed propositions and the resulting conjecture, stand Justifiable. For all the three cases therefore, the implication of arriving at Consummation phase, is the manifesting success of their emergent ventures in terms of progressive realization of a worthy ideal.

7.5 Smoking Gun Test: Conclusion drawn from the outcome of Hoop Tests

The study poses a working hypothesis-WH, which states that: *Acquaintance with entrepreneurial process is sufficient cause for the success of emergent venture, only if entrepreneurial habituation mechanism is existent and mediating the phases of venture emergence.*

This hypothesis, renders itself suitable for carrying out a smoking gun test, since it is based on the assumption that the cause is a sufficient cause for the outcome, only if equally found to be sufficient cause for the mechanism that is known to be sufficient for the outcome. To proceed therefore, the reasoning takes its point of departure, from the findings of hoop test as has been expatiated adequately in the foregoing. Hence, based on the hypothetical statement, that:

If Entrepreneurial habituation mechanism is existent and mediating the phases of venture emergence, then the dynamics within each phase is sufficient cause for acquirement of specific attribute(s) of proficiency. And, if this were the case, then it suffices that the following outcome of the hoop test serves as premise for arriving at a conclusion on the basis of a smoking gun test, and the outcome reveals that:

a) In the initiation phase, acquaintance with entrepreneurial process is necessary outcome of originating dynamics of the phase, and sufficient cause for subsequent dynamic of the process, since the causal conditions of unilateral attribution drive; independent exertion; and envisioning activity are found existent and predisposing.;
b) In the Habituation-Adaptation phase, acquirement of entrepreneurial and managerial acumen is necessary outcome of the originating dynamics of the phase, and sufficient cause for the subsequent dynamics, since, the enabling conditions of bilateral attribution drive; interdependent exertion; enacting and accentuating have been found existent and predisposing;
c) In Consolidation-Habituation phase, acquirement of executory acumen and entrepreneurial excellence is necessary outcome of the originating dynamics of the phase, and sufficient cause for subsequent dynamics. Since, the enabling conditions of bilateral attribution drive; Interdependent exertion; actuating and synergizing activities have been found existent and predisposing;
d) In consummation phase, success of emergent venture is necessary outcome of the all the preceding dynamics and intended consequence of the overall dynamics. Since the emergence conditions of habitudinal entrepreneurial drive; ambidextrous exertion, and synchronizing activity have been found existent and predisposing;

Hence, given this outcome, the argument goes, that in the lived experiences of the three cases examined, the mechanism of entrepreneurial habituation is existent and mediating the phases of venture emergence, since the dynamics within each of the phases of venture emergence have been found to be a sufficient cause for the acquirement of specific attribute (s) of proficiency. In view of this, the logic of a smoking gun test applies, and a conclusion in respect of the working and rival hypotheses is arrived that. Thus, going by the logic of smoking gun test, the it can be posited: *That since the cause (Acquaintance with entrepreneurial process) is established to be sufficient for activating the mechanism (Entrepreneurial Habituation) and this in turn is proven to be sufficient for the outcome (success of emergent venture), then the cause (acquaintance with entrepreneurial process) must itself be sufficient for the outcome (success of emergent venture).*

7.6 CONCLUSION

Based on the forgoing, acquaintance with entrepreneurial is established as sufficient cause for the mechanism of entrepreneurial habituation, it suffices therefore to further posit that it is logically impossible, not to regard such acquaintance as equally sufficient for success of emergent venture in view of the implied causal chain. This however means, that the empirical findings of the study stand in favor of the working hypothesis. It equally means that the evidence it provides implies a disconfirmation of the rival hypothesis, which argues that Acquaintance with entrepreneurial process is sufficient cause for the success of emergent venture, only if entrepreneurial habituation is not existent and mediating the phases of venture emergence.

Thus, the study posits that within its context, acquaintance with entrepreneurial process is sufficient cause for success of emergent venture, since entrepreneurial habituation

mechanism has been found to be existent and mediating the phases of venture emergence in the lived experience of the cases examined. However, this position, is not generalizable, yet it represents an outcome that nevertheless stands replicable in same or similar conditions and within the context that informs it. Implicit in this position also, is the idea that even as new ventures are seen to emerge, the effect of entrepreneurial habituation lies implicit in the determination of success, which translates into progressive realization of a worthy ideal. Hence, the need to redirect attention unto the dynamics of this mechanism stands pivotal, while aiming for effective social innovation that fosters the development of entrepreneurial culture in Nigeria.

CHAPTER EIGHT

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

This chapter presents the summary of the entire work. It also presents the findings of the study and draws its conclusions. Recommendations are also proffered not only in line with the findings and conclusions of the study, but expanded further to accommodate detailed description of what needs to be done and how. This is with a view to expressing how the whole perspective could be brought to life in precise terms, while nesting the possibilities within a framework of practicality.

8.2 Summary

Entrepreneurship shapes the economy of all nations, and that any attempt towards establishing a sound entrepreneurship culture in any part of the world, would require creating an effective social innovation, and this needs cultural roots to grow and prosper. The study assumes also, that such social innovation ought to be a product of social cognition, and therefore needs to be a reflection of the cognitive and behavioral tendencies or habits of people constituting the society it originates from. It is against this backdrop, that the study recognizes the significance and potential utility of understanding the process of habituation or habit formation, from view point of entrepreneurial cognition and behavior, as this relates to success of emergent venture. Consequently, the researcher embarks on the study, so as to fully explore and gain understanding of this phenomenon of interest.

A thorough review of literature about the subject matter from diverse sources have been conducted, and it appeared obvious especially within the Nigerian context, that there has not been a holistic conceptualization of entrepreneurial cognition and behavior, which centers on process of habituation. In other words, studies have not been found

that focuses exclusively on examining the unique blend of endogenous dimensions of entrepreneurial personality with the exogenous environmental realities from view point of habituation.

However, the review also reveals that the subject matter, which the study sought to address is appropriately situated within the current academic discourses that borders on complexity theories of entrepreneurship, and the specialized area of entrepreneurial cognition and behavior. It is worth noting, that the context of the present study accommodates notions of institutional voids and resource constraints, and these are found to have received considerable scholarly attention. Notwithstanding the fact that these issues have been examined and are still attracting scholarly interest in other parts of the world, it still appears that most of the attention centers on the evolving concept of bricolage, and the process of habituation in the context of entrepreneurship is yet to receive much scholarly attention.

Consequently, the study sets out to address this identified gap, from view point of investigating- whether or not the mechanism of habituation, if having been conceptualized as a function of entrepreneurial cognition and behavior, plays a role in the process of venture emergence, particularly in aiding to arrive at successful outcome. The study then sets the research objective of developing propositions, with the intent of testing the resulting conjectures, so as to ascertain the truism or otherwise of any such claim. This suggests that from the onset, the study harbors the intent of constructing a theoretical model, which should serve as guide for empirically investigating the phenomenon of interest.

Yet, the proposed model, is still deemed suitable for instruction in the field of entrepreneurship, given the comprehensiveness of its content and form.

This model, which is a product of retroduction, should be seen as a synthesis of ideas from wide range of academic disciplines, such as Management, Psychology, Complexity Sciences, Economics, Sociology and Philosophical Virtue Ethics. All of the ideas are gathered from existing relevant literature on the subject matter, and these are conflated into a whole, based on isomorphic affinities. Such that propositions are yielded and are coalesced into conjectures that represent the essential ideas embodied by the model, which is here referred to as process model for entrepreneurial habituation-the EHP-Model.

Upon constructing the model, the study adopts the principle of pragmatism and philosophical stance of critical realism, and goes further to examine the phenomenon empirically. It then opts for the qualitative research tradition and employs a multiple case study design. Three Cases were purposively selected for the study, and these are individual founders of emergent ventures that participate in the study as units of analysis. An interview matrix containing a set of semi-structured questions is used to obtain the narrative data, which detailed the lived experiences of the participating entrepreneurs, within the context of their entrepreneurial endeavors. To record these data, an electronic video device is utilized, and the data transcribed and organized afterwards, using the system of deductive category assignment based on the pre-conceived constructs that serve as dimensions of assessment.

Furthermore, the study utilizes the logic of Hoop test and Smoking gun test, which are techniques usually employed in process tracing. These analytic techniques have been employed as tools for pattern matching, and this involves comparing the empirically based pattern, with the predicted one, which has been specified in form of hypothetical

syllogism. It is based on this, that the findings are arrived at, and the conclusion deduced in view of the working hypothesis.

8.3 Findings and Conclusions

The findings of this study are as follows:

i. Defining moments and prior experiences aid the development of personal paradigm and the creative use of imagination, as the entrepreneurs' inclination to overcome obstacles, remains driven by their unbridled urge to effect results and secure success in the initiation phase.

ii. Positive utilization of group dynamics and the solidification of collective resilience, enable the overcoming of prevalent constraints and accomplishment of tasks, as the entrepreneurs' application of strategies to effect interdependence and exploit opportunities, stands instrumental to engendering the attitude of persistence in Habituation-Adaptation phase.

iii. Preference for a particular outcome and motive to secure the attainment of set objectives, impact the operational modalities and individual idiosyncrasies, which influence establishing unique organizational culture, as the entrepreneurs' organizing efforts translate into coordinated proficiencies that yields the benefits of entrepreneurial excellence in Consolidation-Habituation Phase.

iv. Moral consciousness and attained state of dynamic equilibrium, foster the habitude of pursuing and sustaining the progressive realization of worthy ideal, as the entrepreneurs' utilization of creative corporation stands pivotal in securing the attainment of successful outcome in Consummation phase.

In view of these findings, the study takes a position that considers entrepreneurial habituation mechanism as an idiosyncratic reality that becomes activated as learning process, and serves to confer upon those who tread the entrepreneurial path, the competences that leads to attainment of successful outcome. This is however a position that is based on inferences, since the mechanism does not assume concrete manifestation but is rather contextually grounded in abstraction. So, its existential nature becomes visible, only as a manifestation of its observable utility, in shaping the cognitive and behavioral tendencies of both novice and expert entrepreneurs. Thus, it is this utility that needs be taken to cognizance, when devising a social innovation that is expected to be effective in fostering the development of entrepreneurship culture. Hence, the study frames a context of reasoning, and argues that: if habit do have a compelling presence particularly in matters of individual and social cognition and behavior, then a consideration of entrepreneurial habituation process, would suffice in the design and implementation of a befitting social innovation that fosters the establishing of entrepreneurial economy in Nigeria.

8.4 Recommendations

Right from the beginning, the significance of this study is set and explained within a context that emphasizes how the findings of the study are intended, to provide specific insights into the nature of habituation mechanism through an in-depth study of some selected entrepreneurs. It is stressed in this regard, that any understanding gained from the findings, will contribute to yielding specific knowledge base, which can be used to enhance both the acquired proficiencies of entrepreneurs and pedagogical expertise of instructors in the field of entrepreneurship.

But, success at developing and utilizing such a knowledge base, for the purpose of developing entrepreneurship culture in Nigeria, is suggestively dependent upon devising an effective social innovation. In this regard, social innovation could be viewed as embodiment of ideas that are effective in meeting social goals. Such ideas are predominantly developed and diffused through organizations, whose primary purpose is social. Hence, universities can very well be considered as representing such organizations, in which new ideas or models are developed and argued about within academic disciplines. Some of these ideas or models are subsequently put into practice, and are usually evaluated before spreading. It is therefore, within the frame of reference of the universities, that the recommendations to be made are situated, and articulated based on the findings of the study, and in terms of the required social innovation.

To expatiate, social innovation typically goes through four stages. It starts as an idea or model, which may then be piloted or prototyped. If successful, there is a process of sustaining the new model in the implementation stage, perhaps as a new policy within an existing institution. The final stage is to scale up, so that the new approach makes a real impact and becomes part of the norm. In view of this, and based on the fact that the findings of this study, satisfactorily resonates with the four phased description of habituation process specified by the proposed EHP-model, it is suggestive that the model is well suited for application in a real-life context. But, in order to render its applicability feasible and useful, the recommendations offered, are not only tied to the ideas embodied by the model, but are legitimated by, and expressed in light of these findings. And, given the centrality of social innovation to intent of the current discourse, the recommendations are represented also, in such a way as to travers all of its four stages.

8.4.1 The First and Second Stages

The first stage of any social innovation, focuses on the introduction of a new idea or model, that has a social or economic significance. It involves assigning a designated area that serves as a breeding ground for the purpose of nurturing and implementation of this new idea or model. And, since we are here concerned with a new model, which is contextually grounded in entrepreneurship, it is recommended that entrepreneurship centers within universities or institutes of higher learning, be used for this purpose. Given the context of the current discourse, the activity that is most relevant to the requirement of this stage is the dissemination of business advice and guidance, in the form of coaching or mentoring. But, the approach has to be conscious and highly systemic if it be considered a social innovative activity. It is to this end that the study seeks to recommend a system of coaching and mentoring that emanates directly from the proposed model.

The recommendation at this stage is based on the understanding, that the findings of the study offers basis for initiating a juxtaposition, which ties the clustered concepts of each phase of the proposed model to a corresponding set of findings of the study. This is in such a way, as to strengthen the legitimacy of the basic ideas being represented by the concepts, on the basis of evidences derived from real life scenarios. Thus, the mentoring or coaching exercise takes the form of establishing functional linkages between these concepts and presenting the ideas of each phase as whole, relative to what is obtainable in real life situation as exemplified by the findings, and as has been arranged in the following order:

i. In relation to initiation phase, the findings reveal that defining moments and prior experience aid the development of personal paradigm and influence the creative use of imagination, as the desire to overcome obstacles, remains driven

by the entrepreneurs' unbridled urge to effect results and secure success. Given that the concepts of the proposed model, which correspond with this phase accommodate such concerns, it is recommended that the associated ideas be collectivized in a single module, and taught to potential entrepreneurs. If well delivered, it is expected that appropriate cognitive frames which approximates factors outlined in the findings, will be adequately developed. Consequently, the motivation needed to overcome the inertia associated with this phase will be imbued and likewise the desirability of forging ahead, prior to embarking on any entrepreneurial pursuit.

ii. In relation to Habituation-Adaptation Phase, it is found that positive utilization of group dynamics and solidification of collective resilience enable the overcoming of prevalent constraints and influence accomplishment of tasks, as the entrepreneurs' application of strategies to effect interdependence and exploit opportunities stands pivotal, relative to engendering the attitude of persistence. Thus, it is recommended that the concepts of the proposed model, which correspond with this phase and accommodate such concerns and the associated ideas be put together in a single module and be taught to potential entrepreneurs. It is expected that this would raise awareness of such behavioral tendencies and the required goal orientations could be created as a consequences. Thus, the effect of unbalanced and unrealistic expectations are likely to be neutralized and likewise the fear of having to face inevitable challenges, prior to actual encounter with real constraints.

iii. In relation to Consolidation-Habituation phase, the finding reveals that preference for a particular outcome and motive to secure the attainment of set objectives do impact the operational modalities and the individual idiosyncrasies, which influence the establishing of unique organizational culture as the entrepreneurs' organizing effort translates into coordinated proficiencies, while yielding the benefits of entrepreneurial excellence. it is recommended thus, that the corresponding aspects of the model that expound such ideas should be taught to potential entrepreneurs with the expectation that the general understanding of effective habitude, which engenders the embodiment of peculiar characteristics would be attained. Consequently, the utility of having to develop relevant habitudinal patterns to effect the acquirement of such distinct capabilities will be imbued, prior to attaining the required level of preparedness.

iv. In relation to consummation phase, it is found that moral consciousness and attained state of dynamic equilibrium, influence the sustained pursuit and progressive realization of a worthy ideal, as the entrepreneurs' effort towards establishing interdependence remains pivotal relative to securing the success of emergent venture. Thus, aspects of the model which hinges on such ideas could be arranged and taught, with a view to raising awareness, such that the indispensability of perseverance and self-discipline be apprehended. Expectantly, the decision of striving for excellence, and becoming habituated to overcoming the exigencies of venturing events would be facilitated, prior to experiencing the unfolding sequence of events that leads to successful outcomes.

The hallmark of the second stage of this social innovation is piloting the prototype, and this is an activity that is highly interwoven with that of the preceding stage, relative to the recommendations assigned to it. This means, rather than be considered as an activity that comes subsequent to the one that precedes it in a linear fashion, it should be seen as having to occur simultaneously in a non-linear pattern. The shared denominator that allows this to happen, is the sameness of the environment assigned for start-ups initiatives, which remains the entrepreneurship center where all the activities takes place under the tutelage of the university or any tertiary institution of learning. But, the differential characteristics of the activity of this second stage, is its special focus on team building, based on complementary natural dispositions. This recommended activity proceeds in two steps:

i. The potential entrepreneurs that are already introduced to the content of modules emanating from the proposed model, will be made to answer standard questionnaires, that explore the typologies of the 'big five' personality traits, which include Extroversion; Neuroticism; Agreeableness; Conscientiousness; and Openness to experience. This is for the purpose of identifying and assigning each trainee into the category that best approximates his or her temperament. And, it is also based on the understanding that individual differences must be taken to cognizance if the principle of interdependence, which the proposed model strongly advocates, is to yield fruition. Since, the principle of sympathy and antipathy is here considered highly operational, whenever people are steeped in a relationship that is aimed towards realizing predetermined objectives.

This recommendation, if appropriately executed, has the potential of enabling the creation of powerful teams. The members of such teams will be made to understand the complementarity of both their strengths and weaknesses, as they get tutored along the strict lines of interdependence, based on the specification of the proposed EHP-model. Therefore, prior to forming and nurturing any pilot entrepreneurial team that serves as prototype, which reflects the ideas embodied by the model, it is recommended, that this activity be observed with due diligence, such that the outcome sought, manifests in accordance with the purpose of entrenching these ideas, so as to enable the building of the innovative capacity aimed at.

ii. In view of the above it is equally recommended that teams emerging out of this exercise are further differentiated based on shared business interest. The emerging categories are again fused together into meta-teams on the basis of complementary temperaments, which the initial categorization exercise yielded. These meta-teams are than encouraged to come up with business initiatives based on shared understand and laid out plans, so as to qualify for inclusion as prototype into subsequent stages of this social innovative activity.

8.4.2 The Third and Fourth Stages

The third stage is incubation in the real sense of it. It is recommended that a criterion be put in place for teams to qualify for inclusion into the activities of this stage, and the criterion for doing this, has to reflect the fundamental tenets of the proposed model. It is equally recommended at this stage, that the process of co-creation be emphasized and orchestrated in line with the specification of the model. Such that innovating to develop new products and services is facilitated. Hence, it is a recommendation of this stage

also, that office space and shared administrative services be offered to the engaged teams through support services of the center. But, the means of generating and utilizing the seed money for the take-off, must be an initiative that the teams have to demonstrate. So it is one of the benchmarks to be used, when assessing the impact of the program upon their progress, as they proceed along the developmental trajectory.

Before stepping into the fourth and final stages of this activity however, the prototype ventures or teams must have demonstrated overtime, their potential or capacity to scale up, and this should again be determined, by the outcome of experimenting with the start-up initiatives introduced in the preceding stage. Hence, these final stages are all about perfecting the ideas and business arrangements that proved worthy of being paid some special attention.

At this stage the emphasis is on scale-up. Hence, it is recommended that any entrepreneurship center handling the project, becomes at this juncture, actively involved in the process of raising the required funds for facilitating the scale-up. This will involve active engagement with ongoing intervention programs, that are designed to provide financial support to boost entrepreneurship in the country. But, this is expected to proceed subsequently, having selected the prototypes that would be supported to become sustainable ventures. These ventures should be supported to scale up and their successes showcased or popularized to achieve systemic change. Such that existing models of practice, are redefined to purposefully incorporate the principles of effective interdependence, moral consciousness and entrepreneurial excellence, which represent the basic principles they the proposed EHP-model embodies and strongly advocates.

Thus it is expected, that in the long run if this approach eventually gets incorporated into the system, it would make real impact and becomes part of the norm. But, this is to become possible, only when entrepreneurship centers are empowered through the instrumentation of appropriate and potent policy arrangements. Such that, the centers are able to stimulate a pipeline of projects in stages, and in accordance with the specification here given. This translates into suggesting a consideration of the ideas embodied by the proposed EHP-model, which owing to the outcome of the present study, stands to be fully recommended as viable option.

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