



MANAGEMENT STYLES AND ITS EFFECTS ON AGRICULTURAL ENTERPRISES' SUSTAINABILITY IN SOUTHWEST, NIGERIA

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Abstract

This study examined effects of management styles on Agricultural Enterprises' Sustainability in Southwest, Nigeria. In order to achieve this, the following objectives were set: to identify the types of management practices options adopted in the study area, the factors responsible for the use of identified management practices / styles and to examine the effects and relationship between the management practice / styles on small agricultural business sustainability in the study area. The study adopted a descriptive survey design. Population of the study consists of all agricultural enterprises registered under respective state ADP and FADAMA. Cochran's method of sample estimation was used. Data collection was through administration of structured questionnaire with the use of 5 point Likert scale to avoid ambiguous variation in responses. A total number of 350 copies of questionnaire were found useful. Descriptive statistical tools and inferential statistics were used in the cause of this research. The findings showed that most widely used management styles were directive, authoritative and participative. The result of the study also revealed a p-value for F-statistics calculated in testing the overall significance of the null hypothesis of 0.023 meaning that management practices had a substantial effect on enterprise sustainability in Southwest, Nigeria. The coefficient of determination (R^2) computed for the test variables was 0.945. This implied that 94.50% of enterprise sustainability was caused by management practices of leadership, risk taking and decision making, business planning and effective use of time. Also, the Durbin Watson statistics calculated for these parameters is 1.532 inferring that there was no evidence of auto correlation

among the parameters of the study. In conclusion, there was a significant relationship of directive and authoritative leadership style on enterprise sustainability. The study therefore recommends that there is need for agricultural enterprise owners and organizations in Southwest, Nigeria to be aware of directive and authoritative leadership styles in their management.

Keywords: *Agricultural Enterprises, Management, Management Practices / styles, Sustainability.*

Background to the study

In recent time, attentions are drawn to activities and mode of sustainability of agricultural enterprises and other small businesses in ever increasing competitive business environment. Only enterprise that have competitive edge survive while those without, dies off in their early years of establishment. According to United State Bureau of Labour Statistics, approximately 20% of new businesses fail during the first two years of establishment, 45% fail during the first five years and 65% of new businesses failed during the first ten years of establishment. There are many reasons that might be responsible for this failure but this paper focused on the management challenges that were responsible for business sustainability especially in Nigeria.

Despite the failure of small businesses especially in agriculture, small businesses still contribute to national development in many developed and developing countries and this cannot be over emphasized. In Nigeria, over 70% of the population lives in rural areas and depend on agriculture for their daily income (Oyinbo and Rekwot, 2014). They engaged in small farming activities and businesses ranging from planting crops, rearing animals, processing of agricultural produce and marketing of farm produce to mention a few. How well these small businesses are managed will largely depend on the success achievable from these businesses.

It is on record that most small business enterprises especially in agriculture do not engage in strategic planning (Beaver, 2003). For any business to survive, a well planned strategy must be put into place. Berry (1998), was of the opinion that the neglect of management practices and strategic planning by small business enterprises may not pave way for the attainment of their full performance and growth potentials. Government had in many times developed policies that may forestall the negative impact of poor management practices

and planning on small businesses in Nigeria, but small businesses had fell short of expectation in this regard. (Ijir & Gbegi, 2015)

In some other cases, where elites were involved in agribusinesses, managerial capability, styles and technical knowhow became the challenge of such businesses. There are two ways to address managerial capabilities of farmers. The first is through managerial skills and technical training needed to start and run a profitable farm business while the second is through developing entrepreneurial spirit that will help in sustaining the business. Both are important in establishing businesses. Managerial skills can be taught or learned, but an entrepreneurial spirit cannot be taught, it is an act which can be developed (Kahan, 2012).

Management practices and styles centered around coordination of resources of production for an effective performance of organization as well as small businesses. In general, management is regarded as human responsibility and skill that drives economic activities and development (Oghojafor, Idowu & George, 2012).

Ever changing business environment brings about new opportunities and threats but only enterprise owner with strategic ideas survive and remain relevant in their operations within an economy. New entrepreneurs emerge every day all over the world. A strong re-enforcement on the impact of management practices and enterprise resource planning has a strong impact to improve on the development of small and medium size enterprises around the world. Organizations have different challenges they face in different societies when they are penetrating a market, in which case requires the need for management practice techniques. The business environment is a dynamic. It will be a fundamental error to say that only those businesses that operate internationally are affected by the concept of globalization. Many companies that have no international presence, compete with others that operate within and externally to influence the global market. They might sell or buy goods that are produced within or outside their country.

Statement of the problem:

Most often, entrepreneurs and business owners strive at optimum performance either in the use of resources or in profit maximization. Most farmers were not aware that the operations they engaged in are businesses. As a result, they are not conversant with basic principles of business management. This forms the

basis for their survival. They engaged in different management styles and practices unknowingly. It will be interesting, finding out the management styles and practices employed by these entrepreneurs and the relationships and effects of these variables on business sustainability of which many researchers have not worked upon. Previous studies were often limited to only one industry, which reduces the potential to derive generalizable conclusions. This study therefore sets out to look at management practice / styles and its effects on business sustainability using different types of small businesses in agriculture.

Research questions:

- (i) What are the types of management practices / styles adopted by small business operators in the study area?
- (ii) What factors influence such management practice / style?
- (iii) What are the effects of these measures on business sustainability?

Research objectives:

The general objective is the effects of management practices on small business sustainability in Southwest, Nigeria, while the specific objectives are;

- i. To identify the types of management practices / styles adopted by small business operators in the study area.
- ii. To examine the factors influencing management practice / styles in the study area.
- iii. To examine the relationship between the management practice / styles and small business sustainability.
- iv. To analyze the effects of management practice / styles on small business sustainability in Southwest, Nigeria.

Research Hypothesis

H₀: Management practice / styles do not have significant effect on small business sustainability in Southwest, Nigeria.

The findings of this study will be useful to agricultural entrepreneurs in Southwest, Nigeria, thereby sensitizing them of the benefits of better management that is proactive in this ever changing business environment. The government will also benefit because the result of this research will better position enterprises in terms of income generation of which are taxable. Also entrepreneurship development will lead to economic development in the nation.

The society is also a beneficiary due to the fact that employment status of those working in the organizations and business enterprise will be guaranteed.

LITERATURE REVIEW

CONCEPT OF SMALL BUSINESSES

The meaning of small-scale businesses varies from country to country, enterprise to enterprise as well as financial institution to another. Many attempts have been made by different authors to define small-scale businesses in terms of employment, assets and value or sales volume. However, this definition has not been satisfactory in some respects. For the purpose of this study, Central Bank of Nigeria definition of 1991, which states that, a small-scale enterprise is one with a labour size of 11-100 workers or a total capital outlay of not more than ₦50 million including working capital but excluding the cost of land.

MANAGEMENT PRACTICES:

Management practices usually refer to working models and innovations that those that are in charge of business operations use to improve the effectiveness of working systems. Common management practices are: staff empowerment, staff training, schemes for quality improvement and introducing various forms of new technology.

MANAGEMENT STYLES

Not all managers are the same. Some are good, some are found to be lacking. Some are well-liked, while others have a hard time getting the favor of the people above them, and the members of their team. Consulting firm Hay/McBer identified these six management styles: **Directive, Authoritative, Affiliative, Participative, Pacesetter and Coaching.**

In the succeeding discussion, we will explain more about these management styles, and when they will be the best styles to use.

Directive Management Style: Often, this management style is not recommended, although there are times when using this style may be needed. Hence, this style ought to be utilized with caution, and just when totally important, or as a last resort. The primary objective of this management style, which is no different from the concept of micromanagement, is to obtain immediate compliance of employees or assistants.

- **The manager takes on the “do as I say” approach.** It’s “my way or the highway” for this type of manager. He guides, or even orders, what should be done, and the employees are expected to follow, with no questions.
- **The manager watches closely the employees and their move.** For this type of manager, control is important. This is why he has to know what each employee is doing at all times. This is the place where the meaning of micromanagement applies. Generally, micromanagement is a style where the director intently notices and controls every last detail in the work and activities of subordinates.
- **The manager motivates by delivering threats.** He gives ultimatums to workers. “Do it this way, or else...”
- **The manager puts a high worth on discipline, giving disciplines to the individuals who cannot fulfill the guidelines that she has set already.**
- **Often, the manager** requests quick **compliance** from the workers without getting clarification on some pressing issues.

Authoritative Management Style

This style, otherwise called the Visionary style of the executives, is regularly promoted as the best out of the relative multitude of six administration styles, despite the fact that it is not without its drawbacks. The authoritative style has one objective: giving a drawn out vision and course for workers and subordinates.

- **The manager sets the vision of the company,** makes it clear to the employees, and provides clear direction towards achieving that vision. The leader sets the vision, and makes a stride back, permitting the employees to get to work. Every now and then, she steps in to share some information and emphasize the vision, if and when important. She does not let them know how to get things done.
- **The manager takes on a firm but fair stance** when dealing with employees and subordinates.
- **The manager motivates subordinates by utilizing persuasion** and influence while providing feedback on the outcome of work done.

- **The manager has a high degree of acceptability to deserve the admiration and collaboration** of employees in doing things after him and his vision.

Affiliative Management Style

This is the “people-come-first” style, implying that individuals are viewed as more important than their functions. This administration style is pointed toward making an agreeable relationship in the working environment, especially between the director and the representatives, and furthermore among the representatives.

- This type of manager **puts the people first**, and the task that needs to be accomplished second.
- The manager **focuses on avoiding conflicts** and works at encouraging a **decent private and expert** relationship among employees.
- The manager motivates by **making sure that everybody is cheerful and fulfilled**.

Participative Management Style

This is otherwise called the Democratic style of management. Something beyond advancing amicability among workers, the participative management style aims at establishing agreement and building commitment among employees.

- The participative manager is inclined to have a **willingness to listen to everyone**, recognizing that everybody has thoughts that should be considered in the organization's choices. They ask the employees what they might want to do, and opens the floor for voting.
- The manager **encourages employee participation in decision-making** and other important aspects of management.
- This manager **motivates by recognizing** collaboration and remunerating the employees and the team for work done.

Pacesetting Management Style

One more administration style that can likewise be applied in various work spaces is the Pacesetting style. Organizations have goals and objectives that they are working for to accomplish. With the pacesetting management style, the manager plans to achieve these tasks at a higher efficiency. As the term

suggests, the manager leads in this management style. The **manager often** likes to actually do numerous things himself, as a way of setting a model for lower staff to follow.

- The manager **expects the employees to be able to pick up where they left off**. He believes that, by showing how it is done.
- The manager **motivates by setting high standards of excellence**. In the event that workers cannot fulfill these guidelines, they assign it to another person.

Coaching Management Style

As the term suggests, this style includes a great deal of instructing and coaching. The training style expects to contribute to the long-term advancement of workers. This type of manager is regularly known **as the “developmental” manager**, since her emphasis is on the expert improvement of the subordinates.

- The manager has incredible readiness **to help employees** and urge them to additionally foster their assets and enhance their weaknesses, and increase their performance levels.
- The manager encourages by providing employees and subordinates with **opportunities for** proficient development and advancement. For instance, when a worker shows extraordinary fitness or capacity for the undertaking, he will urge that representative to exhibit it to other people and instruct them.
- The **manager is expected to be an expert and extremely experienced**, in order to be tenable in performing training. She should also have great relational abilities to have the option to relate well with subordinates and urge them to get to the next level.

FACTORS AFFECTING MANAGEMENT PRACTICES

- (i) Leadership, (ii) risk taking, (iii) decision-making, (iv) business planning, (v) use of time effectively
- **Leadership** The strategic management of business organization in Nigeria is mainly determined by the disposition of the business visionary and his viability as a pioneer and by the outcomes he accomplishes. As a strategic management tools, enterprising improvement expects that staff or workers be inspired. This it requires that (motivation and not drive) inspiration be implanted with the end goal of ideal execution or

difficult work. Since it is basic for building achievers in an association, to accomplish this essential job, it requests the accompanying (Amadasun, 2003): (i) informing employees (ii) appointing authority and obligation (iii) be an attentive person (iv) apply the support rule (v) put forth explicit objectives and persistently survey them (vi) take corrective action. The anxiety of the leader is to accomplish the set up objective and authorize execution to meet the entrepreneurial goals through the enhancement of the welfare of the workers whom will be encouraged to realize the goals of the organization. Strategic management, according to Greene and Storey, (2004) states the distinctive functions of leadership as follows: (a) empowering individuals and groups to accomplish their goals, (b) setting and communicating goal, (c) monitoring performance and giving feedback, (d) establishing basic values, (e) clarifying and solving problems for others, (f) organizing resources, (g) administering rewards and punishments, (h) providing social and emotional support for others, providing information, advice and expertise, (i) building resolutions in the interest of others, (j) presenting the organization to others, (k) mediate in dispute among team mates, settling on choices in the interest of others.

- **Sustainability:** Is a state of maintaining the present resources in such that its availability for a long period can be guaranteed. Sustainable development is the one that meets the needs of the present without compromising the ability of future generations to meet their own needs. UN, (1987). As a result of modernization, natural resources are consumed and the environment too are gradually been destroyed which is the aftermath of environmental degradation that we experience now. Water and air pollution, depletion of ozone layer and the global warming that is currently affecting the survival of living things on earth. In order to make sure that the generation to come is not threatened, there should be control in the consumption of present resources in a way that will make provision of such resources, not create challenge for future generation.
- **Economic sustainability:** Economic sustainability refers to practices that support long-term economic growth without negatively impacting social, environmental and cultural aspects of the community. There is

need to improve on wealth generation especially in the under developed and developing countries. Resource allocation in these countries is a major challenge. In the process of wealth creation, future generation must not be compromised and this is the essence of economic sustainability. (UMW, 2020)

MANAGEMENT PRACTICES THEORY:

Profit-maximizing and competition-based theory: This theory is based on the notion that a business organization's main objective is to maximize long term profit and developing sustainable competitive advantage over competitive rivals in the external market place. The industrial organization (I/O) perspective is the basis of this theory as it views the organization's external market positioning as the critical factor for attaining and sustaining competitive advantage, or in other words, the traditional I/O perspective offered strategic management a systematic model for assessing competition within an industry (Porter, 1981). This is tantamount to economist philosophy of business objectives.

EMPIRICAL REVIEW:

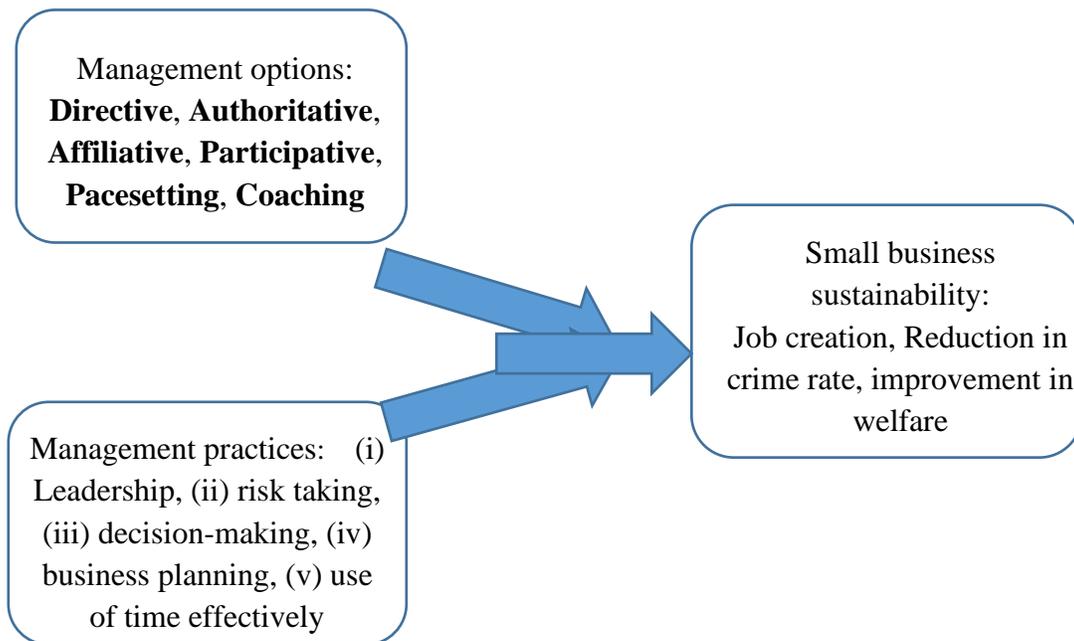
Ralph, Adam, Joshua, Scott & William (2019) looked at Small Business Strategic Management Practices and Performance: A Configuration Approach, they underscored the contribution of small businesses contributions to society in job creation, tax revenues, functional products and services, charitable donations, technological developments and social contributions. Fuzzy set qualitative comparative analysis was used to explore how various contributions of six different strategic management practices affect performance and found out that these practices were related to higher small business performance.

In the same light, John and Alex (2019) examined the association between management practices and Small and Medium Enterprises (SMEs) performance in Britain over a period of 2011 – 2015 using a unique dataset which links survey data on management practices with firm performance. Data from official business register was used and found that SMEs are less likely to use formal management practices than larger firms. The practices appear to have demonstrable benefits for those SMEs who use them being positively associated with firm survival, growth and productivity. Strategic Management Practice and Corporate Performance of Selected Small Business Enterprises in Lagos Metropolis was examined by Dauda, Akingbade & Akinlabi (2010) and found

out that strategic management practices enhance both organizational profitability and company market share.

Osuagwu (2003) investigated Strategic Management Practices of Nigerian Small Business and found out that implicated product, competition focused and organic business functions strategies were the major strategic management practices emphasized on by Nigerian small business enterprises.

CONCEPTUAL FRAMEWORK



Source: Author's Computation 2021

METHODOLOGY

The study adopted a descriptive survey design as it described the management practice / styles necessity in agricultural small businesses in Southwest, Nigeria. Population of the study consists of all agricultural enterprises registered under ADP and FADAMA in concerned states. In order to estimate the least sample required for this study due to incomprehensive data of registered enterprises from the states, Cochran's sample size formula was adopted for this study because it enabled the calculation of ideal sample size given a desired level of precision, desired confidence level and the estimated proportion of the attribute present in the population.

Cochran's formula =

$$n_0 = \frac{Z^2 pq}{e^2}$$

(same as $n_0 = Z^2 p q / e^2$) Where n_0 = sample size, Z^2 = abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level is 95%), e = desired level of precision, p = estimated proportion of an attribute that is present in the population, and q is $1-p$.

Calculation of sample size: Assuming $p = 0.5$ (samples with maximum variability), 95% confidence level, Z values of 1.96 (gotten from normal table), then sample size is calculated thus:

$$n_0 = (1.96)^2 (0.5) (0.5) / (0.05)^2 = 385.$$

Data collection was through administration of structured questionnaire. A 5-point Likert scale was adopted to avoid ambiguous variation in responses. The decision rule is that mean value of 3 – 4.2 responses are regarded as agree, mean < 3 is disagree, while means > 4.2 is strongly agree. A total number of 385 copies of questionnaire were administered out of which 350 were found useful. Descriptive statistical tools and inferential statistics were used in the cause of this research.

RESULTS AND DISCUSSION

Types of leadership styles / options adopted in the study area

Table 4.1: Leadership style

	Frequency	Percentage (%)
Directive	121	34.7
Authoritative	112	32
Affiliative	5	1.3
Participatory	112	32
Pacesetting coaching	0	0
Total	350	100

Source: Field Work, 2021

From table 4.1 above, 34.7%, 32%, 1.3% and 32% of the respondents employ the leadership with directive, authoritative, affiliative and participatory styles respectively. In the study area, most widely used leadership styles are directive, authoritative and participatory. This may be as a result of the fact that these styles found their usage from ages. Affiliative and pacesetting coaching may

require knowledge of modern day entrepreneurs and higher education which are lacking among most agricultural entrepreneurs.

Factors responsible for the use of identified management styles in the study area.

Table 4.2: Reasons for choosing leadership style.

	Frequency	Percentage (%)
It informs the employee	5	6.7
Delegation of authority	36	48.0
It makes one to be active listener	4	5.3
It makes specific goals to be set and reviewed	18	24.0
It gives way for correction of action	6	8.0
It allows reinforcement of principles	6	8.0
Total	350	100

Source: Field Work, 2021

From table 4.2 above, 48% of the respondents in the study area chose to delegate authority while 24% of them believed that the type of leadership style chosen allow specific goals to be set and reviewed. Small percentages of 6.7%, 5.3% 8% and 8% chose the leadership style because it informs the employee, makes one to be active listener, gives way for correction of action and allow reinforcement of principles respectively. Invariably, a greater percentage of the respondents 72% used the leadership styles because they were able to delegate authority and able to set specific goals for the overall growth of the enterprises.

Leadership options and enterprise sustainability.

Table 4.3: Leadership

S/N	Test items	No.	Mean	Std. Dev.	Remark
1.	Leadership style is part of challenges facing organization.	350	4.53	.528	Very sig.
2.	Leadership style can positively or negatively affect the success of an organization.	350	4.01	.797	Sig.

3.	Programmes like training, workshop and seminar can improve leadership style.	350	4.57	.524	Very sig.
4.	The type of employee can determine the leadership style used in an organization.	350	4.32	.661	Very sig.
5.	The objectives of the organization will determine the type of leadership style used.	350	3.97	.870	Sig.

Source: Field Work, 2021

From table 4.3 above, the mean value obtained from the respondents' responses is 4.53 depicting that they strongly agreed with the fact that leadership style is part of challenges facing management of agricultural enterprises in the study area. They agreed that leadership style can positively or negatively affect the success of an enterprise with the mean value of 4.01. They also strongly agreed that programmes like training, workshop and seminar can improve leadership style, the type of employee can determine the leadership style used in managing an enterprise with the mean values of 4.57 and 4.32 respectively while they moderately agreed that the objectives of the enterprise will determine the type of leadership style used with the mean value of 3.97. Choosing good leadership style will improve the operations of the enterprise.

Table 4.4: Risk and decision taken

S/N	Test items	No.	Mean	Std. Dev.	Remark
1.	In order to achieve organization objectives, risk taking can be an integral part of strategic management.	350	4.47	.600	Very sig.
2.	A successful organization must be involved in some level of risk taking.	350	4.25	.595	Very sig.
3.	Higher risk always results in higher success.	350	4.28	.727	Very sig.
4.	Success in enterprise is determined by taking calculated risk.	350	4.40	.637	Very sig.

5.	Taking decision at all times involves risk taking.	350	4.15	.692	Sig.
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Source: Field Work, 2021

Table 4.4 above explained the risk and decision taken by the enterprises in the study area. From the table, the mean values of 4.47, 4.25, 4.28 and 4.40 were obtained showing that the respondents strongly agreed that in order to achieve enterprise objectives, risk taken can be an integral part of management practices, ii) a successful enterprise must be involved in some level of risk taking, iii) higher risk always results in higher success, and iv) success in organization is determined by taking calculated risk respectively. They also agreed that taking decision at all times involved risk taking with the mean value of 4.15. This assertion is in line with Spiropoulos (2014) who stated that the main aspect that differentiates entrepreneurs from small business owners is the level of risk the entrepreneurs are willing to undertake. Entrepreneurs are often noted for substantially taking a higher level of risk, as opposed to small businesses owners. They tend to undertake a higher amount of risk and it explains why after many failures, they end up succeeding.

Table 4.5: Business planning and use of time effectively

S/N	Test items	No.	Mean	Std. Dev.	Remark
1.	Planning is an integral aspect of management practices.	350	4.47	.577	Very Sig.
2.	Business organization can only succeed when planning of activities are perfectly set out.	350	4.41	.522	Very Sig.
3.	Redundancy at work is part of poor planning of activities.	350	4.01	.668	Sig.
4.	Poor performance of enterprise can be linked to inappropriate use of time.	350	3.88	.614	Just Sig.
5.	High cost of operation can be as a result of poor planning and use of time.	350	3.77	.894	Just Sig.

Source: Field Work, 2021

Table 4.5 above looked at business planning and effective use of time in an enterprise. The table revealed that the respondents in the study area strongly agreed that planning is an integral aspect of management practices and that business organization can only succeed when planning of activities are perfectly set out with the mean values of 4.47 and 4.41 respectively, they agree that redundancy at work is part of poor planning of activities with the mean value 4.01. Meanwhile, they moderately agree that poor performance of enterprise can be linked to inappropriate use of time and high cost of operation can be as a result of poor planning and use of time with the mean values of 3.88 and 3.77 respectively. This is in line with the discovery of Longe (1999) which says that time spent thinking about the nature of the organization may be very productive.

Table 4.6: Enterprise Sustainability

S/N	Test items	No.	Mean	Std. Dev.	Remark
1.	Management practices can facilitate job security in an enterprise.	350	3.95	.820	Just Sig.
2.	Crime rate can be reduced due to business sustainability through management practices.	350	4.20	.493	Very Sig.
3.	Management practices can contribute to the economy of the country positively.	350	4.52	.529	Very sig.
4.	The welfare of the citizen will be improved upon through business sustainability that management strategy portends.	350	4.25	.496	Very sig.

Source: Field Work, 2021

Table 4.6 above explained management practices and enterprise sustainability. From the table, the respondents moderately agreed that management practices can facilitate job security in an organization with the mean value of 3.95. They also strongly agreed that crime rate can be reduced due to business sustainability through management practices, management practices can contribute to the economy of the country positively and the welfare of the citizen will be improved upon through business sustainability that management strategy

portends with the mean values of 4.20, 4.52 and 4.25 respectively. Business sustainability through effective management practices will guarantee stable employment, growth and development in the country.

Test of Hypothesis

The hypothesis formulated for this is tested in this section with the aid of Ordinary Least Square

H₀: Management practices do not have a substantial effect on sustainability in Southwest, Nigeria.

Table 4.7: F-calculated for testing the overall significance of management practices on enterprise sustainability.

Model	Sum of Square	DF	Mean Square	F-Calculated	Sig.
Regression	19.606	3	6.535	3.364	0.023
Residual	137.914	71	1.942		
Total	157.520	74			

Source: Researcher’s Computation, 2021

Table 4.8: T- calculated for testing the individual significance of management practices parameters on enterprise sustainability.

Model	Unstandardized coefficients Std. Error	Standardized B coefficients	T-Cal	Sig.
Constant	11.176 12.752	-	0.005	0.765
leadership (X ₁)	1.078 0.099	0.473	10.889	0.000
risk taking and decision making (X ₂)	.175 0.080	0.147	2.190	0.032
business planning and use of time effectively (X ₃)	1.177 0.093	0.325	12.656	0.000

Source: Researcher’s Computation, 2021

Table 4.9: Coefficient of determination computed for determining the overall contribution of management practices parameters on enterprise sustainability.

R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin Watson
0.972	0.945	0.923	1.394	1.532

Source: Researcher’s Computation, 2021

Tables 4.7 to 4.8 presented the results of the test statistics computed for testing the hypothesis formulated for the study. In table 4.7, the p-value of the F-statistics calculated for testing the overall significance of the null hypothesis of 0.023 was less than the critical value of 5%. This implied that the null hypothesis which stated that management practices did not have a substantial effect on enterprise sustainability in Southwest, Nigeria was rejected. It was reasonable to infer that management practices had a substantial effect on enterprise sustainability. The import of this was that management practices in terms of quality leadership, effective risk taking and better decision making and focused business planning and effective utilization of time had a substantial effect on enterprise sustainability in Southwest, Nigeria.

In table 4.8, the p-value of leadership as a measure of management strategy of 0.0000 was less than the critical value of 5%. Looking at the results again, it was discovered that the p-value of the t-statistics calculated for risk taking and decision making of 0.032 was less than the critical value of 5%. Furthermore, it was found also, that the p-value of the t-statistics computed for business planning and use of time effectively of 0.000 was less than the critical value of 5% all showing that leadership, risk taking and decision making with business planning and the use of time effectively significantly affect enterprise sustainability in Southwest, Nigeria.

In table 4.9, the coefficient of determination (R²) computed for these test variables was 0.945. This implied that 94.50% of enterprise sustainability in Southwest, Nigeria was caused by management practices of leadership, risk taking and decision making and business planning and effective use of time. Therefore, it was save to assert that leadership, risk taking and decision making and business planning and effective use of time were good predictor for enterprise sustainability in Southwest, Nigeria. Also, the Durbin Watson statistics calculated for these parameters of 1.532 showed an evidence of no auto correlation among the parameters of the study. This re-affirmed that there was no serial correlation among the study variables and hence, the result obtained might be generalized to finding of similar nature.

Summary

This study dealt with management styles effect and enterprise sustainability in Southwest, Nigeria. In order to achieve this overall objective, four specific objectives were set out for investigation. In the study area, most widely used leadership styles were directive, authoritative and participatory of which have their attendant benefits and problems. This was so because these leadership styles enabled them to delegate authority and enabled them to set specific goals for the overall growth of the organization. The result of the study revealed that the p-value of the F-statistics calculated for testing the overall significance of the null hypothesis is 0.023 which was less than the critical value of 5%. This implied that the null hypothesis which stated that management practices did not have a significant effect on enterprise sustainability was rejected. It was reasonable to infer that management practices had a significant effect on enterprise sustainability in Southwest, Nigeria.

The coefficient of determination (R^2) computed for these test variables was 0.945. This implied that 94.50% of enterprise sustainability was caused by management practices of leadership, risk taking and decision making, business planning and effective use of time.

This assertion was premised on the fact that the p-value of the F-statistics computed for the test of 0.0012 was less than the critical value of 5%. Also, the Durbin Watson statistics calculated for these parameters of 1.532 showed an evidence of no auto correlation among the parameters of the study. This re-affirmed that there was no serial correlation among the study variables and hence, the result obtained might be generalized to finding of similar nature.

Conclusion

This study had shown that directive, authoritative and participative leadership styles were essentially important in enterprise sustainability. Therefore, based on the finding of the study the following conclusions were made.

- There was a significant relationship between directive and authoritative leadership style on enterprise sustainability.

The study therefore concludes that entrepreneurs should adopt directive and authoritative leadership styles if improvements in their enterprises are required.

Recommendation

Based on the conclusion of the study, the following recommendation was made.

- There is need for agricultural enterprise owners and organizations in Nigeria to be aware of directive leadership style in their management. This will enable them to be conversant with current trends in the field of entrepreneurship.

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