



## RESEARCH ARTICLE

### INFLUENCE OF MANAGERIAL ATTRIBUTES IN SMALL-SCALE BUSINESS SUCCESS

Amina SANI, Cecilia Nwakego NGALORU, Patience Enyiamaka ENOBUN-NWIDI,

Department of Business Education Federal University of Education, Zaria, Nigeria

#### ABSTRACT

This study investigates the influence of managerial attributes on small-scale business success using a descriptive survey design. The population comprises business owners and managers from registered small-scale businesses in Onitsha Metropolis. Purposive/judgmental sampling were used in selecting 215 respondents that are business owners (150) and managers (65). Data generated from a five-point likert scale score were coded and analyzed descriptively and inferentially using SPSS version 27.0. The results of the assessments of Cronbach's alpha coefficients for risk-taking gives 0.748, interpersonal relationships gives 0.722, work motivation offers (0.714), while small scale business Success gives 0.729 respectively. Thus, revealing high level of tool reliability. The regression model of the relationship among and between the tested variables sustain positive co-efficient, while the test of influence between independent and each dependent variable in the series led to a conclusion that good interpersonal relationship skills, work motivation skills, and willingness have statistically significant influence on business success. The study therefore, recommends that business owners and allied stakeholders should foster positive interpersonal relationships to achieve greater business successes through improve interpersonal communication and mentoring programs to boost sustainability in business skills and growth.

**Keywords:** Managerial attributes, interpersonal relationship, work motivation, risk-taking, small-scale business success

#### Corresponding Author

Patience E. ENOBUN-NWIDI: Email Address: [patienecenwidi@gmail.com](mailto:patienecenwidi@gmail.com)

Telephone Number: +2347055851143 & +2348061278137

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## 1.0. INTRODUCTION

Effective management is crucial for driving innovation, development, competitiveness, and success in today's company landscape (Kulović, Kuzman & Šakić, 2023). Successful small-scale businesses have managers who demonstrate unique characteristics and possess crucial skills. These talents include strong leadership, effective communication, risk-taking, strategic thinking, problem-solving abilities, positive interpersonal relationships, and the ability to motivate and inspire a team (Ng'ora, Mwakalobo, & Lwesya, 2022; Stephan *et al.*, 2023). Effective managerial characteristics form the bedrock of innovation and success in small-scale enterprises. By creating and implementing these characteristics, business owners can increase their chances of achieving development, profitability, long-term sustainability, and success considerably.

A small-scale business operates on a small scale, requires less capital investment, employs fewer people, and operates fewer machines. Small-scale enterprises generate goods and services on a small scale. Such businesses include restaurants, provision shops, photography, tailoring, fashion design, and hairdressing (Unegbu and Onuoha, 2023). In general, small-scale business success refers to a business's ability to run and prosper, and is frequently measured by profitability, expansion, customer loyalty, and innovation (Anis *et al.*, 2022). Small-scale business success entails accomplishing innovation, profitability, expansion, customer happiness, developing a good brand, boosting employee morale, and maintaining long-term viability (Kaplan and Norton 2021). Small business success can be measured using a business's goals and objectives. Revenue, profit, customer happiness, market share, employee contentment, social media participation, extensive record keeping, and emphasis on operational demands are some of the most frequent metrics (Melnik *et al.*, 2020).

To succeed in today's dynamic and highly competitive business world, small-scale business owners must possess excellent managerial abilities, be knowledgeable and efficient, and think beyond the box. As a result, small-scale business owners must grow their talents or identify, maintain, and retain brilliant people who are creative, imaginative, and have the skills to foster and push the business to new heights (Anoke, Onu, & Agagbo, 2022). To accomplish this, every business owner or manager who wishes to be efficient, effective, and successful must exhibit specific and general managerial characteristics that will allow him to function efficiently, credibly, and effectively at every managerial level. Managerial qualities include communication, skills, technical know-how, abilities, and behaviour required for effective managerial performance (Ng'ora, Mwakalobo, & Lwesya, 2022).

Onu (2018) observed that the relationship between management characteristics and small-scale business success remains a hot topic in the current business world. Managerial characteristics can help a company gain competitive advantage over its rivals. Kulović, et al (2023) define effective managerial attributes as a combination of leadership, communication,



emotional intelligence, risk-taking, technical expertise, delegating, motivating, and fostering a positive work atmosphere. Thus, this study focused on interpersonal relationships, work motivation, and risk-taking attributes.

Good interpersonal relationship skills are critical for small-scale business success. They foster trust, communication, collaboration, and dispute resolution, resulting in a more positive and productive work environment, increased employee satisfaction, and overall corporate success (Akinruwa & Bankole, 2024). Interpersonal relationships are the glue that keeps businesses together, creating a positive and productive atmosphere in which individuals may grow and contribute to the overall success of the organization and business (Gul, Khan, & Ajmair, 2022). Workplace interpersonal relationships are social associations, connections, or affiliations between two or more persons in an organization (Oyadiran, Musa, Yusuf, & Otu, 2022). Building interpersonal relationships is a serious business that pays off for those who put up their effort. The amount of viability and productivity of a business is determined by how its owners and staff interact with customers, suppliers, and the public both inside and outside of its operational base. Previous research on interpersonal relationships demonstrated that the firm operates based on employee behaviour. The density of relationships within a business organisation has a stronger impact on business efficiency, productivity, and success (Oyadiran et al., 2022).

Maintaining work motivation increases the likelihood that employees will be engaged, productive, and devoted to their duties entrusted to them (Nisula and Olander, 2023). Motivated business owners and staff are more likely to demonstrate tenacity and determination, all of which are critical for business success (Putri and Sarwo, 2023). A motivated workforce not only improves individual and team success but also adds to a more inventive and dynamic corporate environment capable of adapting to changing business conditions and seizing new opportunities (Sugiarti, 2023). This is because a creative and dynamic corporate environment is better positioned to capitalize on emerging opportunities (Anis et al., 2022).

A business owner's success is directly associated with their level of work motivation (Sugiarti 2023). When starting a firm, individuals usually face numerous challenges and unknowns (Iis et al. 2022). Their tenacity and resilience in the face of adversity can be linked to their internal motivation, fuelled by deep passion and a strong sense of purpose (Wahyudi, 2022). This incentive encourages business owners to set goals, work hard, and persevere even in the face of failure (Widarko & Anwarodin, 2022). Establishing a positive support structure that includes mentors, peers, and advisers can help business owners remain motivated by providing encouragement, feedback, and a sense of accountability (Hajjali et al., 2022). Understanding the nature of work motivation and actively managing it can be critical for corporate success (Hajjali et al., 2022).



Being willing to take risks is a critical component of the business mindset, and its importance to businesses cannot be understood (Tian et al., 2022). Business owners willing to take risks within realistic limits are more likely to explore new commercial frontiers, question the status quo, and pioneer fresh solutions. A culture that encourages prudent risk-taking in organisations fosters a sense of empowerment among business owners, which drives creativity and allows the company to remain competitive and flexible in a constantly changing economic environment (Lou et al., 2022). Although company managers must be comfortable with ambiguity, those who achieve long-term success seldom take unnecessary risks (Tian et al. 2022). Instead, they take measured risks and weigh the rewards and cons of each potential action to improve their chances of success. Business owners increase their chances of success, while reducing the harm that could result from taking calibrated risks (Marcelin et al., 2022).

The amount of risk that a business owner is ready to face is proportional to its risk tolerance (Schwerter, 2023). Business owners with a higher risk tolerance are more inclined to pursue opportunities. This willingness to take chances can lead to opportunities with high reward potential (Adomeit, 2022). To protect their investments and endeavours, successful risk-takers strike a balance between their willingness to accept risks and their understanding of potential outcomes. Business owners who face challenges and turn them into growth opportunities are more likely to recover and succeed in subsequent tasks (Marcelin et al., 2022). Successful risk-takers demonstrate this type of resilience when things do not go as planned (Lou et al. 2022). It emphasises the importance of being willing to take opportunities to learn and grow as business owners.

Several studies have investigated the relationship between managerial characteristics and factors related to small-scale business success. Akinruwa and Bankole (2024) investigated the role of interpersonal relationships in fostering entrepreneurship and improving private sector performance in Ekiti State. The study was conducted using a descriptive survey research approach. A total of 424 respondents were recruited and their perspectives assessed using a standardised questionnaire. Data were analysed using a multiple regression model.

Akinruwa and Bankole (2024) discovered that interpersonal relationship skills (collaboration, inspiration, and behavioural regulation) improve entrepreneurship and private-sector performance. The study recommends that the private sector, business policymakers or managers, and other senior staff in the organisation should continue to create a conducive environment to facilitate good human relations and, as a result, teamwork for greater or higher entrepreneurial performance through effective strategies such as interpersonal communication training programs or mentoring schemes, which could assist managers in developing these skills. Daomon et al. (2024) investigated the impact of entrepreneurial risk-taking ability on performing small and medium-sized enterprises (SMEs) in Akwa Ibom State, Nigeria. The study's research design was survey-based. The Topman formula was used for an unknown population, and a sample size of 384 was calculated.



The study used both primary and secondary sources of data. The study adopted a judgmental sampling technique. A structured questionnaire was used as the research instrument. Inferential statistics were employed to analyse the data. The study's findings revealed that entrepreneurial risk-taking ability has a positive and significant impact on the performance of Small and Medium Enterprises (SMEs) in Akwa Ibom. The report recommended that SMEs should take calculated risks with new business concepts.

Kulović et al. (2023) examined how managerial competence affected company success in Bosnia and Herzegovina during the COVID-19 pandemic. The sample size of this study was 100 respondents from various companies. Correlation and regression analyses were used to examine how managerial quality affects business success. The findings revealed that organisations with higher-quality management personnel produced better commercial performance. The study concludes that quality management is critical to operating a firm, particularly during crisis periods, and that the repercussions of any crisis can be avoided by implementing effective prevention measures with competent staff.

Putri and Sarwo (2023) investigate the impact of motivation, business capital, entrepreneurial expertise, and business networks on business success in the food and beverage industry in Jakarta, Indonesia. The sample size for this study included 100 food and beverage business owners in Jakarta. A purposive sampling strategy was adopted. Data were collected using a Google Forms questionnaire disseminated online. The data were evaluated using SmartPLS 3.0. The findings demonstrate that motivation, business capital, entrepreneurial knowledge, and business networks all have a favourable impact on business success. The findings of this study are expected to contribute to the advancement of entrepreneurship and provide guidance to entrepreneurs seeking company success.

Unegbu and Onuoha (2023) explored the link between risk-taking propensity and business success among Small and Medium Enterprises (SMEs) in Rivers State, Nigeria. A quantitative research design was used, with data collected from 200 SME owners and managers using a standardised questionnaire. The data were analysed using a correlation analysis to investigate the relationship between risk-taking tendencies and entrepreneurial success characteristics. The findings demonstrate a strong positive link between risk-taking propensity and entrepreneurial success, implying that SMEs with higher risk-taking propensity are more likely to succeed as entrepreneurs. The study recommends creating a supportive atmosphere that encourages risk-taking and provides resources to boost entrepreneurial success in the region.

Anoke *et al.* (2022) evaluated the impact of managerial abilities on the growth of SMEs in the Abuja Metropolis, Nigeria. The study used Raosoft to get a sample size of 395. Data were collected using a standardised questionnaire and analyses were performed using regression. The study discovered that technical and personal competencies have a favourable and strong effect on the growth of SMEs, whereas conceptual abilities have a negative and small effect





on the growth of SMEs in the Abuja Metropolis. The study recommended that more attention should be paid to the technical and human competencies of results-oriented managers to establish, grow, and sustain SMEs in Nigeria's Abuja Metropolitan Area.

Ng'ora, Mwakalobo, and Lwesya (2022) investigated the impact of managerial skills on micro, small, and medium-sized businesses (MSMEs) in Tanzania. This study included 60 MSME owners and managers. Data were acquired using a standardised questionnaire. The data were analysed using thematic content and regression analysis. The findings revealed that the managerial abilities of MSMEs' owners and managers have a considerably favourable effect on MSMEs' performance, with financial management, marketing, human relations, and entrepreneurial skills being critical for running small firms successfully. The study concludes that MSMEs' owners and managers should receive more education, mentoring, and training in these areas to boost business success.

Anis, Musta'in, and Eko (2022) investigated the impact of job satisfaction and motivation on business success in Surabaya. The study included a sample size of 32 craftspeople. This study employed a survey-based research design. This study used both primary and secondary data sources. A questionnaire was used to collect data from respondents. The partial least squares (PLS) method was used to test the hypotheses. Motivation and job satisfaction were found to have a favourable and considerable impact on business success. The study suggested that the Surabaya city government, through the Office of Cooperatives and SMEs and the Department of Industry and Trade, implemented an appropriate entrepreneurship training program that is ongoing in order to improve competitiveness and support the success of the Morokrembangan Surabaya kampong business.

The study is based on the Dynamic Capability Theory. This theory emphasises the importance of considering the dynamics of a business environment when developing and growing a business. Teece et al. (1997), as cited in Ng'ora et al. (2022), define dynamic capability as the ability to integrate, build, and reconfigure internal and external competences to handle quickly changing circumstances. Dynamic capability theory emphasizes considering the changing business environment. This indicates that a firm must react or respond to events in its business environment, such as changing customers wants and new skills needed in the business. This is also important for small businesses in low-income countries to be competitive and reach global markets, resulting in optimum success (Ng'ora et al., 2022).

Despite numerous research on managerial qualities and small business success (Kulović, 2023; Ng'ora, et al., 2022; Anoke, 2022), none have focused on the registered and selected small-scale enterprises in Onitsha Metropolis. There have also been numerous studies on interpersonal relationships (Akinruwa & Bankole, 2024; Gul et al., 2022; Oyadiran et al., 2022) and motivation (Nisula & Olander, 2023; Putri & Sarwo. 2023; Sugiarti, 2023) and risk-taking (Daomon et al., 2024; Schwerter, 2023; Unegbu & Onuoha, 2023) skills, but no



study has combined the three variables in one study. To overcome these gaps, this study examines the impact of management characteristics on small-scale business success in Onitsha Metropolis.

### **2.1. Research Questions**

The research questions that guided this study are presented in what follow.

1. Does inter-personal relationship attribute influence small-scale business success in Onitsha Metropolis?
2. Does work motivation attribute influence small-scale business success in Onitsha Metropolis?
3. Does risk-taking attribute influence small-scale business success in Onitsha Metropolis?

### **2.2. Objectives of the Study**

The aim of this study is to investigate the influence of managerial attributes in small-scale businesses success in Onitsha Metropolis. However, the following specific objectives were investigated.

1. Determine the influence of inter-personal relationship attribute on small-scale business success in Onitsha Metropolis.
2. Examine the influence of work motivation attribute on small-scale business success in Onitsha Metropolis.
3. Determine the influence of risk-taking attribute on small-scale business success in Onitsha Metropolis.

### **2.3. Hypotheses of the Study**

The following hypotheses were formulated as null:

H<sub>01</sub>: Interpersonal relationship attribute has no significant influence on small-scale business success in Onitsha Metropolis.

H<sub>02</sub>: Work motivation attribute has no significant influence on small-scale business success in Onitsha Metropolis.

H<sub>03</sub>: Risk-taking attribute has no significant influence on small-scale business success in Onitsha Metropolis.

### **3.0. RESEARCH METHODOLOGY**

This study used a descriptive survey design. The study population includes 215 business owners and managers from registered and selected small-scale businesses in Onitsha Metropolis.



Purposive/judgmental sampling was used to select respondents with relevant viewpoints and make sound decision. Thus, 215 samples were selected based on the judgment that respondents were very knowledgeable about the subject matter. The units of analysis in this study were 150 business owners and 65 managers from selected small enterprises in the Onitsha Metropolis. The data was collected using a closed-ended structured questionnaire. The study adopted items appropriate for measuring the numerous constructs of this investigation from earlier studies. The questionnaire was created using a 5-point Likert scale with scores of "strongly disagree" (1) and "strongly agree"(5). Cronbach's alpha coefficient was used to assess the reliability of the instrument. Cronbach's alpha coefficients for interpersonal relationships is (0.722), Work Motivation (0.714), Risk-Taking (0.748) and Business Success (0.729). According to Sekaran (2003), a Cronbach's alpha coefficient greater than 0.6 indicates reliability. Thus, we conclude that the tools utilized in this study are reliable. The data were coded with SPSS version 27.0. The null hypotheses were evaluated using multiple regression. The null hypothesis was rejected if the p-value was less than 5% (0.05); otherwise, it was accepted.

**Table 1: Distribution of Copies of Questionnaires**

Questionnaire distributed	Frequency	Percentage
Copies of questionnaire administered	260	100
Copies of questionnaire returned	215	83
Copies of questionnaire not returned	45	17

Table 1 shows that 260 questionnaires were distributed to the respondents. A total of 215 questionnaires were completed correctly and returned, resulting in an 83% validity rate. while 45 copies of the questionnaire were not returned.

Table 2 displays the demographic profile of the respondents, revealing that, among other things, male respondents outnumbered females by 60% to 40%. According to the age distribution, the majority of respondents were between the ages of 30 and 40, with a high percentile score of 37%, 41 and 50, 30%, greater than 50, 19%, and less than 30. Were 14%. This suggests that on average, respondents were between the ages of 30 and 50, which is still part of the active population. The marital status reveals that 63% of respondents were single, while 37% were married. Educational qualifications show that 58% of the respondents hold WAEC, NCE, or OND certificates. 37% hold a degree or higher. Furthermore, the majority of respondents had an average of 5-10 years of business experience (40%), 11-15 years of experience (33%), greater than 15 years of experience (16%), and less than 5 years of experience (11%). The type of company shows that a considerable majority of respondents are hairdressings (33%), followed by tailoring and fashion design (28%), food vendors (23%), and provision (16%).



**Table 2: Demographic Profile of the Respondents**

Characteristics	Respondents Category	Frequency	Percentage
<b>Gender</b>	Male	130	60
	Female	85	40
	<b>Total</b>	<b>215</b>	<b>100</b>
<b>Age</b>	<30 Years	30	14
	30-40years	80	37
	41-50years	65	30
	>50 years	40	19
	<b>Total</b>	<b>215</b>	<b>100</b>
<b>Marital Status</b>	Single	135	63
	Married	80	37
	<b>Total</b>	<b>215</b>	<b>100</b>
<b>Educational Qualification</b>	WAEC/NECO/ND/NCE	125	58
	Degree and above	90	42
	<b>Total</b>	<b>215</b>	<b>100</b>
<b>Type of Business</b>	Tailoring and Fashion Design	60	28
	Food Service	50	23
	Provision Service	35	16
	Hair Dressing	70	33
	<b>Total</b>	<b>215</b>	<b>100</b>
<b>Business Experience</b>	<5 years	25	11
	5-10 years	85	40
	11-15 years	70	33
	>15 years	35	16
	<b>Total</b>	<b>215</b>	<b>100</b>

Source: Researcher's Computation (2025).

**Table 3: Multiple Regression Result on the Relationship between Inter-Personal Relationship, Work Motivation, Risk-Taking Attributes and Business Success**

Variables	Hypotheses	B	Standard Error	T	Sig.	Decision on H <sub>0</sub>
(Constant)		0.141	0.212	0.667	0.000	
Inter-Personal Relationship Attribute	H <sub>01</sub>	0.370	0.083	4.545	0.000	Rejected
Work Motivation Attribute	H <sub>02</sub>	0.245	0.081	3.004	0.003	Rejected
Risk-Taking Attribute	H <sub>03</sub>	0.388	0.052	6.454	0.002	Rejected
R		0.715				
R <sup>2</sup>		0.591				
Adjusted R <sup>2</sup>		0.586				
P. Value		0.000				

\*\*\*p&lt;0.01 Dependent variable: Business Success. Source: SPSS Output (2025).



## 4.0. DISCUSSIONS

### 4.1. Interpretation of Result

According to Table 3, the results of this study demonstrate that the interpersonal relationship characteristic has a positive significant influence on business success at beta 0.370 and a p-value of 0.000 at 0.01. Thus, a unit change in interpersonal attributes leads to a 37% increase in business success. Thus, H<sub>01</sub>, which states that interpersonal relationships have no significant impact on business success, was rejected. The results also demonstrate that work motivation has a positive and significant influence on business success (Beta = 0.245, p = 0.003 at 0.01). The null hypothesis two (H<sub>02</sub>), which states that the work motivation attribute has no significant influence on business success, is not accepted. Furthermore, the findings demonstrated that the risk-taking attribute has a positive and substantial influence on business success (Beta = 0.388, p = 0.002, significance level = 0.01). This means that a unit change in risk-taking attributes results in a 38.8% increase in business success. The null hypothesis three (H<sub>03</sub>), which states that risk taking has no meaningful impact on business success, was rejected. An R<sup>2</sup> value of 0.591 suggests that interpersonal relationships, work motivation, and risk-taking traits account for 59.1% of the variation in business success. This implies that interpersonal relationships, job drives, and risk-taking characteristics contribute to business success in Onitsha Metropolis. Other managerial characteristics that were not examined in this study accounted for 40.9% of the variation in business success.

### 4.2. Discussion of Findings

The results in Table 3 indicate that the interpersonal relationship attribute has a favourable and significant influence on business success. This means that the more business owners and managers interact with their customers, the more successful their enterprises become. This finding is similar to that of Akinruwa and Bankole (2024), who discovered that interpersonal relationships, such as teamwork, inspiration, and behavioural regulation, favourably promote entrepreneurship and private sector performance. This study validates Kulović et al. 's (2023) result that managerial competences have a favourable and significant influence on business success. This means that organisations with higher-quality management personnel achieve better business success. These findings are consistent with those of Ng'ora et al. (2022), who discovered that the managerial skills of MSMEs owners and managers have a significantly positive effect on MSMEs performance, particularly in terms of financial management, marketing, human relations, and entrepreneurial skills, all of which are critical skills for successfully running small businesses.

Table 3 further demonstrates that the work motivation attribute had a positive and significant impact on business success. This suggests that the more driven business owners and managers are, the better is the success of their business. This study supports Putri and Sarwo's (2023) research, which indicates that motivation, business capital, entrepreneurial knowledge,



and business networks all have a beneficial impact on business success. This research also supports the findings of Anis et al. (2022), who discovered that motivation and job satisfaction had a positive and significant impact on business success. Furthermore, this finding is consistent with Anoke et al. (2022), who discovered that both technical and personal competencies have a favourable and significant impact on the growth of SMEs.

The findings in Table 3 further suggest that risk-taking ability has a positive and significant effect on business success. This implies that a unit change in risk-taking attributes leads to a 38.8% improvement in company success. The study also supports the findings of Daomon et al. (2024), who discovered that entrepreneurial risk-taking skill has a favourable and significant impact on Small and Medium Enterprises (SMEs) performance. The results also confirm Unegbu and Onuoha's (2023) finding of a strong positive association between risk-taking attributes and entrepreneurial success, implying that SMEs with higher propensity for risk-taking are more likely to achieve business success. This suggests that small enterprises that take risks experience innovation, market expansion, and improved financial performance, hence boosting business success.

## **5.0. CONCLUSION AND RECOMMENDATIONS**

### **5.1. Conclusion**

The findings revealed that the three independent variables employed in this study had a favourable and significant impact on business success. Thus, the effectiveness of every organisation is determined by the interpersonal relationships of the firm owner, manager, and employees, as well as their work motivation and willingness to take risks. When interpersonal interaction, work drive, and risk-taking traits are combined, they contribute to the formation of a dynamic and inventive culture that leads to business success. In today's challenging business environment, a company with a workforce that values positive interpersonal relationships, high work motivation, and willingness to take calculated risks is better positioned to drive business initiatives, explore new opportunities, and ultimately improve the company's overall competitiveness and success.

### **5.2. Recommendations**

Based on these findings, the study recommends the following:

1. Business owners, managers, and stakeholders should foster positive interpersonal relationships to achieve greater business success. This can be accomplished through successful tactics, such as interpersonal communication, training, or mentoring programs that assist business owners and managers in developing their skills.
2. The business owners and managers should continue to remain steadfastness and resiliency in the face of hardship that can be attributed to their internal motivation, which is fed by their deep-seated passion and a profound sense of purpose. The governments and non-governmental organisations at local level, should collaborate



with small-scale business owners and union leaders to conduct workshops for business owners to boost their motivational level and improve their managerial skill.

3. Business owners and managers should continue to take the calculated risks while developing new ideas and making business decisions. Making strategic decisions in dynamic situations requires a high level of risk-taking and business success. Furthermore, entrepreneurs who cultivate risk-taking propensity, which is necessary for business success, perform better.

### 5.3. Limitations and Suggestion for Further Studies

The current study focused on the management characteristics that contribute to small-scale business success in selected small businesses in Onitsha Metropolis, Anambra State. Further research can be conducted on the impact of managerial qualities on employee performance in different sectors and regions in Nigeria. Furthermore, the correlations between interpersonal relationships, job motivation, risk-taking characteristics, and company performance may be ambiguous, but mediating and moderating factors can shed some light on the situation. However, future studies could introduce mediators and moderators to make it easier to understand how elements such as interpersonal relationships, work incentives, and risk-taking characteristics interact.

### Competing Interest

The authors declare that no conflicting interest exist in this manuscript.

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