

**EFFECTS OF ENTREPRENEURSHIP INCUBATION ON SELF-SUSTAINABILITY
OF EBONYI STATE GRADUATES IN ABAKALIKI METROPOLIS, NIGERIA**

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Abstract

The paper examined the extent of relationship between entrepreneurship incubation and self – sustainability of Ebonyi State University graduates in Abakaliki metropolis in Nigeria. The specific objectives were to: determine the extent of relationship between technological capability and self-sustainability, ascertain the extent of relationship between marketing capability and self-sustainability and examine the relationship between management capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis. Correlation research design was employed, a structured questionnaire was administered to the sample of two hundred and ninety-six out of which, two hundred and seventy (270) copies of the questionnaire were filled and returned, hence used for the analyses. Pearson product moment correlation coefficient and t-test were used to analyze and test significances of the stated hypotheses in the study. The study found that the construct variables of entrepreneurship incubation - technological, marketing, and management capabilities - have significant and positive correlation with self-sustainability of Ebonyi State University graduates. The study recommended that the graduates should explore the opportunities of technological capabilities in all their business processes. The acquisition of technological capabilities would make them resilient and proactive to the changes in the business environment.

Keywords: Entrepreneurship incubation, Technological capability, Marketing capability, Managerial capability and Self-sustainability

1.0 Introduction

Issues relating to unemployment rate globally have attracted significant attention by scholars, corporate institutions, and governments on the need to incubate entrepreneurship mentality for self-sustainability (Salihu, 2016). This concern, however, appears to be sacrosanct in Nigeria considering the increasing rate of graduates unemployment. This had made the National University Commission (NUC) to inculcate entrepreneurship education in the tertiary institutions aimed at equipping graduates with entrepreneurial values, attitudes and mental capacity for creative thinking and innovative behaviour that can provoke their venture spirit to generate new ideas and ways of doing business (Idike, 2011). Salihu (2016) affirms that through entrepreneurship education, graduates are incubated with entrepreneurship mentality that spurs their willingness, doggedness and mental capacity that result in securing business opportunities for their self-reliance. Therefore, entrepreneurship incubation is primarily concerned with the development, nurturing and implantation of entrepreneurial skills, culture, and venture spirit that enable individuals to venture into businesses (Brooks, 2015). Nwangwu (2007) in his view, supported entrepreneurial incubation as he argued that graduates with adequate skills and training will be creative and innovative in identifying noble business opportunities.

Entrepreneurship incubation is a systematic process of nurturing individuals with the entrepreneurial capabilities that would inspire their venture spirit in exploiting business opportunities (Obaji, Chikaodi and Olugu, 2015). However, during the incubation periods, graduates are ingrained with technological, marketing and management capabilities which enable them operate their businesses in effective manner.

Technological capability is a term that encompasses the system of activities, physical systems, skills and knowledge bases, and values that create a special advantage for individual businesses. Basically, every business operator must be capable in operating, maintaining, adapting, and assimilating the transferred technology to survive the changing business environment (Ahmad, Lazim, Shamsuddin, Wahab and Noor, 2019). There are two main dimensions of technological capability which are activity-based and strategy-based. They are fundamental in driving businesses. Also, marketing capabilities is the ability for the business operator to design and run businesses effectively. The role of marketing capabilities as identified by (Nalcacia and Yagci, 2014) in achieving competitive advantage cannot be over-emphasized due to its potentiality in bridging the gap between the firm's product and the launch strategy. In the same vein, Management capability is the management approach that is concerned with the capability-management-based systems that encompass effective planning, co-coordinating, directing, and controlling both human and none-human resources in achieving the goal of the organization. From the foregoing, it suggests that management capability is at the center of any business. For instance, when a typical business is flourishing, people will say the management is doing well, but when it is not doing well, it will be attributed to bad management. That is why Levakova (2015) says that management capability is crucial in determining the success or failure of any business. Although, research studies have shown that these capabilities are indispensable to be incubated into the operational matrix of any business because they are action and strategy-driven (Nuah, 2015). Therefore, with technological, marketing and management capabilities, Ebonyi State University

graduates can exploit business opportunities and appropriate resources effectively in engendering self-sustainability.

However, self-sustainability, wealth creation, job opportunities and alike are the fulcrum of entrepreneurship incubation. Graduates armed with technological capabilities, marketing capabilities and management capabilities as construct dimensions of entrepreneurship incubation would create institutional arrangements within the whims and caprices of his/her capability in driving the business in the long-run. Driving such business in the long-run makes him/her self-reliant, independent and employer of labour as the business is sustained in the long-run. Self-sustainability in this context is measured with meeting up with physiological needs, safety needs and love and belonging needs. However, it would be difficult to ascertain the net effect(s) of technology capability, marketing capability and management capability as measuring variables of entrepreneurship incubation on self-sustainability of Ebonyi State graduates (2007-2018) without empirical evidence, hence this study.

Research studies according to Abiodun (2017) have shown that the problems of graduate unemployment had been traced to the problem of disequilibrium between labour market requirements and lack of essential employable skills as well as entrepreneurial capabilities that can make them employers of labour for self-sustainability. This problem of disequilibrium further sky rocketed the rate of graduate unemployment in Nigeria including Ebonyi State. It is this problem that made the federal government in 2006 come up with the policy of co-opting entrepreneurial studies as a compulsory course in the Nigerian tertiary institutions with effect from 2007/2008 academic section. In spite of the teaching of entrepreneurship courses in Nigerian Universities, entrepreneurship incubation is challenged as graduate unemployment rate increases from 9.5% to 23.1% from 2007 to 2018 (National Bureau of Statistics, 2018). Given the situation, technology capabilities among the graduates are questioned because most of them are roaming around the city of Abakaliki metropolis without any identified work or business and as such may have affected their self-sustainability as graduates. But the extent to which such had affected their sustainability level needs to be investigated.

Also, the idea behind the introduction of entrepreneurship studies in the tertiary institutions among other considerations is to arm graduates with entrepreneurial skills, culture, and marketing capabilities that can make them self-reliant in their businesses. The marketing capabilities have the potentials of knitting the market needs and your new business idea into economic viable products that meet customers' expectations. But, the existentiality of marketing capability among Ebonyi State University graduates is affected, as most graduates are still looking for white collar jobs, thereby making them still depend on their parents or guardians for survival.

In addition, the management capability which would have exposed the graduates to effective planning, co-coordinating, and controlling both human and none-human resources in their businesses are impaired, as graduates are bereft of management capabilities. The lack of management capabilities among Ebony State University graduates may be attributed to lackadaisical attitudes of students on entrepreneurship courses in the university, as a result, seldom conceive any business idea. This situation may impair their intention of starting-up businesses and may have affected their self-sustainability perception.

The general objective of the study is to examine the extent of relationship between entrepreneurship incubation and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis (2007-2018). Specifically, the objectives are to: determine the degree to which technological capability relates to self-sustainability of Ebonyi State University graduates in Abakaliki metropolis; ascertain the extent of relationship between marketing capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis; and, establish the extent of relationship between management capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis.

1.1 Statement of Hypotheses

HO₁: There is no significant relationship between technology capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis.

HO₂: There is no significant relationship between marketing capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis

HO₃: There is no significant relationship between management capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis

2.0 Entrepreneurship Incubation and Self-Sustainability

This section focuses on the review of related literature that borders on entrepreneurship incubation and its effect on self-sustainability among graduates.

2.1 The Concept of Entrepreneurship Incubation

Entrepreneurship incubation is a systematic process that provides a platform for the aspiring and innovative startup to their dreams. It supports individuals and organizations in their entrepreneurial pursuits through a range of learning and assimilations (Wangrow, Schepker, and Barker, 2015). Entrepreneurship incubation is also a system and an institutional arrangement to help individuals acquire entrepreneurial capabilities by developing their mental capacity to venture into business. Entrepreneurship incubation, according to Berlin (2012), is a unique institutional arrangement that is primarily concerned with developing entrepreneurial culture to the people.

To Brain (2011), the whole concept of entrepreneurship incubation is attitudinal in that incubation fosters the people's attitude of encouraging and supporting emerging firms to be successful with its success dependent on three fundamental factors: an entrepreneurial and learning environment, ready access to monitors and investors, and visibility in the marketplace. Entrepreneurship incubation supports the start-up of new business ventures by providing them with the desired capabilities and a development environment in which they can flourish. It is usually the 'physical' manifestation of this process and generally involves the provision of a 'with-walls' facility through which concentrated business incubation support processes can be delivered. Businesses can thus gain from close proximity to like-minded enterprises, mutual development and a shared learning environment. Below are the benefits of entrepreneurship incubation as identified by Ken (2015). These benefits among others include: it enables the graduates to acquire basic entrepreneurial skills that make them self-reliant in their businesses, they serve as a catalyst for economic change development, the skills acquired help entrepreneurs overcome the isolation and stress of starting a business, and

provide access to an array of expertise, mentors, investors and specialist advisors. Entrepreneurship incubation is measured with technological, marketing and management capabilities.

2.1.1 Technological Capabilities

Technological capability refers to the capability which provides an individual with technological strength and gives opportunity to create competitive advantage in the businesses (Caleb, 2014). As we noted above, the use and assimilation of new technologies presuppose the existence of a minimum of technological capabilities in developing countries to choose, acquire, generate, and apply technologies that are suited to their development objectives. Such capabilities would determine the rates and patterns of development and industrialization. Though the concept is somewhat elusive, it is clear that capabilities cannot be acquired overnight and that they will vary over time and space (Berlin, 2011).

Technological capabilities can also vary between sectors. In the industrial sector, the elements of technology capability - production engineering, manufacture of capital goods, and research and development, etc. - are different from those essential for the services sector, for example. Technological capabilities may exist in both large and small industrial sectors. In general, technology capabilities in developing countries, whether considered in macro terms or in terms of elements, would depend on such factors as: adequate number and quality of human resources with practical experience, skills, and aptitude; useful technological information on sources and conditions of technology transfer; institutions for education and training, for research and development, and for engineering design and consultancy; favourable natural environment and factor endowments, attitudes and customs, etc (Caleb, 2014). Three fundamental components of technological capability are identified: individuals embodying skills, training, and experience and inclination; institutions within which individuals are assembled; and a "common purpose" defined in terms of objectives and motivations. The last may or may not relate to national development objectives. Since capabilities vary at different levels of aggregation - micro, sectoral, and macro - it is possible that capabilities and common purpose of a few individuals do not fully correspond to national development objectives and may even be in conflict with them. However, this study sees technological capability defined as 'a body of knowledge, skills, routines and abilities that lead to technological change (innovation) in order to achieve competitive advantage in the market.

2.1.2 Marketing Capabilities

Marketing capability is the ability to design and run processes effectively to a programme that drives profitable growth. Effective strategic planning requires that organizations improve their understanding of the strengths shaping the situation and the mechanisms by which such an understanding occurs and, subsequently, form marketing strategy (Neill 2016). The idea of leveraging a marketing strategy across multiple markets seems to be nothing but beneficial. It saves effort and resources and ensures a high degree of consistency between all in-market branding and activities. However, in order to achieve this individuals or firms should possess certain marketing capabilities.

Marketing capabilities also include the firm's skills and competences relating to gathering market information, sharing and its dissemination throughout the organization; successfully launching new products and customer relationship and supplier relationship development toward achieving firm success. To achieve this success, firms act on the basis of their market knowledge, and this market knowledge diffusion is significantly correlated with the firm's ability to exploit new market opportunities in particular and innovation performance more generally (Marinova, 2004). Thus, innovation performance symbolizes the success of the firm's efforts in developing its marketing capability. In addition, the success of marketing capability on global market performance indicates the capability of value capture and the stronger the capability of capturing value from innovation perspective. Therefore, firms are more strongly encouraged to invest in innovation in the first place to achieve success. As noted in prior research, firms consider the trade-off between value creation and value appropriation during their development in finding a share in international market (Mizik Jacobson, 2003). According to Tsai and Eisingerich (2010) marketing capability is an integral component of emerging market firms' success in their efforts to enter global markets. Improved marketing capability by the use of customer and relevant business intelligence, enhanced customer or market research and analysis, and improved marketing and delivery process leads to innovation performance of firms in global market (Salihu, 2016; Tsai & Eisingerich, 2010). Russ (2015) adds that a strong marketing capability can enable firms to employ limited resources more effectively, and can also enhance customer cooperation. A firm that is market oriented aligns its processes, capabilities performance metrics, as well as customer-related activities with the objective of engaging customers and building stronger relationships with its customers to attain some sort of success in global market (Park, 2013).

In line with the concept of marketing capability, a firm's processes should be constantly aligned with the needs of customers that may and in fact are likely to change overtime (Park, 2013). Marketing capability is regarded as a tool to gather customer and marketing information as a source of further learning and development which is the recipe of continued success. A company that invests heavily in Research and Development (R&D) capability to full, exploit the benefits of internationalization for the prospects of marketing capability internationalization which grows in innovation performance. Strong marketing capability of the firm is helpful with critical information and intelligence on customers, their decision making, motivations, attitudes and behaviours (Shah, 2006). To possess strong capability of information and intelligence on customers that leads to value capturing is encouraged, and firms should invest in value creation that will result in innovation.

Marketing capability can help firms sense and respond to market changes such as competitors' moves, technological evolution and revolution, enable firm organizations to leverage the capabilities and resources of partners for value creation, facilitate firms to foretell and anticipate customer explicit and latent needs. These, in turn, can help firm organizations to develop both radical new products or employ existing products with new features and attributes to satisfy both the needs of current customers and new customers to ensure the stability, survivability, and avoidance of shocks from new waves of competition based on new technologies and new value propositions (Alharbi, 2015). In addition, marketing capability is operated under proper organizational architecture. Organizational structural factors should have effects on performance outcomes. The outside-in view suggests that the ability of the

firm to best manage resources and capabilities according to external market and environment requests will show the highest levels of performance.

2.1.3 Positive Consequences of Marketing Capabilities

Marketing capabilities such as market sensing, partner linking, customer capabilities, functional capabilities, networking capabilities have been linked to various positive organizational outcomes (Mitrega, 2015). Such capabilities can either be used to form a marketing strategy that would lead to superior performance or may be of tactical or operational use, thus contributing to the value chain. In order to support our thesis that marketing capabilities indeed lead to market success we perform a review of key literature. Research findings according to Natt (2015) have revealed that marketing capability is the fundamental determinant for superior financial performance and also that market-driven firms are likely to have much better business performance than a firm focusing entirely on operational capabilities (Natt, 2015). The relationship between the marketing competencies of SMEs and their entrepreneurial vision and international marketing-oriented awareness has been established

Analysis of the effect of marketing, innovation, and learning capabilities on overall performance was undertaken by Sok, (2013). Findings suggested that marketing, innovation, and learning capabilities are undoubtedly related to business performance and that these capabilities associate with one another to create great synergy in obtaining business performance (Sok, 2013).

2.1.4 Management Capability

Management capability explicates individual's capability in overseeing the day-to-day running of his/her business especially in the area of planning, directing, controlling and coordinating the activities of the organization (Natt, 2015). Management capability is essentially paramount in controlling both human and non-human resources in achieving the overall goal of the organization. Planning as aspect of management capability is concerned with the process of peeping through the future and set out modalities in terms of resources appropriation in meeting the stated goal. In planning, it enables the management to forestall any form of wastages. This is achieved through constant and consistent directing, controlling and coordinating both human and non-human resources toward the attainment of organizational goal.

2.1.5 Self-Sustainability

Self-sustainability is a state of being in which a person or organization needs little or no help from, or interaction with, others. Self-sufficiency entails the self being enough (to fulfill needs), and a self-sustaining entity can maintain self-sufficiency indefinitely (Berlin, 2011). These states represent types of personal or collective autonomy. Self-sustainability is referred to a situation in which individual entrepreneurs are independent of their own with little or no disturbance to anyone. In other words, it suggests being independent of oneself. Abiodun (2017) showed that entrepreneurship incubation has direct impact on self-sustainability of individuals. For instance, a graduate that acquired entrepreneurial skills, capabilities and innovative thinking that venture into business has the potentiality of being

self-sustained. Sustaining such businesses in long-run will create wealth, job opportunities, and being self-reliant in meeting his/her physiological needs, security needs, and love and esteem needs.

2.2 Theoretical Framework

The underpinning theory of this study is anchored on Resource-Based Theory propounded by Penrose (1959). This theory opines that the possession of resources is valuable, rare and difficult to imitate or substituted. The resource based view (RBV) analyses this aspects, taking into account internal strengths and weaknesses of a given firm. A firm's resource perspective generates the core competencies and competitive advantage for specific business activity. RBV defines resources as tangible and intangible assets within the firm. Resource based view is based on the concept of productive resources.

In view of RBV theory of the firm, individual capabilities are taken as a strategic decision which can be used to fill gaps in the firm's resource and capabilities. Normally, firms establish their specific resources which they keep on reviewing in order to respond to shifts in the changing business environment. Hence, firms must come up with dynamic capabilities which are adaptable to the environmental changes. Capability is the key role of strategic management to ably adapt, integrate and reconfigure internal and external organizational skills, resources and functional capabilities to match the requirements of a changing environment. Combined capability, skills and right resources are necessary ingredients used by businesses to achieve and sustain competitive advantage in the market.

RBV theory puts more emphasis on the firm's internal resource rather than external opportunities and threats created by industry conditions. The theory maintains that in order to generate sustainable competitive advantage a resource must provide economic value and must be presently scarce, difficult to imitate, non-substitutable and not readily obtainable from markets. The theory also relies on two key points: first that resource are determinants of firm performance and second that resources must be rare, valuable, difficult to imitate and non-substitutable by other rare resources. When the latter occurs a competitive advantage has been created. Those resources according to the theory demystifies firms capabilities in terms of technological, marketing and management capabilities to be able to appropriate resources effectively in meeting demands of the changing environment. Individual businesses drive due to the fact that they possess such capabilities, and as such, play pertinent role in the management maxim of the business.

The following are the assumptions of the theory: that every firm uses her resources to secure competitive advantage and that resources are sacrosanct in driving high performing organizations. However, the theory relates to the present study because the resources, capabilities and skills firms possess distinguish them from their competitors.

3.0 Methodology

Correlation research design was used in the study, while cross sectional data was generated using structured questionnaire. This design, however, attempted to establish the extent of relationship between the construct variables of entrepreneurship incubation of technological capabilities, marketing capabilities and management capabilities on self-sustainability of Ebonyi State University graduates. The study covered Ebonyi State University graduates of

2007 to 2018 that are living in Abakaliki metropolis. Geographically, Abakaliki is Ebonyi State capital. The population of the study comprised of all the graduates of Ebonyi State University and the population is unknown. Since the population of the graduates are not known, pilot survey was conducted. A total of fifty (50) graduates were sampled to determine how they have been fairing with their businesses; 37(74%) respondents were in affirmation to that while 13(26%) responded negatively. Arising therefrom, the sample size was determined with Topmans index (Kothari, 2016). Below is the formula:

$$\text{Therefore, } n = \frac{(z)^2 p.q}{e}$$

where n* is the sample size, P is probability of success (0.74), q is probability of failure (0.26), z is the standard normal variable (1.96), E is the error margin (0.05)

$$n = \frac{1.96^2(0.74)(0.26)}{0.0025}$$

$$=296$$

Therefore, the sample size is two hundred and ninety six.

The data collected were analyzed using product moment correlation coefficient and SPSS version 0.20 was used to determine the extent of their relationship among studied variables and t-test was used to validate significant of the stated hypotheses.

4.0 Results

4.3 Test of Hypotheses

The test of hypothesis was conducted using the sums of responses in tables 3,4,5 and 6 questionnaire items 1-5 for technological capabilities (X₁), questionnaire items 6-10 for marketing capabilities (X₂), questionnaire items 11-15 for management capabilities (X₃) and questionnaire items 16-20 for self-sustainability (Y). Below is the paired samples correlation values for the variables under listed above.

Table 1: Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	Technological Capability & Self-Sustainabilty	270	.534	.000
Pair 2	Marketing Capability & Self-Sustainabilty	270	.510	.000
Pair 3	Management Capability & Self-Sustainabilty	270	.407	.000

Research work (2020)

Table 1 above showed the correlation result between technological capability and self-sustainability (r= 0.544, P-value: 0.000). The result shows that technological capability has a positive and significant relationship with self-sustainability of Ebonyi State University

graduates in Abakaliki, metropolis. Also the above table shows the correlation result between marketing capability and self-sustainability ($r= 0.510$, P-value: 0.000). The result showed that marketing capability has a significant, positive and moderate relationship with self-sustainability of Ebonyi State University graduates in Abakaliki, metropolis. Again the same table 1 above shows the correlation result between management capability and self-sustainability ($r= 0.407$, P-value: 0.000). The result showed that management capability has a significant and positive relationship with self-sustainability of Ebonyi State University graduates in Abakaliki, metropolis.

Restating the statement of hypotheses

HO₁: There is no significant relationship between technology capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis.

HO₂: There is no significant relationship between marketing capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis

HO₃: There is no significant relationship between management capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis

Table 2: Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Technological Capability - Self-Sustainability	-1.23333	.52556	.03198	-1.29630	-1.17036	-38.561	269	.000
Pair 2 Marketing Capability - Self-Sustainability	-1.23704	.73376	.04466	-1.32495	-1.14912	-27.702	269	.000
Pair 3 Management Capability - Self-Sustainability	-1.38148	.57748	.03514	-1.45067	-1.31229	-39.309	269	.000

Source: Research work (2020)

From table 2, the observed mean difference is -1.23333. Since the value of t is -38.561 at $P<.000$, the mean difference (-1.23333) between technological capability and Self-Sustainability is statistically significant. According to the significance of 0.000 (which is less than 0.05), the hypothesis is rejected. Thus, it can be inferred that there is no significant relationship between technology capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis.

From table 2, the observed mean difference is -1.24390. Since the value of t is -14.815 at $P<.000$, the mean difference (-1.24390) between marketing capability and self-sustainability is statistically significant. According to the significance of 0.000 (which is less

than 0.05), the hypothesis is rejected. Therefore, it can be inferred that there is no significant relationship between marketing capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis

From table 2, the observed mean difference is -1.24390. Since the value of t is -14.815 at $P < 0.000$, the mean difference (-1.24390) between management capability and self-sustainability is statistically significant. According to the significance of 0.000 (which is less than 0.05), the hypothesis is rejected. Hence, it can be inferred that there is no significant relationship between management capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis

5.1 Summary of Findings

From the data collected and analyzed, the study among other things observed that entrepreneurship incubation is an indispensable phenomenon that must be graciously embraced by the teaming graduates in the country in addressing the problems of unprecedented increase of graduate unemployment in Nigeria. Specifically, the summaries of findings are as follows:

- a. The study revealed that there is a significant and positive correlation between technological capability and self-sustainability of Ebonyi State University graduates in Abakaliki, metropolis ($r = 0.534$, $P < 0.000$, $no = 270$).
- b. It was found that there is a significant and positive relationship between marketing capability and self-sustainability of Ebonyi State University graduates in Abakaliki, metropolis ($r = 0.510$, $P < 0.000$, $no = 270$).
- c. The study also revealed that there is a significant and positive relationship between management capability and self-sustainability of Ebonyi State University graduates in Abakaliki, metropolis ($r = 0.407$, $P < 0.000$, $no = 270$).

5.2 Conclusion

From the findings, it is logically reasonable to conclude that entrepreneurship incubation has a positive and significant effect on self-sustainability of Ebonyi State University graduates in Abakaliki metropolis. The implications of the findings point to the fact that as students of tertiary institutions continue to imbibe the spirit of entrepreneurship, it will reinforce their venture spirit of innovative thinking and behaviour in exploring business opportunities, which will make them self-reliant. Therefore, the panacea to the increasing rate of graduate unemployment among other considerations is entrepreneurship incubation.

5.3 Recommendations

The findings of the study showed a positive and significant relationship between technological capability and self-sustainability of Ebonyi State University graduates in Abakaliki metropolis and therefore recommended that the graduates should explore the opportunities of technological capabilities in all their business processes. The acquisition of technological capabilities would make them resilient and proactive to the changes in the business environment.

The study also found that marketing capability has a positive and significant relationship with self-sustainability of Ebonyi State University graduates in Abakaliki

metropolis and recommended that those graduates who have not yet imbibed marketing capability should do so, because it will help them to align their business innovative behaviour with the markets.

The study also found that management capability has a significant and positive relationship with self-sustainability among Ebonyi State graduates and recommended that they should arm themselves with management capability to be able to plan effectively in meeting their day-to-day operations. This is important because if you fail to plan, you plan to fail.

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ULO, U. F., NWEKPA, C. K., NDIEZE, N. J., CHUKWUMA, N. N. & OKPARA, A.: Effects of Entrepreneurship Incubation on Self-Sustainability of Ebonyi State Graduates in Abakaliki Metropolis, Nigeria

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