



Cultural Influence on Entrepreneurial Activities in Nigeria (A Study of Ogoni Land of Rivers State)

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ABSTRACT

This work examined the influence of culture on entrepreneurial activities in Ogoni land in Rivers State. The study reviewed relevant conceptual, theoretical and empirical literatures. This study is anchored on family orientation theory and displacement theory. The study adopted survey research design. Cultural values such power distance, individualism, masculinity and uncertainty avoidance were employed as the explanatory variables while entrepreneurial activities were employed as dependent variable. The study adopted survey research design. The population of the study comprise of all the entrepreneurs in Ogoni land. Sample size of four hundred respondents was selected for the study using Taro Yamane formular. Questionnaire was employed as the main instrument of data collection. The data generated were analyzed using frequency, percentage analysis, descriptive statistics, correlation analysis and multiple regression analysis. The study found that individualism, masculinity and uncertainty avoidance recorded a positive and significant influence on entrepreneurial activities in Ogoni Land. Power distance has a negative and significant influence on entrepreneurial activities in Ogoni Land. Base on the foregoing, the study concludes that culture has a significant influence on entrepreneurial activities in Ogoni Land. The study recommends that since the cultural values examined were found have significant influence on entrepreneurial activities in Ogoni land, entrepreneurs operating in Ogoni land should take note of this in managing their entrepreneurial ventures as any negligence might cost them their expected business outcomes.

Keywords: Culture, Entrepreneurship, individualism, power distance, masculinity and uncertainty avoidance

INTRODUCTION

Entrepreneurship is a major driver of economic growth and economic development. Entrepreneurship development is now being considered a strategic option that can help to minimize some of the deep-rooted socio-economic challenges facing developing particularly Nigeria. Poverty, falling standards of living, unemployment and poor disposable income have become common symptoms of an existing global economic blight. Thus, there is a growing but gradual shift away from planned economies and the hegemony wielded by large multinational companies towards an entrepreneurial economy where small to medium firms are expected to play bigger economic roles. In advanced industrialized nations, increased entrepreneurial activity serves to reposition dying industries; provides new jobs to compensate for employment problems created by corporate restructuring and downsizing; and to generally enhance economic flexibility and growth (Mueller & Thomas, 2000). It is also a catalyst for technological progress. In less developed countries, on the other hand, entrepreneurship functions in the following areas: stimulation of economic growth; replacement of crumbling state-owned enterprises, some of which are legacies of colonial rule; a means of employment generation; and an avenue for empowering the disadvantaged portion of the population.

The causal factors for the emergence of entrepreneurs have been at the front burner of entrepreneurial thoughts and theories, over the years, since the concept of entrepreneurship became popular as a means of wealth creation and economic growth and development. There have been many theories on entrepreneurial emergence and the disparities among societies. Apparently, in all of the theories, the environment and culture have been implicated as playing a great role in the emergence of entrepreneurs and entrepreneurship development in general. Simply, the entrepreneurial phenomenon has been linked to environmental and cultural influence and impact (Akpór-Robaro, 2012). The

disparities among nations in developing entrepreneurial societies have also been attributed to environmental differences between societies both in time and space.

Apparently, the Nigerian environment has been widely and greatly discussed with regards to entrepreneurship. The common view is that entrepreneurship situation in Nigeria is a function of the environment. Specifically, it is argued that the Nigerian environment has great influence and impact on the emergence of entrepreneurs and their behaviour. This view, however, has relied greatly on conjecture, with no verifiable evidence to support it. Also, the concept of environment has been narrowed in most cases to infrastructures of physical and economic/financial nature which are based on political and national economic decisions by government. It is very common that the influence and impact of environment on entrepreneurship is linked to physical and economic structures and conditions only, without considering the role of socio-cultural forces. Essentially, the concept of environment is much more than economic, political and physical conditions of a nation. It includes the social and cultural characteristics of the people (Akpor-Robaro, 2012).

Studies of the influence of culture in entrepreneurship literature have their origins in the writings of seminal authors. For instance, Tocqueville (1961) explains the degree of entrepreneurial activity of a given society by analyzing institutional and socio-cultural factors. Some even argue that culture has not a significant impact on entrepreneurship (Tan, 2002). Furthermore, the question of cultural impacts on new venture creation processes have not been answered convincingly. Rauf and Mitra (2013) view that business growth depends mainly on entrepreneurial perception of business and these perceptions are shaped by social beliefs, values, cultural restrictions and religious values. In Northern Nigeria the Hausa / Fulani Ethnic groups who are the majority Ethnic groups in Nigeria, constitute 33% of Nigeria's estimated 150 million populations, Hausa / Fulani women entrepreneurs can only be found in the informal sector of the economy this is due mainly to cultural and religious practices. Shinnar, Giacomini and Janssen (2012) observe that empirical evidence indicates that in spite of growth in women entrepreneurship, the male entrepreneurs are still almost twice the women entrepreneur due mainly to cultural perceptions and practices.

Most of the literature on entrepreneurship has focused on individual characteristics of entrepreneurs and has identified strong determinants such as age, gender, education, and economic endowments (Djankov, Miguel, Quian, Roland & Zhuravskaya, 2005; Djankov, Quian, Roland, and Zhuravskaya, 2007). The analysis of the separate influences of culture is additionally complicated. For instance, Candice, Ingrid, Ineke and Casandra (2001) concluded that in addition to government intervention, the French culture appears to have an important negative impact on entrepreneurship, though both are intertwined. Idemobi (2014) found results show that Nnewi culture has a strong and positive impact on the entrepreneurial and managerial performance of Nnewi people. Abaho, Issa, and Akisimire (2013) results also revealed a strong relationship between culture and entrepreneurial values. Licht and Siegel (2005) found that the level and modes of entrepreneurial activity are affected by the surrounding culture. Also, Mueller and Thomas (2000) in a study using Hofstede dimensions of culture to predict entrepreneurial values established that some cultures are more conducive for entrepreneurship than others. The findings of Zhao, Rauch and Frese (2011) compounded the problem. They found out that culture as a whole is significantly related to early-stage entrepreneurial activities, but not to established entrepreneurial activities. From these finding, it is obvious that the influence of culture on entrepreneurship activities is not yet resolved, hence the need for this research work.

Also limited literature exists on cultural explanations as determinants of entrepreneurship activities in Nigeria. This study explores into these social variables to examine the influence they exert on entrepreneurship, to see whether they stimulate or stifle the growth of entrepreneurship in the country. It is to be noted that this work is not foreclosing the input of other factors in the study of entrepreneurship; it has however limited its focus to the above social variables. Also, the following cultural factors have been identified as impacting on the lives of individuals in a society: the family system (Adejumo, 2001), cultural trade and occupation, individualism, power distance, masculinity, uncertainty avoidance, long-term orientation and gender issues. This study based its analysis on the Hofstede (2001) five values that differ considerably between cultures. These values are: power distance, collectivism individualism, masculinity, uncertainty, avoidance and long-term/ short-term orientation. That is Hofstede dimensions of culture will be used to determine whether the culture of Ogoni people are conducive for entrepreneurship activities. That is Hofstede dimensions of culture

will be used to determine whether the culture of Ogoni people are conducive for entrepreneurship activities. This study explores into these social variables to examine the influence they exert on entrepreneurship, to see whether they stimulate or stifle the growth of entrepreneurship in the country. It is to be noted that this work is not foreclosing the input of other factors in the study of entrepreneurship; it has however limited its focus to the above social variables. It is against this background that this thesis examines the cultural influence on entrepreneurial activities in Nigeria with reference to Ogoni land in Rivers State.

LITERATURE REVIEW

The definition of entrepreneurship has been debated among scholars, researchers, practitioners, and even policy makers since the concept was first established in the early 1970s. Gedeon (2010) observes that entrepreneurship has been described in term of dynamic change, new combinations, exploiting opportunities, innovation, price arbitrage, risk, uncertainty, ownership, new-venture formation, non-control of resources, asymmetries of information, superior decision-making, monopoly formation or something else. He then concludes that while this point of views had previously been thought of as contradictory, these actually are complimentary definitions describing different sub-domains of entrepreneurship such as business, social, academic, family business etc. entrepreneurship. The study of Filion (2011) proposes that any comprehensive definition of entrepreneurship should encompass six main components: innovation, opportunity recognition, risk management, action, use of resources and added value. Filion (2011) defines entrepreneur as an intuitive, resourceful, tenacious actor who is able to recognize and develop risky opportunities with potential for innovation, and who adds value to what already exists by setting up activities that involve a scarce use of resources.

Penrose (2009) posit that entrepreneurship, particularly technical entrepreneurial activity, involves identifying opportunities within the economic system, filling market deficiencies through input-completing activities including the process of identifying, developing and bringing a vision to life. This vision may be an innovative idea, an opportunity or a better way of doing something. The end result of this process is the creation of a new venture, the expansion of an existing one carried out under conditions of risks and considerable uncertainty (Minniti & Levesque, 2008). Therefore, in recognition of the considerable risks and uncertainty associated with entrepreneurship, Afonja (2009) made a clear distinction between technical entrepreneurship and commercial entrepreneurship. The former involves product manufacture or the provision of technical services while the latter involves trading buying and selling or provision of non-technical services. The prerequisites for success and risk factors involved differ significantly for the two types of entrepreneurship.

Akpor-Robaro (2004) defined entrepreneurship as the capacity or ability to see opportunities and from there, originate a new business idea and organize resources to implement it (innovative/creative entrepreneurship); or to organize resources in a new way to implement an existing business idea (imitative entrepreneurship). It involves creating a new product or presenting an existing product in a new way with value added. Ogundele (2000) relates entrepreneurship to the process of emergence of individuals as business owners and their behaviour with regards to business management. All of the definitions above suggest that the pivotal and critical elements in entrepreneurship are creativity, risk taking and new business formation.

Several authors have attempted to come up with various definitions of culture based on their experiences, environments as well as their own perceptions. Abimbola, Adekeye, Ajayi and Idowu (2011) see culture as “consisting of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other, as conditioning elements of future action]. Shinnar, Giacomini, and Janssen (2012) defines culture as “a collective programming of the mind which distinguishes the members of one group or category of people, they assert that cultures exhibit an unequal distribution of power, strong hierarchies, control mechanisms and an emphasis to and obeying those in position of power. Bucurean (2011) defined culture as a common set of beliefs and values shared by a social group in form of symbols, norms, laws, values, rituals, myths and behaviors that can influence peoples’ thinking and actions.

Hofstede's (2001) renowned five-dimensional measure of cultural values is the overwhelmingly dominant metric of culture. His measure has been used as a contextual variable, but it is often required to directly measure cultural values. Hofstede (2001) five values differ considerably between cultures. These values are: power distance, collectivism individualism, masculinity, uncertainty, avoidance and long-term/ short-term orientation. These values are: power distance, collectivism individualism, masculinity, uncertainty, avoidance and long-term/ short-term orientation. Power distance is the degree to which people expect and accept that power and status are distributed unequally among members. Business organization in countries where high power distance is prevalent tend to be more hierarchic and favor highly centralized decision-making and less participative decision-making, whereas in low power distance culture opposite is said to be true (Hofstede, 2001).

Individualism measures the extent to which individuals derive identity from self versus the collectivist (Hofstede, 2001). In individualistic cultures, a great emphasis is generally placed on high autonomy, individual achievements and freedom to make decisions. In collectivist cultures, strong ties between members of a group exist. Of these characteristics the concepts of freedom, autonomy and independence probably have the strongest impact on innovation (Jones and David, 2000). This index explores the "degree to which people in a society are integrated into groups." Individualistic societies have loose ties that often only relate an individual to his/her immediate family. They emphasize the "I" versus the "we." Its counterpart, collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and support each other when a conflict arises with another in-group (Hofstede, 2001).

Uncertainty avoidance is the degree to which a society as a whole accepts uncertainty in daily life (Hofstede, 2001). Countries which score high in uncertainty avoidance try to control uncertainty through technology, rules and religion. Cultures, which is score low on the dimension show higher tolerance of ambiguity. People are more willing to take risk and are generally more open to pursue new ways than individuals in high uncertain avoidance. Thus, high uncertainty avoidance hinders the organization capacity to innovate, while the precision and rigor that goes along with high degrees of uncertainty avoidance will be beneficial.

Empirically, Abdullahi and Zainol (2016) examined the impact of socio-cultural business environment on entrepreneurial intention. The study revealed that the Socio-cultural Business Environment is a very vital factor in Entrepreneurship and Entrepreneurial Intention, especially with regards to breeding new entrepreneurs. Education, Religion and Family background were also found to be instrumental elements in studying the Socio-cultural Business Environment, hence, the reason for positive and significant impact on Entrepreneurial Intention.

Mukhtar (2015) examined the effect of culture on the development of entrepreneurs among the Hausa ethnic group in northern Nigeria. Data was collected through interviews of 80 respondents who are established entrepreneurs in Kano metropolis from the Hausa ethnic group as well as those that work as their aids. The study finds that the Hausas have a system where one serves his "master" for as long as he lives without any plan put in place to make the "servant" independent. The paper finds that this is in sharp contrast with the Igbo ethnic group who have a system of apprenticeship which requires that one serves his "master" for a defined period of time. It is expected that the apprentice would learn all the skills required within this period. After this period, the apprentice is graduated and empowered by his "master" to become independent.

Madichie, Nkamnebe and Idemobi (2008) examined the cultural determinants of entrepreneurial emergence in a typical sub-Sahara African context. The study found that culture had a strong and positive impact on the entrepreneurial and managerial performance of the Nnewi people. The critical aspects of the Nnewi cultural traits that propel entrepreneurial zeal and managerial performance include prudence, individualism, innovativeness, trust, intimacy and openness in the workplace, submissive apprenticeship as well as perseverance.

Kreiser, Marino and Weaver (2016) examined the impact of national culture on risk-taking and proactiveness in SMEs. This study utilized data from 1,070 firms in six countries to assess the impact of national culture on two key dimensions of entrepreneurial orientation (EO): risk-taking and proactiveness. The sample used in this study was collected from firms in Australia, Sweden, Costa Rica, Norway, Indonesia and the Netherlands. Multivariate GLM and correlation analysis was employed in analyzing the data. Uncertainty avoidance and power distance (p-value: .011) were found

to have a significant negative relationship with risk-taking levels within SMEs. Individualism and masculinity were not found to be significant predictors of risk taking. Also, uncertainty avoidance, individualism and power distance exhibited a significant negative relationship with proactiveness, while masculinity displayed a significant positive relationship. The study concludes that national culture has an important and identifiable impact on the willingness of entrepreneurial organizations to engage in risk-taking and proactive firm behaviors.

Idemobi, (2014) examined the cultural influences on entrepreneurial and managerial activities using selected manufacturing enterprises in Nnewi. The sample consisted of 30 owner-chief executives and two hundred and thirty six top management staff of the flourishing manufacturing firms in Nnewi. The results show that Nnewi culture has a strong and positive impact on the entrepreneurial and managerial performance of Nnewi people and that the critical aspects of Nnewi cultural trait that propel entrepreneurial zeal and managerial performance include prudence, individualism, innovativeness, trust, intimacy and openness in the workplace, submissive apprenticeship as well as perseverance.

Akpor-Robaro (2012) carried out a theoretical analysis of the Impact of Socio-cultural Environment on Entrepreneurial Emergence in Nigerian Society. The paper is based on theoretical survey of the socio-cultural characteristics of Nigerian society and its major sub-societies; and their roles in the emergence of entrepreneurs. The analysis of the relationship of socio-cultural environment and its influence on entrepreneurial emergence is built on a blend of scattered observations and some qualified reasoning about the distribution of business ownership amongst Nigerian ethnic groups, and gender. Primarily, the study reveals that socio-cultural environment significantly impact, both negatively and positively, on entrepreneurial emergence in society. It is revealed that beyond the negative or adverse economic circumstance of individuals, the value system of a people is a great determinant of the desire and capacity of people becoming entrepreneurs.

Abimbola, Adekeye, Ajayi and Idowu (2011) examined some socio-cultural issues in entrepreneurship development among some groups in Nigeria. This study was undertaken among the three major ethnic groups in the country - the Hausa, Igbo and Yoruba - from whom primary data were collected. Participants were drawn from ethnic-based associations in Lagos. It was found that despite spirited efforts by Nigerian government to encourage entrepreneurship, little has been achieved. The extended family system and gender were implicated in the state of entrepreneurial activities among the study population.

METHODOLOGY

The study also employed the survey research method alongside the two prominent designed to collect data and enable the researcher study into detail all the variables involved especially among entrepreneurs in Ogoni Land. Primary data were sourced from the respondents. The study population for this research comprised of the residents of Ogoni Land that are engage in family and the agro allied industries. The population of the study comprises of 832,000 Ogoni people (2006 National Census). Taro Yamani formula was employed in deriving a sample size of 400. Thereafter, simple random sampling technique was use in selected the entrepreneurs for the study from the six major kingdom in Ogoni land namely Babbe, Eleme, Gokana, Ken-Khana, Nyo-Khana, and Tai. Questionnaire was employed as the instrument of data collection.

The need to enhance easy comprehension and analysis prompted the use of the frequency distribution table to present the data gathered. Moreover, the data collected was analyzed based on simple percentages. Thus, the appropriate data that matched the research questions accurately were represented in the frequency table. Thereafter, descriptive statistics were used to examine the individual characteristics of the variables used in the study. Thereafter, correlation analysis was used to examine the extent of relationship between the variables used in the study and existence or otherwise of multicollinearity in the research model. Furthermore, multiple regression analysis was applied to test the hypotheses formulated in this study. Statistical package for social science (SPSS) was be employed to carry out the analysis.

DATA PRESENTATION AND ANALYSIS

In this section, the data generated from the entrepreneurs in Ogoni Land were presented, analyzed and interpreted.

Descriptive Statistics

The descriptive statistics shows the minimum value, maximum value, mean and standard deviation of the variables used in the study. The result is presented in table 1 below:

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Power Distance	371	9	30	21.20	4.301
Individualism	371	11	30	20.22	4.086
Masculinity	371	10	30	20.14	4.275
Uncertainty Avoidance	371	8	29	19.26	4.002
Entrepreneurial Activities	371	11	30	22.54	3.208
Valid N (listwise)	371				

Source: SPSS Version 21.0

This table present the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. Power distance has a mean value of 21.20 with a standard deviation of 4.301. Individualism recorded a mean value of 20.22 and a standard deviation of 4.086. Masculinity recorded a mean value of 20.14 with a standard deviation of 4.275. Also, uncertainty avoidance has a mean value of 19.26 with a standard deviation of 4.002 while entrepreneurial activities recorded a mean value of 22.54 with a standard deviation of 3.208. Low values of standard deviation for each of the variables indicate a consensus on statements associated with each of the variables.

Correlation Analysis

Pearson correlation was employed to measure the strength of relationship between variables especially between the dependent and independent variables. And to measures the existence or otherwise of multicollinearity in the research model. The result of the analysis is presented in table 2 below.

Table 2. Correlation Matrix

		Entrepreneurial Activities	Power Distance	Individualism	Masculinity	Uncertainty Avoidance
Entrepreneurial Activities	Pearson Correlation	1	-.604 ^{**}	.544 [*]	.510 [*]	.602 [*]
	Sig. (2-tailed)		.009	.001	.004	.020
	N	371	371	371	371	371
Power Distance	Pearson Correlation	-.604 ^{**}	1	.112 [*]	-.135 ^{**}	.031
	Sig. (2-tailed)	.009		.031	.009	.549
	N	371	371	371	371	371
Individualism	Pearson Correlation	.544 [*]	.112 [*]	1	.072	-.045
	Sig. (2-tailed)	.001	.031		.168	.382
	N	371	371	371	371	371
Masculinity	Pearson Correlation	.510 [*]	-.135 ^{**}	.072	1	.079
	Sig. (2-tailed)	.004	.009	.168		.057
	N	371	371	371	371	371
Uncertainty Avoidance	Pearson Correlation	.602 [*]	.031	-.045	.079	1
	Sig. (2-tailed)	.020	.549	.382	.057	
	N	371	371	371	371	371

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 21.0

The table above shows the extent of association between the dependent and independent variables used in the study. Power distance recorded a correlation coefficient value of -.604 with

entrepreneurial activities which is statistically significant at 5% level of significance. This indicates that power distance has very strong negative relationship with entrepreneurial activities in Ogoni Land. Also, individualism recorded a correlation coefficient of .544 with entrepreneurial activities with a probability value of .001 which is statistically significant at 5% level. This implies that individualism has a strong positive relationship with entrepreneurial activities in Ogoni Land. Furthermore, masculinity recorded a correlation coefficient value of .510 with a probability value of .004 which is statistically significant at 5% level. This indicates that masculinity has a strong positive relationship with entrepreneurial activities in Ogoni land. Also, uncertainty avoidance recorded a correlation coefficient value of .602 with a probability value of .020 which is statistically significant at 5% level. This implies that uncertainty avoidance has a very strong positive relationship with entrepreneurial activities in Ogoni land.

Finally, since there is no correlation coefficient in greater than 0.8 which is the rule of thumb, we conclude that explanatory variables are not perfectly linearly correlated. Therefore, there is no problem of multicollinearity in the model used in this study.

Analysis of Regression Result

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.171 ^a	.591	.490	3.178	1.910

a. Predictors: (Constant), Uncertainty Avoidance , Power Distance , Individualism , Masculinity

b. Dependent Variable: Entrepreneurial Activities

Source: SPSS Version 21.0

The table above indicates the summary of the regression model. The regression result shows as R Square value of 0.591. This indicates that the explanatory variables (power distance, individualism, masculinity and uncertainty avoidance) used in this study accounts for 59.1 percent of the variation in entrepreneurial activities in Ogoni land, all things being equal. The remaining 40.9 percent is account for by other factors not covered in this study. This is supported by an Adjusted R Square value of 49.0%. Durbin-Watson statistics recorded a value of 1.910 and this shows that the variables used in this study are not auto-correlated. This implies that the model is reliable for predictions.

Table 4 ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.469	4	27.867	122.759	.008 ^b
	Residual	3696.790	366	10.101		
	Total	3808.259	370			

a. Dependent Variable: Entrepreneurial Activities

b. Predictors: (Constant), Uncertainty Avoidance , Power Distance , Individualism , Masculinity

Source: SPSS Version 21.0

Table 4 above shows that F statistics recorded a value of 122.759 with a probability value of 0.008 which is highly statistically significant. This implies that all the independent variables namely power distance, individualism, masculinity and uncertainty avoidance has a joint significant influence on the independent variable (entrepreneurial activities in Ogoni Land). This implies that culture has significant influence on entrepreneurial activities in Ogoni land.

Table 5: Coefficients of the Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	22.198	1.563		14.204	.000
	Power Distance	-.024	.039	-.032	-2.614	.040
	Individualism	.049	.041	.062	2.191	.005
	Masculinity	.098	.039	.130	2.484	.013
	Uncertainty Avoidance	.095	.042	.119	2.288	.023

a. Dependent Variable: Entrepreneurial Activities

Source: SPSS Version 21.0

Power distance has a t-statistics value of -2.614 which is above the threshold with a probability value of 0.000. This shows that power distance has a significant negative influence on entrepreneurial activities in Ogoni land. Individualism recorded a t-statistics value of 2.191 with a probability value of 0.005 which is statistically significant. This indicates that individualism has a significant positive influence on entrepreneurial activities in Ogoni land.

Masculinity recorded a t-statistics value of 2.484 with a probability value of 0.013 which is within the acceptance region. This implies that masculinity has a significant positive influence on entrepreneurial activities in Ogoni land. Furthermore, uncertainty avoidance recorded a t-statistics value of 2.288 with a probability value of 0.023 which is statistically significant. This implies that uncertainty avoidance has a significant positive influence on entrepreneurial activities in Ogoni land.

DISCUSSION OF FINDINGS

This work examined the influence of culture on entrepreneurial activities in Ogoni land. Data were sourced from entrepreneurs in Ogoni. The study found that power distance has a significant negative influence on entrepreneurial activities in Ogoni land. The study further found that individualism has a significant positive influence on entrepreneurial activities in Ogoni land. The study agrees with the findings of Menezes (2014) that individualism correlated with cross cultural management in MNCs. This agrees with the findings of Hofstede (2001) that countries with a high degree of individualism are more inclined to the Protestant ethic, individual initiative and progress to the market shift. Countries with low level of individualism are less prone to the Protestant ethic, show less individual initiative.

The study also found that masculinity has a significant positive influence on entrepreneurial activities in Ogoni land. This agrees with the findings of Hofstede (2001) that masculine individuals are characterized as assertive, aggressive, ambitious, competitive, and materialistic. Finally, the study found that uncertainty avoidance has a significant positive influence on entrepreneurial activities in Ogoni land. This agrees with the findings of Menezes (2014) that uncertainty avoidance is the most important behavior pattern that is reflected among employees in the MNCs studied in Bangalore City. This also disagrees with the findings of Kreiser, Marino and Weaver (2016) that uncertainty avoidance has a significant negative relationship with risk-taking levels within SMEs.

CONCLUSION AND RECOMMENDATIONS

This work examined the influence of culture on entrepreneurial activities in Ogoni land. Data were obtained from entrepreneurs in Ogoni land and subjected to various statistical tests. The study found that individualism, masculinity and uncertainty avoidance recorded a positive and significant influence on entrepreneurial activities in Ogoni Land. Power distance has a negative and significant influence on entrepreneurial activities in Ogoni Land.

The main observation from this is that different individuals require different entrepreneurial values for different purposes. This may depend on the environment in which they live, the main activities they do as well as their nature of interaction with their businesses and in other spheres of life. Culture, as the underlying system of values atypical to a specific group or society shapes the development of certain personality traits and motivates individuals in a society to engage in behaviors that may not be evident in other societies. Culture engenders collective programming of the mind and directs the behavior of people towards entrepreneurialism. The degree of entrepreneurial values will keep changing from society to society because of cultural dynamics caused by differences in value systems, beliefs, taboos and other important cultural elements. This is because cultural differences in people cause disparity in cognition, emotion, and motivation towards life and this affect entrepreneurial activities in the society. The importance of cultural factor in the development and nurturing of entrepreneurship growth cannot be overemphasized. Cultural traits and values helps in the final decision to create a new business which involves entrepreneurship and entrepreneurship is also embedded in a social context. This therefore, makes it possible to view entrepreneurship development as a societal phenomenon rather than a purely economic activity. Base on the foregoing, the study concludes that culture has a significant influence on entrepreneurial activities in Ogoni Land.

Based on the findings of the study, it is recommended that:

1. Entrepreneurs operating in Ogoni land should take note of the influence of culture in managing their businesses as any negligence might cost them their expected business outcomes.

2. It is not sufficient for the businessman to be aware of the cultural differences. Therefore, entrepreneurs should understand the cultural differences and adjust to them as it is a requirement for the success of their entrepreneurial ventures.
3. Entrepreneurs should be conversant with body language, strategies, temper control, manners, customs and other aspects of culture. A better knowledge of this will be helpful in understanding business and in realizing which management styles are most appropriate for their entrepreneurial ventures.
4. Entrepreneurs should be aware of the cultural differences and of the possible influences of culture on entrepreneurial activities.

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