



RESEARCH ARTICLE

ENTREPRENEURIAL RESOURCES AND PERFORMANCE OF WOMEN ENTREPRENEURS IN CALABAR MUNICIPAL LOCAL GOVERNMENT AREA OF CROSS RIVER STATE

Bassey, Bassey ENE-ITA¹, Joseph Iripia OWAN² and Archibong Ikpatt EYEYAK³

¹ Ph.D Student Department of Public Administration, Faculty of Administration and Management Sciences University of Calabar; ^{2&3} Department of Public Administration, Faculty of Administration and Management Sciences University of Calabar.

ABSTRACT

The study examines Entrepreneurial Resources and the Performance of Women Entrepreneurs in Calabar Municipal Local Government Area of Cross River State. The study hypothesise that, there is no significant relationship between Entrepreneurial Resources and the Performance of Women Entrepreneurs in Calabar Municipal Local Government Area of Cross River State. Grounded in liberal feminist theory, this study Employ a quantitative methodology with survey research design. The target population included 921,256. Using Krejcie and Morgan's (1970) sample size determination table, a sample of 384 respondents was selected to ensure representativeness and statistical reliability. Using stratified random sampling to ensure proportional representation. Structured questionnaires were utilise. The analysis was carried out using Structural Equation Modeling with Smart PLS 4. The finding reveals a significant relationship between Entrepreneurial Resources and the Performance of Women Entrepreneurs in the context of public Calabar Municipal Local Government Area of Cross River State in Nigeria. In light of the findings, it is recommended that, Effective policy by government to support women entrepreneurs in Calabar Municipal Local Government area of Cross River state; ensuring access to low interest credit facilities for women entrepreneurs in Calabar Municipal Local Government area of Cross River state and training and Development of women entrepreneurs in Calabar Municipal Local Government area of Cross River state.

Keywords: Regional security, governance, terrorism, crimes, insecurity

Corresponding Author

Bassey, Bassey ENE-ITA

Email Address: b.eneitatile@gmail.com

Received: 20/1/2025; **Revised:** 24/2/2026; **Accepted:** 22/3/2026; **Published:** 30/3/2026



1.0. INTRODUCTION

Entrepreneurship plays a key role in improving the economy of any nation most Nigeria Inclusive and especially in Cross River State, and Calabar Municipal Local Government Area in particular. The imperativeness of women entrepreneurs to the economic development, poverty and unemployment reduction of a nation cannot be overemphasis. Adim and Poi (2019) defined women entrepreneurs as: “women who use their knowledge and resources to develop or create new business opportunities, who are actively involved in managing their businesses, own at least 50 per cent of the business and have been in operation for longer than a year” Women entrepreneurs have become imperative stakeholder in the entrepreneurial milieu (Usman, 2021). Nabi, Liñán, Fayolle, Krueger and Walmsley, (2017) state that, the arena of entrepreneurship is not limited to male gender alone and they avers that, the rising significant numbers of women entrepreneurs all over the world has brought attention from both the academic and business sphere of life.

Women entrepreneurship is very critical for any economy growth of the world. Women contribute in the field as men do with needed supports and equal resources”. Woman entrepreneur is a woman who initiates, organizes and operates a business enterprise (Kanaan-Jebna, Alabdullah, Ahmed, Ayyasamy, 2022). In recent time and in most countries, Nigeria Calabar Municipal Local Government Area of Cross River State, women venturing into entrepreneurial has increased significantly. Also, in addition to this, the success stories of other women entrepreneurs in Calabar Municipal Local Government Area have encouraged other women both employed and housewife to operate their own enterprises (Akpan (2024).

Women entrepreneurship has the great potential to contribute massively to employment generation and economic growth in Cross River State Nigeria and Calabar Municipal Local Government Area in particular. Women entrepreneurs face different issues depending on the stage of their present life cycle, region, legislation and industry. One thing however stands out, that the entrepreneurship space in Nigeria and in Cross River State and Calabar Municipal Local Government Area in particular remains a traditionally male-dominated venture. Nigerian (Cross River State and Calabar Municipal Local Government Area) women entrepreneurs operate in an unfavourable business conditions, characterised by various degree of challenges ranging from infrastructural deficiency, low access and high cost of finance, weak institutions and many barriers to formal economic participation (Welsh, Kaciak & Shamah, 2018; Olarewaju & Fernando, 2020).

Despite the crucial role of women entrepreneurs in the economic development of their families and Cross River State and Calabar Municipal Local Government Area, it is however revealed that women entrepreneurs have low business performance when compared to their male counterparts (Mabemba, 2024); women are largely concentrated in the informal, micro, low growth and profit areas where competition is intense. This weak or poor performance is traceable to limited education, lack of skills, low household and business income, lack of savings and investments and social networks, not possessing the required professional relationships, lack of mentorship, inadequacy of relevant experience, limited access to support services, which include access to credits facilities, high interest rates to their business needs, technical and managerial training (Ogundana, Simba, Dana, & Liguori, 2021). These problems arise from the limited capacity outreach of existing institutions as well as the inability of women entrepreneurs to pay for such services. Against this backdrop, this study examines



entrepreneurial resources and the performance of women entrepreneurs in Calabar Municipal Local Government Area of Cross River State.

1.1. Research Hypothesis

There is no significant relationship between entrepreneurial resources and the performance of women entrepreneurs in Calabar Municipal Local Government Area of Cross River State.

2.0. CONCEPTUAL REVIEW AND THEORETICAL FRAMEWORK

2.1. Concept of Entrepreneurship

In the business sector, entrepreneurship is a natural side effect of working in the industry. It illustrates how businesses benefit from entrepreneurship and management techniques that promote learning and change. Rusu, Isac, Cureteanu, and Csorba (2024) define an entrepreneur as someone who creates new combinations that result in discontinuity. Industrial reorganizations, new manufacturing methods, new raw material sources, and new or enhanced products can all arise from the realization of creative combinations. A person who buys goods and services at a set price and sells them at a variable price is also known as an entrepreneur. But an entrepreneur is someone who has all the resources needed to develop and launch a product that closes a market gap.

Kanaan-Jebna, Alabdullah, Ahmed, Ayyasamy (2022) sees entrepreneurship as a person's ability and motivation to search for investment opportunities in a particular setting and to launch and successfully run a firm. Furthermore, the act of creating something original and valuable by devoting the necessary time and effort, accepting the corresponding financial, psychological, and social risks, and enjoying the resulting financial and personal rewards is known as entrepreneurship. According to a study by Palanivelu & Manikandan (2015), entrepreneurship is a composite ability that results from a combination of various attributes. These encompass intangibles such as the ability to leverage scientific and technological breakthroughs, as well as tangibles like inventiveness, a willingness to take risks, and the ability to put together and utilize other production variables, labor, capital, and land. An entrepreneur is a business leader who is essential to the advancement and growth of the economy. A person who sees opportunities for profit and acts to address unfulfilled needs in the present is an entrepreneur. An entrepreneur is a person who sees a chance and establishes a company to follow.

Entrepreneurship, according to Sodipo (2017), includes actualization, funding, data collecting and compilation, career development, hiring employees, establishing policies, ideation, orientation, training, and so on. The technique of taking risks with money, time, and effort, looking for change, responding to it, and taking advantage of it as a chance to advance the economy, is another aspect of entrepreneurship. With support from the constitution, government, and educational institutions, entrepreneurship is characterized as a process of invention and innovation that encompasses four distinct dimensions: individual, organization, environmental conditions, and process (Chowdhury, Ismail & Shamsudin, 2013).



Women Entrepreneurs

According to Chinonye and Chima (2010), women entrepreneurs are simply defined as women who engage in all forms of entrepreneurship, take calculated risks, and combine resources in novel ways to produce goods and services in order to capitalize on opportunities in their immediate surroundings. According to Usman (2021), a woman entrepreneur is a company leader who initiates a new venture on her own initiative. Additionally, women entrepreneurs take up the related risk and social obligations in order to make a meaningful difference in their daily operations. Women who are involved in the business by addressing their expertise, skills, and ideas are also known as women entrepreneurs.

Women entrepreneurs must apply their expertise by being imaginative and inventive to make the most of their opportunities and turn a profit (Usman, 2021). An entrepreneur, according to Chinonye & Chima (2010), is someone who can recognise and assess business prospects and take the necessary steps to ensure their success. A person who can turn an idea into a business and take on all the risks involved in doing so in order to make money is an entrepreneur. Both the commercial and academic communities are taking notice of the growing number of female entrepreneurs worldwide.

By allowing women to enter the workforce, Women Entrepreneurs (WE) play a vital role in empowering and changing the society. This participation is thought to be one of the initiatives to address the issues of unemployment and poverty in the majority of developing or emerging nations (Akande, Raheem, Jimoh & Olagbemi, 2021). Accordingly, women now have more access to entrepreneurial endeavours in the majority of previously male-dominated nations. Additionally, other women who are working or housewives have been inspired to start their own enterprises by the growing number of successful women entrepreneurs (WE). As they compete for the same business prospects, they actually began to establish their own norms of behaviour in an attempt to set them apart from Men Entrepreneurs (ME).

Performance of Women Entrepreneurs

From home-based businesses (HBB) to micro, small, and medium-sized enterprises (MSEs), the spectrum of women in entrepreneurship frequently varies (ILO, 2006). According to Okafor and Mordi (2010) in Usman (2021), women have two characteristics: they are first and foremost women and second, they are entrepreneurs. Thus, women entrepreneurs have traits like flexibility, inventiveness/creativity, strength and internal locus of control, the capacity for quick and sustained thought and reasoning, managerial skill, accountability, and credit risk.

This term was subsequently expanded by Anwar and Rashid (2013) to specifically include female home-based businesses. Women entrepreneurs are defined as those who use their resources and expertise to develop or create new business opportunities, whether they do so formally through business registration, hiring office space, or other means, or informally in their homes. They must also be actively involved in managing their businesses, be in charge of the day-to-day operations of the business in some capacity, and have been in operation for more than a year. In traditional African economies, women are the main producers, particularly in agricultural and food processing, which includes product preservation and storage as well as marketing and trading excesses of essential household goods. Women also participate in a variety of hand crafts, weaving, and spinning (Akpan,



2024). As they dominate the nonmonetary economy (subsistence farming, childrearing, domestic work, etc.) and are crucial to the monetary economy (trade, wages, labour employment, etc.), women are central to economic development and growth, according to Welsh, Kaciak & Shamah (2018) Women make up a significant portion of the population and have made significant strides in a variety of fields, including business, politics, education, and sports.

2.2. Theoretical Framework

This study adopted liberal feminist theory. The liberal political philosophy that underpins liberal feminist theory includes fundamental views on the equality of all creatures and the fundamental rationality and self-interest of human beings. The liberal feminist perspective ascribes gender-based disparities to the structural positions that men and women hold in society, namely the differences in power and opportunity that are granted to each gender (Beasley, 1999). Because women are denied equal access to resources and labour market chances, their failure to reach their full potential is thus blamed for the disparity between men's and women's accomplishments. As a result, women have been unable to develop the qualities and skills required to compete equitably with males.

Gender inequalities in performance appear to vanish if equal access to resources is guaranteed, according to liberal feminist theory (Carter et al., 1997). According to Carter et al. (1997), these distinctions can be observed in the ways that men and women create and perceive reality, which in turn affects how their goals and values are formed. Due to disparities in their upbringing, education, and experiences before entering specific occupations, men and women are fundamentally different. Self-perceptions, goals, and belief systems vary depending on the type of nurturing. According to Fischer et al. (1993), women thus choose distinct methods to their work, which may or may not be as successful as those used by men. Applied to this study, promotion and adequate entrepreneurial resources for women entrepreneurs' will enhance women entrepreneurs' performance in Calabar Municipal Local Government Area of Cross River State.

2.3. Empirical Review

Although the performance and resources of women entrepreneurs are receiving more attention, the relationship between women entrepreneurs and the Calabar Municipal Local Government Area of Cross River State is receiving less attention. Usman's (2021) study, for example, examines the relationship between women entrepreneurs and the expansion of small businesses in Yobe State. The effect of female entrepreneurship on the expansion of small and medium-sized businesses in Yobe State was investigated in this study. Data was gathered using a 5-point Likert scale questionnaire and structured interviews. Multiple regression and theme analysis were used to analyse the interview data. The results indicate that, according to their probability values (0.007, 0.005, 0.052, and 0.032), business orientation has a weakly significant relationship with fashion designers' profitability and business expansion, whereas business opportunity recognition has a strongly significant relationship with these same metrics. According to the report, female entrepreneurs should actively look for and seize market opportunities in the fashion sector. This can be accomplished by experimenting with different looks, coming up with fresh concepts, seizing business chances, and acting quickly.



A study conducted in 2024 by Akpan on the topic of Entrepreneurs' Effective Management of Enterprise Resources in Uyo Municipality: A Key to Business Success. The relationship between these entrepreneurs' resource management methods and business success is examined in this study, with a focus on crucial tactics that enhance performance and long-term viability. This study looks at several aspects of resource management, including time, money, people, materials, and technology, and provides best practices that entrepreneurs can use to streamline their operations, reduce waste, and boost profitability. According to the study, small and medium-sized enterprises (SMEs) in Uyo can get over their challenges by effectively allocating resources and conducting continuous evaluations and modifications. In Uyo Municipality, entrepreneurs who prioritise effective resource management are more likely to attain long-term company success and a competitive edge. The study also highlights how crucial innovation, leadership, and clear communication are to resource management, as these factors collectively propel company expansion and success.

Welsh, Kaciak & Shamah (2018) this study examines the determinants of firm performance for women entrepreneurs in the context of an emerging economy affected by a turbulent political and socio-cultural environment. The study draws from the resource-based and institutional-based views embedded in the gender aware 5M (money, management, market, macro/meso environments, and motherhood) model. A generalized structural equation model is used to analyze data from Egypt, the setting for this study. The study finds a positive relationship between women entrepreneurs' human capital and firm performance. However, neither social capital nor women's gender-related personal issues are found to be associated with company performance. With significant ramifications for both practice and research, the results point to new boundaries in the area of female entrepreneurship in a hostile environment.

In their 2022 study, Kanaan-Jebna, Alabdullah, Ahmed, and Ayyasamy investigate the connection between firm success and entrepreneurial competencies and education. The purpose of this article is to investigate how entrepreneurial education and skills impact small and medium-sized business performance. Entrepreneurship is a crucial component of every business strategy. With the help of entrepreneurial education and skills, this study seeks to provide a framework for analysing business success.. It demonstrates that, when entrepreneurial competences are seen as a mediating variable, entrepreneurial education is the antecedent of competencies that might impact business performance. The article offers insightful information about the entrepreneurial aspects that companies can take into account to improve performance. Additionally, it assists entrepreneurs in enhancing their entrepreneurial education and skills to improve their chances of attaining better business outcomes, which can help lower the number of business failures and thereby improve the nation's economy.

A 2019 study by Adim and Poi examined the performance of female entrepreneurs in Rivers State, Nigeria, in relation to their willingness to take risks. The aim of this study was to investigate the connection between the performance of female entrepreneurs in Rivers State and their willingness to take risks. Using basic random sampling, the study used a cross-sectional survey design to get answers from female entrepreneurs in Rivers State. According to the 2018 Directory of the Rivers State Ministry of Women Affairs and the Rivers State Ministry of Commerce and Industry, there are 329 women entrepreneurs in the state.



Using Taro Yamen's formula, the sample size was 181. Only 153 respondents' data were ultimately used for data analysis following data cleaning. Data analysis and hypothesis testing were done using descriptive statistics and Spearman's rank correlation. The results showed that the performance of women entrepreneurs in Rivers State is significantly correlated with their willingness to take risks. As a result, the study comes to the conclusion that women entrepreneurs in Rivers State perform better when they take risks and contribute to the creation of jobs and household sustenance. In order to effectively foresee, welcome, and manage risk, the study suggests that female owners and managers embrace an entrepreneurial risk taking mindset. The key to successful entrepreneurship is found there.

A research by Akande, Raheem, Jimoh, and Olagbemi (2021) on the characteristics of entrepreneurial conduct and small business performance. This study looked at the impact of entrepreneurial behaviour on the performance of small businesses in Nigeria's Ogun State. This study made use of both primary and secondary data. 1,690 small company owners in Ogun State who are registered with SMEDAN make up the study's population, of which 323 were chosen using stratified and purposive sampling methods. Descriptive and linear regression statistical methods were used to analyse the data gathered from the 323 questionnaires that were given to respondents. The analysis's findings show that taking risks and being innovative are key factors that determine entrepreneurial behaviour and have a beneficial impact on small business performance. As per the study's findings, the performance of small businesses is significantly impacted by risk-taking and innovation, which are determinants of entrepreneurial behaviour. It is advised that Ogun State's small business owners cultivate entrepreneurial behaviour traits that will help their company grow and operate sustainably.

Zhou and Gao (2019) conducted an empirical study on the connection between entrepreneurial competence and resources. This study uses entrepreneurs who have graduated within the last five years from colleges and universities as its research subject. This paper examines the mechanism by which entrepreneurial resources influence entrepreneurial performance, using data from 285 onsite investigations. It introduces entrepreneurial ability as an intermediary variable to test the relationship between entrepreneurial resources and entrepreneurial performance. The findings demonstrate that Entrepreneurial Performance (Survival Performance, Innovation Development Performance) is significantly impacted by Entrepreneurial Resources (Operating Resources, Human Resources and Technical Resources, Financial Resources); Entrepreneurial Ability mediates the relationship between Entrepreneurial Resources and Entrepreneurial Performance.

In the meantime, entrepreneurial ability acts as a full mediator between financial resources and entrepreneurial performance, as well as a partial mediator between human and technical resources, operational resources, and entrepreneurial performance. In order to improve the competitive power of university students' innovative and entrepreneurial abilities in Hebei Province, the author offers a number of ideas and recommendations for fostering provincial innovation and entrepreneurship based on the aforementioned research.

A study on the performance and entrepreneurial orientation of women entrepreneurs in Rivers State: The moderating role of government policy framework was carried out by Adim, Sorbarikor, Bamidele, and Ikechukwu (2019). This study set out to investigate the connection between women entrepreneurs' performance and their entrepreneurial orientation. The association between EO and the success of female entrepreneurs was mitigated by the government policy environment. Following data



cleaning, only 153 respondents' data were ultimately used for study. Spearman's rank correlation and descriptive statistics were employed for data analysis and hypothesis testing.

The results also showed that women entrepreneurs' innovativeness was significantly correlated with the creation of jobs, but it was not significantly correlated with their contribution to household sustenance. There is no discernible relationship between risk-taking and the two performance indicators. The study came to the conclusion that, despite differences in the dimensions and measurements of relationship significance, EO has a positive and significant impact on women entrepreneurs' performance. In order to help women gain the necessary entrepreneurial skills, competencies, and abilities, we advise the government to create legislation that would encourage their positive involvement in business endeavors.

Amadi (2024) Study on Entrepreneurial Competencies and Business Performance Of Manufacturing Firms In Rivers State. This study examined the relationship between entrepreneurial competence and business performance of manufacturing firms in Rivers State. The study adopted self-efficacy as dimension of entrepreneurial competencies while measures of business performance were product quality, customer loyalty and profitability. Environmental factor was used as the moderating variable. The study developed four research questions and four hypotheses. The cross-sectional survey research design was adopted for the study. The population of the study comprised of 119 employees drawn from 32 manufacturing companies in Port Harcourt, Rivers State. Questionnaire instrument was used to elicit data from respondents. Cronbach Alpha was used to determine reliability which result indicate a consistency of .851. Descriptive statistics using mean and standard deviation was used for univariate analysis, Pearson Product Moment Correlation was used for bivariate analysis while Partial Correlation was used for multivariate analysis.

From the data analysis the study revealed that there is a significant relationship between environmental factor on entrepreneurial competence and business performance of manufacturing firms in Rivers State. Also, the study shows there is a significant relationship between the dimension of entrepreneurial competences and measures of business performance in manufacturing firms in Rivers state. The study concluded that entrepreneurial competency is a critical predictor of the level of business performance in terms of improvement in product quality, customer loyalty and profitability of manufacturing firms in Rivers State. Sequel to the findings and conclusion, the study recommended among others that Management of manufacturing firms should continue striving in their self-efficacy in other to maintain quality business performance. The study further recommended that CEOs and management team should be conscious of environmental factors that influence organizational profit and marketing abilities in order to survive in business.

Given the foregoing, the review studies demonstrate that the performance of women entrepreneurs is significantly impacted by entrepreneur resources. However, in the Calabar Municipal Local Government Area of Cross River State, women entrepreneurs' performance and resources receive minimal attention. This study aims to evaluate the performance and resources of female entrepreneurs in the Calabar Municipal Local Government Area of Cross River State in order to close this gap.

3.0. RESEARCH METHODOLOGY

This study methodology is quantitative and adopted survey research design. Data were collected through questionnaires. Primary data were obtained using structured questionnaires, while secondary data were gathered from relevant published sources. A sample size of 384 respondents was determined using Krejcie and Morgan’s (1970) table from 921,256 populations. Respondents were selected using stratified and simple random sampling techniques. Quantitative data were analysed using Smart PLS 4 to test the study’s hypotheses.

4.0 PRESENTATION OF RESULT AND DISCUSSION

4.1. Measurement of Variables

The effect of entrepreneurial resources on the performance of women entrepreneurs was measured using five items derived from a standardized measurement scale, with responses rated on a six point Likert scale. Likewise, the performance of women entrepreneurs was assessed using five items, also rated on a five-point Likert scale. The structural model assessed individual item reliability, internal consistency reliability, and discriminant validity. Firstly, the individual item reliability was assessed by examining the outer loadings of each construct's measure (Hair et al., 2017). This is depicted in figure 1.

Figure 1: Measurement Model

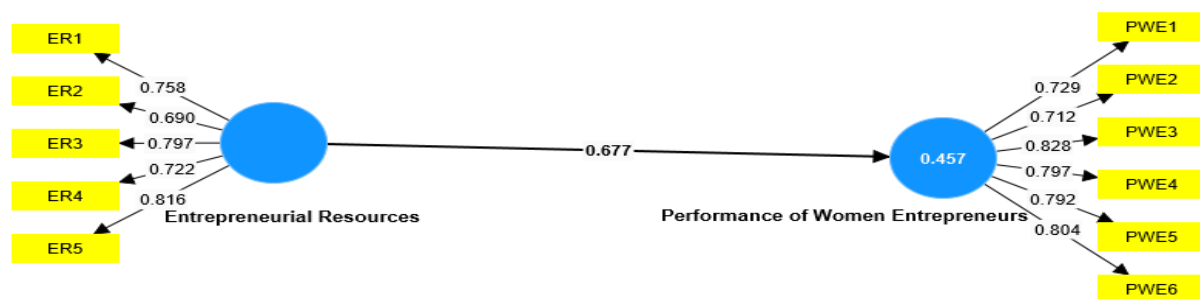


Figure 1: Measurement Model As shown in Figure 1 above, the loadings of the respective constructs meet the threshold of individual item reliability. Secondly, this study employs composite reliability to assess the internal consistency of the constructs. Hair et al. (2019) recommended that internal consistency reliability of 0.60 and above is significant. As can be seen in Table 1, the internal consistency reliability is adequate because the CR ranges from 0.927-0.927, which is beyond the threshold. Thirdly, this study employed AVE to measure the convergent validity of the constructs. The recommended value of the AVE should be 0.50 or higher (Hair et al., 2017). As can be seen from Table 1 below, the constructs achieved convergent validity because the values are above the threshold.

Table 1 Construct reliability and validity

Construct	Composite reliability	Average variance extracted
ER	0.835	0.575
PWE	0.874	0.605



Table 1 shows that both Entrepreneurial Resources (ER) and Performance of Women Entrepreneurs (PWE) demonstrate strong reliability and convergent validity, as their composite reliability and average variance extracted values exceed the recommended thresholds, confirming the consistency and validity of the measurement model.

Table 2: Measurement Model: Discriminant Validity (Fornell and Larcker)

Construct	ER	PWE
Entrepreneurial resources	0.773	
Performance women entrepreneurs	0.677	0.778

Table 2 presents the results of the discriminant validity test using the Fornell and Larcker criterion. According to this criterion, the square root of the Average Variance Extracted (AVE) for each construct should be greater than its correlation with other constructs in the model. In this study, the square roots of the AVE values are 0.773 for Entrepreneurial Resources (ER) and 0.778 for Performance of Women Entrepreneurs (PWE). These values are higher than the inter-construct correlation value of 0.677 between ER and PWE. This indicates that each construct shares more variance with its own indicators than with other constructs, thereby confirming adequate discriminant validity. In other words, the constructs are distinct and measure different concepts within the model.

Table 3 Heterotrait-Monotrait Ratio (HTMT)

Construct	ER	PWE
Entrepreneurial resources	0.773	
Performance women entrepreneurs	0.677	0.778

Table 3 presents the discriminant validity results using the Heterotrait-Monotrait Ratio (HTMT) for the study variables. The diagonal bold figures represent the square root of the AVE, all of which fall within the acceptable threshold. This confirms that the study meets the required criterion for discriminant validity. R-Squared the coefficient of determination (R²) illustrates the amount of variance in the endogenous constructs. It indicates that the threshold value of 0.25 (as weak), 0.5 (as moderate) and 0.7 (as substantial respectively) (Chin 1998). Thus, below is the R square value for the study.

Table 4: Coefficient of Determination

R Square	R -Square	R-Square Adjusted
Performance women entrepreneurs	0.459	0.457

Table 4 presents the coefficient of determination (R²) and the adjusted R² values for the model predicting the Performance of Women Entrepreneurs. The R² value of 0.459 indicates that approximately 45.9% of the variation in the performance of women entrepreneurs can be explained by the independent variables included in the model. The adjusted R² value of 0.457, which slightly decreases after accounting for the number of predictors, confirms the model's reliability and indicates

minimal over fitting. The finding revealed that, study sub-variables influence changes in the performance of women entrepreneurs’ while 54.1% are attributed to other factors.

Structural Model

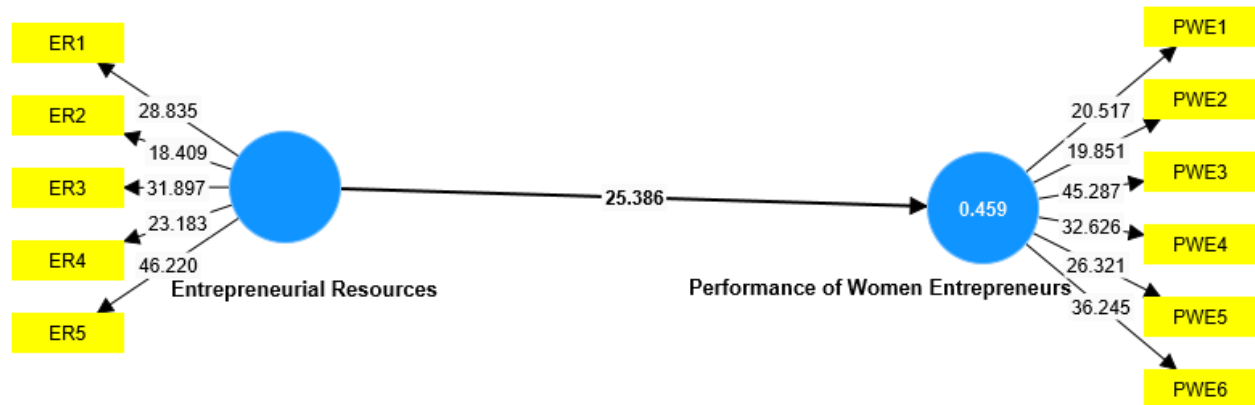


Table 5 Hypotheses test

Hyp	Construct	Beta	Standard deviation	T statistics	P values	Decision
HO	ER->PWE	0.680	0.027	25.386	0.000	Rejected

Table 5 revealed the test results of the hypothesis of the relationship between Entrepreneurial Resources (ER) and the Performance of Women Entrepreneurs (PWE) in Calabar Municipal Local Government Area of Cross River. The path coefficient ($\beta = 0.680$) revealed a strong positive effect of entrepreneurial resources on women entrepreneurs’ performance in Calabar Municipal Local Government Area of Cross River.

The *t statistics* of this independent variable stood at 25.386 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis H_0 in order to accept its alternate H_1 ; Based on the above analyses, the study, therefore, rejects the null hypothesis, H_{04} , which states that, there is no significant relationship between entrepreneurial resources and the performance of women entrepreneurs in Calabar Municipal Local Government Area of Cross River State; and accept its alternate hypothesis, H_1 , which states that there is significant relationship between entrepreneurial resources and the performance of women entrepreneurs in Calabar Municipal Local Government Area of Cross River State.

4.2. Discussion of Findings

The inferential statistical methods of structure equation model utilize by this study to investigate the relationship between entrepreneurial resources and the performance of women entrepreneurs in Calabar Municipal Local Government Area of Cross River State, revealed a significant relationship



between entrepreneurial resources and performance of women entrepreneurs in Calabar Municipal Local Government Area of Cross River. This finding is in line with the study of Adim et al. (2019) study who revealed that there is a positive significant relationship between entrepreneurial orientation and performance of women entrepreneurs. Also, Usman (2021) Findings shows that business orientation have a weak significant relationship with profitability and business expansion, while business opportunity recognition have a strong significant relationship with profitability and business expansion of fashion designers.

Furthermore, Zhou and Gao (2019) study who found out that Entrepreneurial Resources (Operating Resources, Human Resources and Technical Resources, Financial Resources) have a significant impact on Entrepreneurial Performance (Survival Performance, Innovation Development Performance). In addition, Kanaan-Jebna, Alabdullah, Ahmed, Ayyasamy (2022) It shows that entrepreneurial education is the antecedent of competencies that can affect firm performance. More So, Welsh, Kaciak & Shamah (2018) the study finds a positive relationship between women entrepreneurs' human capital and firm performance.

5.0. CONCLUSION ND RECOMMENDATIONS

5.1. Conclusion

In conclusion, this study revealed that entrepreneurial resources such as finance, technical skills, effective entrepreneurial policy etc, enhance women entrepreneurs in Calabar Municipal Local Government area of Cross River state. Availability and effective utilisation of entrepreneurial resources by women entrepreneurs in Calabar Municipal Local Government area of Cross River state will contribute to business growth among women-owned firms. Adequate entrepreneurial resources are imperative for promoting and advancing women's entrepreneurial growth and development.

5.2. Recommendations

This study recommends that:

- i. Effective policy by government to support women entrepreneurs in Calabar Municipal Local Government area of Cross River state;
- ii. Access to low interest credit facilities for women entrepreneurs in Calabar Municipal Local Government area of Cross River state and
- iii. Training and Development of women entrepreneurs in Calabar Municipal Local Government area of Cross River state.

Conflict of Interest

The authors declare that no conflict of interest exist in this manuscript.

**REFERENCES**

- Adim, V.C, Sorbarikor. L, Wale-Oshinowo. B and Adubasim E.I. (2019). Entrepreneurial Orientation and Performance of Women Entrepreneurs in Rivers State: The Moderating Role of Government Policy Framework. *UNILAG Journal of Humanities (UJH)* Vol. 7, No 2, PP 133-159.
- Adim, C.Vand Poi. G (2019) Entrepreneurial Risk-Taking and Performance of Women Entrepreneurs in Rivers State, Nigeria. *International Academy Journal of Management, Marketing and Entrepreneurial Studies* Volume 8, Issue 3, PP 93-106.
- Akande, O.O., Raheem, A.J., Jimoh, C. & Olagbemi, J.O. (2021). Entrepreneurial behaviour attributes and small business performance. *KIU Interdisciplinary Journal of Humanities and Social Sciences*, 2(3), 57-71.
- AKPAN, E. E (2024). Effective Management of The Enterprises Resources by Entrepreneurs in Uyo Municipality: A Panacea for Success in the Business. *Universal Academic Journal Of Education, Science and Technology*, Vol 6 No 2, A, PP 28-42
- Amadi. F (2024). Entrepreneurial Competencies And Business Performance Of Manufacturing Firms In Rivers State.
- Beasley, C. (1999). *What is Feminism Anyway?* Singapore, South-wind Production Limited.
- Carter, N.M., Williams & Reynolds, P.D. (1997). Discontinuance among New Firms in Retail: the influence of initial resources strategy and gender. *Journal of Business Venturing*, 12(2), 125-145.
- Chinonye, O., & Chima, M. (2010). Women entrepreneurship development in Nigeria: The effect of environmental factors, *Petroleum-Gas University of Ploiesti BULLETIN*; Vol. LXII No. 4.
- Chowdhury, M. S., Ismail, H. C., & Shamsudin, F. M. (2012). An exploratory study of motivational factors on women entrepreneurship venturing in Malaysia, *Business and Economic Research*, ISSN 2162-4860, Vol. 2, No. 1.
- Fischer, E.M., Reuber, A.R. & Dyke, L.S (1993). A Theoretical Overview of the Extension of Research on Sex, Gender and Entrepreneurship. *Journal of Business Venturing*, 8(2), 151-168.
- Hair, J.F., Hault, G.T, Ringle, C.M & Sarstedt, M. (2017). *Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2nd Edition)*. Sage Publications.
- Kanaan-Jebna, J.M.A., Alabdullah, T.T.Y., Ahmed, E.R., Ayyasamy, R.K. (2022). Firm Performance and the Impact of Entrepreneurial Education and Entrepreneurial Competencies. *Business Ethics and Leadership*, 6(2), 68-77. [http://doi.org/10.21272/bel.6\(2\).68-77](http://doi.org/10.21272/bel.6(2).68-77).
- Kitole, F. A., & Genda, E. L. (2024, May). Empowering her drive: Unveiling the resilience and triumphs of women entrepreneurs in rural landscapes. In *Women's Studies International Forum*, 104, 102912. Pergamon.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Mabemba, T. (2024). The gendered struggle for scarce funding resources among women flea market owners in Chinhoyi, Zimbabwe.



- Nabi, G., Liñán, F., Fayolle, A., Krueger, N., & Walmsley, A. (2017). The Impact of Entrepreneurship Education in Higher Education: A Systematic Review and Research Agenda. *Academy of Management Learning & Education*, 16(2), 277-299
- Ogundana, O. M., Simba, A., Dana, L. P., & Liguori, E. (2021). Women entrepreneurship in developing economies: A gender-based growth model. *Journal of Small Business Management*, 59(sup1), S42-S72.
- Okafor, C. & Mordi, C. (2010). Women Entrepreneurship Development in Nigeria. The Effect of Environmental Factors Petroleum-Gas. *University of Ploiesti Bulletin*, 62, 43-52.
- Olarewaju, T., & Fernando, J. (2020). Gender inequality and female entrepreneurship in developing countries. In *Decent work and economic growth* (pp. 473-481). Cham: Springer International Publishing.
- Palanivelu V.R. & Manikandan D. (2015) Concept of entrepreneurship. *International Multidisciplinary Journal*. 3(3)2
- Rusu S., Isac F., Cureteanu R. & Csorba L. (2024) Entrepreneurship and entrepreneur: A review of literature concepts. *African Journal of Business Management*. 6(10) 5373.
- Sodipo, O. (2017). Women in entrepreneurship in emerging economies, *International Journal of Small Business and Entrepreneurship Research* Vol.5, No.2
- Usman, A. H. (2021) Impact Of Women Entrepreneurs And The Growth Of Small Scale Enterprises In Yobe State. *International Journal of Business & Law Research* 9(3):112-124
- Welsh, D.H.B., Kaciak, E., & Shamah, R. (2018). Determinants of women entrepreneurs' firm performance in a hostile environment. *Journal of Business Research*. Impact Factor 2.129 DOI 10.1016/j.jbusres.2017.12.015
- Zhou and Goa (2019). An Empirical Study on the Relationship between Entrepreneurial Resources and Entrepreneurial Competence. *Advances in Economics, Business and Management Research*, volume 80. 1st International Conference on Business, Economics, Management Science (BEMS 2019)