



## **ENTREPRENEURIAL SKILLS AND EMPLOYEES JOB PERFORMANCE OF FAMILY BUSINESSES IN YENAGOA BAYELSA STATE**

October Omuere Woyinkeditonmene  
Department Of Entrepreneurship and Marketing  
Faculty of Management Sciences, Federal University Otuoke Yenagoa Bayelsa State.  
Email: october.omuere@gmail.com,07036673457

Opigo E. Helen  
Department of Entrepreneurship and Marketing Faculty of Management Sciences,  
Federal University Otuoke Yenagoa Bayelsa State  
Email: helenopigi@gmail.com,08034050851

<b>ABSTRACT</b>	<b>KEY WORDS</b>
<p>This study explores the interplay between entrepreneurial skills and employee job performance within family businesses in Yenagoa, Bayelsa State, a region where such enterprises are vital to economic stability despite an oil-dominated economy. Drawing on the Resource-Based View (RBV) framework, the research examines how key entrepreneurial competencies decision-making, communication, and leadership influence workforce productivity and efficiency. Family businesses in Yenagoa face unique challenges, including informality, limited resources, and familial dynamics, which may hinder the effective application of these skills. Through a conceptual analysis, this study highlights how cultivating these skills can enhance employee performance, offering practical strategies for business owners and policymakers to strengthen these firms' sustainability. By addressing a research gap in Yenagoa's informal business context, the findings provide a foundation for empirical studies and contribute to understanding workforce dynamics in family-run enterprises.</p>	<p>Entrepreneurial skills, employee job performance, family businesses, Resource-Based View, decision-making, communication, leadership, Yenagoa, Bayelsa State, economic sustainability</p>

### **Introduction**

Family businesses are a cornerstone of economic activity in developing regions like Yenagoa, Bayelsa State, where they dominate sectors such as retail, hospitality, agriculture, and manufacturing (Adebayo & Okeke, 2019). These enterprises, often handed down through generations, integrate familial dynamics with business operations, creating a unique environment that shapes management practices and employee engagement. Sectors such as retail, hospitality, agriculture, and manufacturing are

heavily reliant on family businesses, which contribute significantly to local economic stability despite the region's oil-centric focus (Okafor & Musa, 2021). In Yenagoa, despite the region's oil-driven economy, family businesses remain vital for employment and local stability, yet they face challenges stemming from informality and limited resources (Okafor & Musa, 2021). The success of these firms hinges on leveraging entrepreneurial skills to navigate both familial and market challenges.

Entrepreneurial skills such as opportunity identification, innovation, risk-taking, and resource management are essential for navigating these challenges and driving performance (Nwosu & Eze, 2020). In family businesses, leadership styles rooted in trust and loyalty often influence how employees align with organizational goals, impacting their job performance (Ibrahim & Yusuf, 2018). However, the lack of structured training in Yenagoa's informal business settings may hinder employees from fully leveraging these skills, limiting innovation and adaptability (Adewale & Bello, 2022).

The economic landscape of Yenagoa, characterized by its oil wealth juxtaposed with infrastructural and educational underdevelopment, amplifies the importance of optimizing family business performance (Okonkwo & Eze, 2023). While these businesses employ a significant portion of the local workforce, there is a paucity of research on how entrepreneurial skills influence employee job performance within this context. This study addresses a critical research gap by exploring how entrepreneurial skills enhance employee job performance in Yenagoa's family businesses. By examining decision-making, risk-taking, and continuous skill development, this research seeks to provide evidence-based strategies for family business owners and policymakers, strengthening the local economy.

## **Statement of the Problem**

Employee job performance in family businesses remains a critical factor for their survival and growth, yet it faces significant challenges. Despite the prevalence of family businesses in sectors such as trade, agriculture, and services, many struggle to achieve optimal performance from their employees due to a lack of structured skill development and limited integration of entrepreneurial competencies. This issue is particularly pronounced in Yenagoa, where socio-economic constraints, including high unemployment rates, infrastructural deficits, and an economy historically tied to oil and gas, place additional pressure on family businesses to maximize workforce efficiency. The inability to enhance employee job performance threatens the sustainability of these enterprises, which are vital to the local economy.

Furthermore, the unique dynamics of family businesses in Yenagoa exacerbate the problem. The blending of familial relationships with professional roles, while fostering loyalty, can also lead to inefficiencies such as nepotism or resistance to modern management practices. These factors hinder the adoption of entrepreneurial skills that could enhance job performance. The consequences of poor employee job performance are far-reaching. Family businesses risk stagnation or failure, which could exacerbate unemployment and economic instability in the region. Without strategic efforts to improve workforce performance through skill development, Nigerian SMEs, including family firms, struggle to remain viable.

## Objectives of the Study

The main objective of this study is to explore the relationship between entrepreneurial skills and employee job performance in family businesses in Yenagoa, Bayelsa State. Specifically, the study aims to:

1. Assess the effect of decision-making skills and employee performance of family business in Yenagoa Bayelsa State.
2. Analyze the effect of communication skills and employee performance of family business in Yenagoa Bayelsa State.
3. Evaluate the effect of leadership skills and employee performance of family business in Yenagoa Bayelsa State.

## Significance of the Study

This study offers valuable insights into how entrepreneurial skills enhance employee job performance in family businesses in Yenagoa, benefiting business owners by identifying strategies to optimize workforce contributions. It provides managers with practical approaches to foster innovation and productivity, while equipping policymakers with evidence to design skill development programs, ultimately supporting the sustainability of family enterprises and the local economy.

## Concept of Entrepreneurial Skills

Entrepreneurial skills are a set of competencies that enable individuals to identify opportunities, innovate, manage risks, and utilize resources effectively to achieve business goals (Shane & Venkataraman, 2019). These skills are not limited to business owners but extend to employees, empowering them to contribute proactively to organizational success. In family businesses, where adaptability is crucial, entrepreneurial skills such as creativity and problem-solving are vital for navigating both internal familial dynamics and external market pressures.

The development of entrepreneurial skills often depends on experiential learning and exposure to real-world challenges, though formal training can enhance their application (Nwosu & Eze, 2020). In Yenagoa's family businesses, skills like opportunity recognition allow employees to spot market gaps, while resource management ensures efficient use of limited assets—a critical factor in a resource-constrained region. These abilities distinguish entrepreneurial employees as drivers of innovation and growth within their organizations.

Research suggests that entrepreneurial skills foster a mindset of initiative and resilience, which can elevate job performance by aligning individual efforts with business objectives (Adewale & Bello, 2022). However, in the informal settings of many family businesses, the lack of structured opportunities to cultivate these skills may hinder their full realization. This study explores how such skills manifest in Yenagoa's family enterprises and their direct impact on employee outcomes.

## Decision-Making Skills

Decision-making skills represent a core dimension of entrepreneurial skills, defined as the ability to analyze situations, evaluate alternatives, and make informed choices that advance organizational outcomes. Uche (2020) describes these skills as essential for employees in Bayelsa State's family businesses, where economic volatility demands quick and effective responses to maintain competitiveness. Winful et al. (2023) highlight that decision-making skills enable workers to prioritize

tasks and allocate resources efficiently, a necessity in Yenagoa's resource-constrained environment. As an entrepreneurial competency, decision-making empowers employees to act decisively under pressure, contributing to both individual and organizational success (Eze et al., 2018).

The definition of decision-making skills emphasizes their strategic and analytical components, distinguishing them as a proactive tool for performance enhancement. Orga et al. (2023) define them as the capacity to weigh risks and benefits in pursuit of optimal solutions, a skill critical for family businesses lacking formal decision-making frameworks. In the Nigerian SME context, Tangi et al. (2019) argue that effective decision-making reduces operational delays, ensuring that employees can respond to market demands swiftly. Ezeanolue et al. (2022) add that these skills foster accountability by encouraging employees to take ownership of their choices, aligning their actions with business goals. This comprehensive definition underscores decision-making's role in driving efficiency and satisfaction.

Afolabi (2023) highlights that effective decision making in entrepreneurship is not just about choosing the right path but also about doing so in a timely, informed, and strategic manner. One of the core components of decision making is problem identification and analysis. Entrepreneurs need to discern the underlying issues affecting their business before they can make informed decisions. Adeola (2023) posits that this skill requires both analytical thinking to break down complex problems into manageable parts and creative thinking to envision potential solutions.

Entrepreneurially, decision-making skills reflect a willingness to embrace uncertainty, a trait that mirrors the risk-taking ethos of entrepreneurship. Nwosu and Ugwuera (2021) note that in family businesses, employees with strong decision-making abilities can identify and capitalize on emerging trends, such as new market opportunities in Yenagoa. Ahmad et al. (2018) emphasize that these skills enhance adaptability, enabling workers to navigate internal challenges like familial disputes or external pressures like infrastructural limitations. By facilitating informed and timely actions, decision-making skills contribute to a dynamic workforce capable of sustaining family business viability (Winful et al., 2023). This entrepreneurial dimension is thus central to the study's examination of job performance. Decision-making skills influence job performance by reducing errors and enhancing task completion rates, as noted by Orga et al. (2023).

## **Communication Skills**

Communication skills are a pivotal dimension of entrepreneurial skills, encompassing the ability to convey information clearly, foster collaboration, and build trust within the workplace. Nwosu and Ugwuera (2021) describe these skills as the backbone of effective organizational interactions, particularly in family businesses where close-knit teams rely on mutual understanding to achieve goals. In Yenagoa, where family firms often operate with limited resources, strong communication skills enable employees to coordinate tasks efficiently and maintain relationships with customers and stakeholders, as highlighted by Tangi et al. (2019). These skills are not limited to verbal exchanges but also include active listening and non-verbal cues, which are essential for aligning individual efforts with business objectives in a dynamic local economy (Eze et al., 2018). This foundational role positions communication as a critical entrepreneurial competency for enhancing job performance.

Communication skills extends to their capacity to bridge gaps between diverse perspectives, a trait vital in family businesses where familial and professional roles may overlap. Winful et al. (2023) define them as the ability to articulate ideas and expectations in ways that reduce misunderstandings, thereby

fostering a cohesive work environment. In the Nigerian SME context, Uche (2020) emphasizes that communication skills are instrumental in translating owner-managers' visions into actionable tasks for employees, a process often challenged by informal structures in Yenagoa's family firms. Orga et al. (2023) add that effective communication enhances adaptability by ensuring that employees are well-informed about market changes or operational shifts, making it a key driver of efficiency and satisfaction. This multifaceted definition underscores communication's role in facilitating both internal harmony and external responsiveness.

## **Leadership Skills**

Leadership skills involve the ability to guide, motivate, and inspire employees toward achieving organizational objectives, a role critical in the informal settings of family businesses. Orga et al. (2023) describe leadership skills as the capacity to set a clear vision and rally a workforce around it, an attribute especially valuable in Yenagoa, where family firms must adapt to economic uncertainties. Ahmad et al. (2018) emphasize that these skills enable individuals—whether owner-managers or employees—to foster initiative and accountability, enhancing overall performance in resource-scarce environments. In the context of Bayelsa State, leadership skills are pivotal for sustaining morale and productivity amidst challenges like infrastructural deficits, as noted by Ezeanolue et al. (2022).

The definition of leadership skills encompasses both directive and supportive elements, reflecting their dual role in driving results and nurturing team dynamics. Tangi et al. (2019) define them as the competence to influence others through vision-setting and effective coordination, a trait that distinguishes high-performing family businesses. In Nigerian SMEs, Uche (2020) highlights that leadership skills are often informal, relying on personal charisma and relational trust rather than structured authority, a characteristic prevalent in Yenagoa's family firms. Winful et al. (2023) further elaborate that leadership involves empowering employees to take ownership of their roles, aligning individual efforts with organizational goals in a way that fosters resilience. This definition positions leadership as a transformative entrepreneurial skill that elevates job performance.

Leadership is associated with stimulants and incentives that motivate people to reach common objectives. The essence of leadership involves achieving objectives with and through people. Adekunle, (2020) define leadership as the process of influencing people so that they make an effort by their own will and enthusiasm towards obtaining the group's goals. According to Alfanny (2018), without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced. For these same authors, and in this context, leadership allows cooperation, diminishes conflicts, contributes to creativity and has an integrating role, as it keeps people united even when not physically so.

## **Employee Job Performance**

Employee job performance refers to the effectiveness and efficiency with which individuals execute their roles, encompassing productivity, quality, and goal attainment (Borman & Motowidlo, 2017). In family businesses, performance is often influenced by the interplay of personal relationships and business demands, creating a unique context where motivation and accountability may vary. High-performing employees contribute to profitability and competitiveness, making their performance a key metric of success.



Performance is not static but shaped by skills, leadership support, and organizational culture (Okonkwo & Eze, 2023). In Yenagoa, where family businesses operate amidst economic challenges, employees with entrepreneurial skills may excel by adapting to change and improving operational efficiency. However, the absence of clear performance standards or incentives in informal setups can limit these gains, necessitating a deeper exploration of influencing factors.

The link between entrepreneurial skills and job performance lies in their ability to enhance adaptability and initiative—traits critical for thriving in dynamic environments (Ibrahim & Yusuf, 2018). This study investigates how these skills translate into measurable performance outcomes in Yenagoa's family businesses, addressing a gap in understanding workforce dynamics in this context.

## **Theoretical Review**

### **Resource-Based View (RBV)**

This theory is propounded by Barney (1991). The Resource-Based View (RBV) of the firm posits that businesses can achieve sustainable competitive advantages by leveraging resources that are valuable, rare, inimitable, and non-substitutable (VRIN). According to RBV, firms are not simply collections of capital, labor, and other tangible assets; rather, they are unique configurations of capabilities and resources. These can include both tangible resources like financial capital or physical assets and intangible resources like human capital, organizational culture, or proprietary technology. The theory suggests that firms outperform competitors when they have superior resources or are better at deploying these resources. RBV also emphasizes the importance of resource orchestration, where the strategic management of these resources plays a pivotal role in achieving long-term success. This involves not just possessing unique resources but also effectively developing, combining, and managing them in ways that competitors cannot easily replicate. This dynamic aspect of RBV acknowledges that the value of resources can change over time due to market shifts, technological advancements, or changes within the firm itself.

The RBV theory is particularly applicable to this because it highlights how entrepreneurial skills can serve as valuable, rare, and hard-to-imitate resources. In a region where access to traditional resources like capital might be limited, the skills and capabilities of the entrepreneur become critical resources for success. This theory helps in understanding why some business, despite operating in the same environment, achieve different levels of success based on how effectively they utilize their human and organizational capabilities. Moreover, RBV can shed light on why certain skills (like innovation, strategic thinking, or leadership) might give SMEs in Yenagoa a competitive edge. For instance, an entrepreneur with exceptional market insight or networking skills might leverage these to access resources or markets that others cannot, thereby achieving higher market penetration or business success. This theory thus provides a framework to analyze how entrepreneurial skills translate into competitive advantages in a resource-constrained environment.

### **Social Learning Theory**

This theory is propounded by Bandura (1977). Social Learning Theory asserts that individuals acquire knowledge, skills, and behaviors through observation, imitation, and modeling, rather than solely through direct experience. Bandura (1977) emphasizes four key processes—attention, retention, reproduction, and motivation—that govern how learning occurs within social contexts. In family businesses, this theory suggests that employees can develop entrepreneurial skills by observing owner-

managers or peers who exhibit competencies like problem-solving or leadership, making it a powerful framework for understanding skill transmission in Yenagoa's closely-knit family firms.

The theory highlights the importance of role models in shaping employee behavior, a dynamic particularly relevant in family businesses where owner-managers often serve as exemplars. Bandura (1977) argues that individuals are more likely to adopt observed behaviors if they perceive them as effective and are motivated by potential rewards, such as improved performance or recognition. In Bayelsa, where formal training may be limited, employees can learn communication and decision-making skills by emulating successful practices within the firm (Nwosu & Ugwuera, 2021). Eze et al. (2018) note that in Nigerian SMEs, social learning fosters a culture of adaptability, as employees mirror innovative responses to economic challenges, enhancing their job performance.

## 2.4 Empirical Literature

Akinyemi and Adejumo (2018) conducted a study titled "Entrepreneurial Skills and Organizational Performance in Nigerian SMEs" in southwestern Nigeria, targeting small businesses, including family firms in trade and manufacturing. The research utilized a quantitative approach, surveying 280 employees and managers, and applied regression analysis to examine how skills such as communication and decision-making influence performance outcomes like productivity and employee satisfaction. Findings revealed that entrepreneurial skills significantly enhance organizational performance by improving workforce adaptability and efficiency, a result relevant to Yenagoa's resource-constrained family businesses. The study's Nigerian context aligns with Bayelsa's socio-economic environment, though its urban focus suggests a need for rural-specific insights, which this research provides. Akinyemi and Adejumo's work supports the linkage between skills and performance, offering a broad foundation for this study.

Chukwuemeka and Onuoha (2019) investigated "Leadership Competencies and Employee Productivity in Family Businesses" in a study set in southeastern Nigeria, focusing on family firms in retail and agriculture. Employing a mixed-methods design, the researchers collected data from 200 employees through questionnaires and interviews, using correlation analysis and thematic coding to assess how leadership skills impact productivity and morale. The study found that leadership competencies enhance employee productivity by fostering a supportive work environment, a finding pertinent to Yenagoa where familial dynamics shape workplace interactions. While the southeastern focus offers regional relevance, its broader family business sample calls for a localized Bayelsa perspective, which this research addresses. Chukwuemeka and Onuoha's emphasis on leadership aligns with this study's skill dimensions.

Ibrahim and Musah (2020) explored "Entrepreneurial Skills Development and Employee Performance in Ghanaian Family Businesses" in a study targeting family firms in trade and services across northern Ghana. The research adopted a quantitative methodology, surveying 300 employees and using structural equation modeling to test the relationship between skills like problem-solving and communication and performance indicators such as efficiency and job satisfaction. Results indicated that skill development significantly boosts employee performance by enhancing adaptability to economic challenges, mirroring Yenagoa's need for resilience in an oil-dependent economy. The Ghanaian context provides a comparative West African lens, though its northern focus differs from Bayelsa's coastal setting, prompting this study to refine the findings locally. Ibrahim and Musah's evidence reinforces the importance of entrepreneurial skills in family firms.

Adebayo and Kavoosian (2021) examined “Impact of Decision-Making Skills on Employee Performance in Nigerian SMEs” in a study conducted in Lagos, Nigeria, including family businesses in manufacturing and services. Using a quantitative approach, the researchers surveyed 260 employees and applied multiple regression analysis to investigate how decision-making skills affect performance outcomes like task efficiency and organizational growth. The study found that employees with strong decision-making skills exhibit higher performance levels by optimizing resources and reducing errors, a result applicable to Yenagoa’s family firms facing infrastructural deficits. While the urban Lagos setting contrasts with Bayelsa’s semi-rural environment, the SME focus offers valuable parallels, which this research localizes further. Adebayo and Kavoosian’s findings highlight decision-making as a key performance driver.

Okeke and Eze (2022) investigated “Problem-Solving Skills and Workforce Effectiveness in Family-Owned Enterprises” in a study set in Anambra State, Nigeria, targeting family firms in trade and hospitality. Employing a qualitative approach, the researchers conducted in-depth interviews with 50 owner-managers and employees, using thematic analysis to explore how problem-solving skills influence effectiveness and employee well-being. Findings showed that these skills enhance workforce effectiveness by enabling employees to address operational challenges creatively, a critical insight for Yenagoa where economic diversification is essential. The study’s Nigerian family business focus aligns with Bayelsa, though its qualitative scope suggests a need for quantitative validation, which this research pursues. Okeke and Eze’s work underscores problem-solving’s role in performance enhancement.

## 2.5 IMPLICATIONS

### Managerial Implications

**Fostering Entrepreneurial Leadership:** Managers in Yenagoa’s family businesses should adopt entrepreneurial leadership styles that encourage quick, informed decision-making and risk-taking. By modeling these behaviors, they can inspire employees to take initiative, enhancing productivity and innovation.

**Resource Optimization Training:** Given the resource constraints in Yenagoa, managers should prioritize training employees in resource management skills. This could involve workshops on efficient use of limited assets, enabling employees to contribute to cost savings and operational efficiency.

**Creating a Supportive Environment:** Managers need to balance the informal, familial culture with clear performance expectations. Providing consistent feedback and recognition can motivate employees to apply entrepreneurial skills, bridging the gap between personal relationships and professional outcomes.

### Employee Development Implications

**Skill Enhancement Programs:** Employees should be encouraged to participate in continuous learning opportunities, even in informal settings. Peer mentoring or on-the-job training can cultivate skills like creativity and problem-solving, directly boosting job performance.

**Empowerment through Responsibility:** Assigning employees tasks that require innovation and risk-taking can build their entrepreneurial mindset. This empowerment fosters ownership, aligning individual efforts with business success.



**Adaptability Focus:** In Yenagoa's dynamic market, employees must develop adaptability through exposure to diverse challenges. This prepares them to handle economic fluctuations, enhancing their long-term value to the firm.

## **Policy Implications**

**Subsidized Training Initiatives:** Policymakers in Bayelsa State should develop subsidized skill development programs tailored to family businesses. These could target entrepreneurial competencies, addressing the training gap in informal setups.

**Support for Informal Sector Growth:** Policies promoting access to microfinance or business development services can help family firms invest in employee skills, improving competitiveness and sustainability.

**Regional Economic Diversification:** By supporting entrepreneurial skills in family businesses, policymakers can reduce Yenagoa's reliance on oil, fostering a more resilient local economy through diversified employment opportunities.

## **Theoretical Implications**

**Expanding RBV Application:** This study reinforces the Resource-Based View by demonstrating how entrepreneurial skills serve as intangible resources in resource-scarce contexts like Yenagoa, offering a new lens for RBV in informal economies.

**Contextualizing Leadership Theories:** The findings highlight the need to adapt leadership theories to family business settings, where relational dynamics shape entrepreneurial outcomes differently than in corporate environments.

**Skill-Performance Linkage:** The research contributes to entrepreneurship theory by linking specific skills (e.g., risk-taking, innovation) to measurable employee performance, providing a framework for future studies in similar regions.

## **2.6 Conclusions**

This study underscores the critical role of entrepreneurial skills in enhancing employee job performance in Yenagoa's family businesses. Decision-making, risk-taking, and continuous skill development emerge as key drivers of productivity and efficiency, aligning with the Resource-Based View's emphasis on leveraging unique capabilities for competitive advantage. However, the informal nature of these enterprises, coupled with limited training opportunities, poses barriers to fully realizing these skills' potential. Leadership styles rooted in familial trust can either amplify or hinder performance, depending on their consistency and supportiveness. In Yenagoa's resource-constrained yet opportunity-rich context, optimizing entrepreneurial skills offers a pathway to sustainable growth for family businesses and the broader economy.

## **2.7 Recommendations**

Based on the findings of this study the following recommendations were made;

1. Family business owners should introduce low-cost, experiential training (e.g., shadowing or mentorship) to build employees' entrepreneurial skills, compensating for the lack of formal programs.

2. Managers should create a culture that rewards calculated risks, providing employees with autonomy and resources to innovate without fear of failure.
3. Business owners and policymakers should partner with universities like Federal University Otuoke to design affordable skill development initiatives, tailoring them to Yenagoa's family business needs.
4. To address informality's inconsistencies, firms should establish clear performance goals and incentives, linking entrepreneurial contributions to tangible rewards.

## REFERENCES

1. Adebayo, A., & Kavosian, S. (2021). Impact of decision-making skills on employee performance in Nigerian SMEs. *Journal of Small Business Management*, 59(4), 789–803.
2. Adebayo, A., & Okeke, C. (2019). Family businesses and economic development in Bayelsa State. *African Journal of Business Management*, 13(5), 123–134.
3. Adekunle, S. (2020). Leadership dynamics in Nigerian family businesses. *Journal of Leadership Studies*, 14(2), 45–56.
4. Adeola, O. (2023). Problem identification and decision-making in entrepreneurship. *Entrepreneurship Research Journal*, 13(1), 89–102.
5. Adewale, O., & Bello, K. (2022). Entrepreneurial skills and adaptability in Nigerian informal businesses. *Journal of Entrepreneurship in Emerging Economies*, 14(3), 456–470.
6. Afolabi, A. (2023). Effective decision-making in entrepreneurial ventures. *International Journal of Management Studies*, 30(2), 234–245.
7. Ahmad, S., Ismail, A., & Uli, J. (2018). Entrepreneurial competencies and organizational adaptability. *International Journal of Business and Management*, 13(6), 78–89.
8. Akinyemi, F., & Adejumo, G. (2018). Entrepreneurial skills and organizational performance in Nigerian SMEs. *Journal of African Business*, 19(3), 345–360.
9. Alfanny, M. (2018). Leadership and organizational success in SMEs. *Journal of Management Development*, 37(4), 567–578.
10. Bandura, A. (1977). *Social learning theory*. Prentice Hall.
11. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
12. Borman, W. C., & Motowidlo, S. J. (2017). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109.
13. Chukwuemeka, O., & Onuoha, B. (2019). Leadership competencies and employee productivity in family businesses. *Journal of Family Business Management*, 9(2), 234–248.
14. Eze, J., Nwosu, C., & Ugwuera, E. (2018). Entrepreneurial skills and performance in Nigerian SMEs. *African Journal of Entrepreneurship*, 5(1), 56–67.
15. Ezeanolue, E., Orga, C., & Uche, C. (2022). Decision-making and accountability in family firms. *Journal of Business Research*, 15(3), 123–134.
16. Ibrahim, A., & Musah, A. (2020). Entrepreneurial skills development and employee performance in Ghanaian family businesses. *International Journal of Entrepreneurship*, 24(2), 89–103.
17. Ibrahim, S., & Yusuf, M. (2018). Leadership styles and employee engagement in family businesses. *Journal of Management Studies*, 55(4), 678–690.

18. Nwosu, C., & Eze, J. (2020). Entrepreneurial skills and business success in informal economies. *Journal of Small Business and Enterprise Development*, 27(3), 456–470.
19. Nwosu, C., & Ugwuera, E. (2021). Communication skills and organizational effectiveness in family firms. *African Journal of Management*, 6(2), 89–100.
20. Okafor, C., & Musa, T. (2021). Family businesses in Yenagoa: Economic contributions and challenges. *Journal of Economic Development Studies*, 9(1), 34–45.
21. Okeke, C., & Eze, J. (2022). Problem-solving skills and workforce effectiveness in family-owned enterprises. *Qualitative Research in Organizations and Management*, 17(3), 345–359.
22. Okonkwo, C., & Eze, J. (2023). Economic challenges and family business performance in Yenagoa. *Journal of African Economies*, 32(2), 123–136.
23. Orga, C., Ezeanolue, E., & Uche, C. (2023). Leadership and decision-making skills in informal businesses. *Journal of Organizational Behavior*, 44(5), 789–802.
24. Shane, S., & Venkataraman, S. (2019). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217–226.
25. Tangi, F., Nwosu, C., & Eze, J. (2019). Communication and decision-making in Nigerian SMEs. *Journal of Business and Management*, 21(4), 56–67.
26. Uche, C. (2020). Entrepreneurial skills in Bayelsa State's family businesses. *Journal of Entrepreneurship Studies*, 12(3), 78–89.
27. Winful, E., Ezeanolue, E., & Orga, C. (2023). Entrepreneurial skills and employee performance in resource-constrained settings. *International Journal of Entrepreneurial Behavior & Research*, 29(2), 345–359.