EFFECT OF CULTURAL ORIENTATION ON ENTREPRENEURIAL CLUSTER INITIATIVES IN KWARA STATE NIGERIA

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Abstract

This research x-rays entrepreneurial cluster and Cultural Orientation in Kwara State. This study therefore surveyed the extent to which entrepreneurial cluster can be influenced by cultural orientation. A total of 153 copies of questionnaire were administered among rice cluster along the Patigi and Edu value chain in Kwara. Analysis of the data through the use of descriptive tables and simple regression analysis of the SPSS package, shows that a significant percentage of cultural orientation is required for a cluster to be entrepreneurial .The study therefore concluded that the cultural orientation must be put into consideration in entrepreneurial cluster initiatives.

Keyword: *Entrepreneurial cluster, cultural orientation, networking and pro-activeness*

Introduction

The global interest in the study of the entrepreneurial cluster has increased significantly in the last decade and continues to increase. The attention and recognition accorded this important concept derive from the fact that it is closely related to competitiveness and innovation, and thus it has been traditionally applied to sectors that focus on innovation as a core value, such as information technology, electronics, car manufacturing, biotechnology, and oil and gas industries. Despite the globalized world, firms find competitiveness in locating in proximity to each other. Entrepreneurial clusters are conspicuous and universal features of today's economy. For decades, the conventional wisdom among local Nations pursuing growth was to attract a large firm to relocate to their domain, this wisdom is challenged by the concept of clustering (Greenstone, Michael, Richard Hornbeck & Enrico Moretti, 2010).The success of entrepreneurial clusters in recent decades has challenged this wisdom. Dejan, Josip & Bozidar, (2015) also observed that economic instability, resource limitations and environmental uncertainties calls for entrepreneurial cluster initiatives as the best option for SMEs to get access to financial capital, attain synergy and increasingly compete in the global economy.

In recent time, Inmaculada (2015) observed that Entrepreneurial tendencies & innovation has received considerable empirical and conceptual attention in research of entrepreneurship of which Entrepreneurial cluster represents areas where a cumulative body of knowledge has been developed Merima (2015); Marques Nunes, Tome, and Duarte-Pinheiro, (2012) opines that the particular strength of clusters is their ability to cultivate and grow new enterprises as these small, entrepreneurial business can tap into a wealth of knowledge and form relationships simply by choosing to locate alongside other related businesses. Because of this characteristic of rapid and (usually) sustained growth, governments have been quick to support the development of clusters. Gunawan, Jacob & Duysters (2014) suggests that clusters with higher entrepreneurial orientation tend to perform better. The Entrepreneurial cluster model is thus to be seen as an essential tool for the development of emerging, developing and developed countries. As a result, clusters pursue people-centred development and affirm the pre-eminence of the real economy over the financial economy, favouring sustainable economic and social added value over financial profit. Hence, they have a huge capacity of development and of building a fairer world. The more clusters and other types of enterprises controlled by their own stakeholders will develop in the world, the more income distribution and social justice there

will be. Clusters are characterized by a strong link between the SMEs, the Government, Research Institutes and the Community, thus concurring in the generation of trust. Clustering, therefore, plays an important role in the task of nation-building and general development. Klaus (2010), argues that Industrial clusters, or geographical concentration of firms and ancillary units engaged in the same sector, can generate various advantages for small firms, from agglomeration economies to joint action benefits. The cluster model emphasizes internal linkages, whereby cluster gains are furthered by local firm cooperation, local institutions and local social capital. The growing evidence of small firm clusters in developing countries competing in local and global markets has driven much of the policy enthusiasm on promoting clusters. As a result, many policymakers state that they want their regions 'to be the next Silicon Valley'. They are especially eager to announce the launch of an entrepreneurial cluster in a hot industry particularly Agriculture (Aaron, Edward & William, 2013).

Statement of the Problem

Suleiman & Shehnaz (2015) argued that some entrepreneurial characteristic, attributes and traits are appeared to be universal, but many others are culturally specific as well. The study of cultural values is important for Nigerians. Because Nigerians were peasant farmers and fishermen historically, they produce and sell within their domain. Whereas the 21st century requires that the farmer must have entrepreneurial tendencies which could result in generating new forms of businesses within the value chain.

Objective of study

i. To ascertain Agric Entrepreneurial Cluster formation in Kwara State through Cultural orientation.

Research Question

To what extent can Agric Entrepreneurial Cluster formation be influenced by Cultural Orientation in Kwara State, Nigeria?

Research Hypothesis

HO_3 Entrepreneurial Cluster formation is not influenced by Cultural Orientation within Agric Business in Kwara State, Nigeria.

Scope of the Study

The primary focus of this study is to determine the effect of entrepreneurial cluster initiatives on Agricultural Business Performance in North Central Nigeria. The coverage of the study will be framework provided by Rice Transformation Project in Kwara State. Although rice grows well in all the six geo-political zones of Kwara, Kwara North has created a niche in this important staple food. Nigeria happens to be one of the highest producer of rice but ironically the largest importer of the produce. NBS (2017) put production of rice at three million metric ton and consumption at five million metric ton per annum. More so, the Various successive Governments in these State are concerned with using cluster of entrepreneurs in achieving their long-term objectives of economic growth by enhancing agribusiness Performance

Theoretical Review

The concept of cluster was first coined by Michael Porter when he used it in his seminar work "Competitive Advantage of Nations to explain the concept of "Economic competitiveness" and what it stands for (Windapo, 2017). This prompted various scientists and academia to begin to put forward their own definitions of clusters and clustering. Porter (2000) who identified the phenomena viewed clustering as a philosophy based on the core principles of integration (of activities) and collaboration for mutual benefit. These benefits come at three levels;

individual from level, sector or regional level and wider economy level. Moreso, Ketels (2015) opines that cluster is a "geographical concentration of industries which gain advantages through co-location". Meanwhile, Porter (1998) had earlier given a broader view on cluster when he described it as a "geographical concentration of inter-connected companies and institutions in a particular field". In this regards, cluster can be viewed as array of linked industries and other entities important to competition. Entities such as suppliers, manufacturers customers etc. Porter (1998) further explained that clusters often extend downstream to channels and customers and ultimately to manufactures of complimentary products and to companies in industries related by functions, skills, technologies and values. Cluster Initiative Green Book (2003) defined cluster initiative as an organized efforts focused on the increase of growth and competitiveness of a cluster in the region with the participation of cluster companies, government and research community.

Cultural orientation

Kuenyehia (2012) Opines that where the culture of a country encourages risk taking and boldness and celebrates honest failures as in the case of developed economies, entrepreneurship thrives, Evidences from the literature have revealed that the cultural value that predominates among individuals in a society exercises an influence on their attitude, intention and behavior including those that are channeled towards entrepreneurial activities (Adewale, 2016). The concept of entrepreneurial culture which can be defined as an environment where someone is motivated to innovate, create and take risks, has been identified as a condition for entrepreneurial behavior/intention (Thurik & Dejardinas, 2012). As argued by Hayton & Cacciotti (2014) to the extent that cultural values lead to an acceptance of uncertainty and risk taking, they are expected to be supportive of the creativity and innovation underlying the act of entrepreneurship. Further, the submission by Mitchell, Smith, Morsem, Seawright, Peredo, & Mc-Kenzie (2002) indicates that for starting a new business, many factors influence entrepreneurial intention. In their opinion, while such factors can range from desirability, feasibility, and entrepreneurial experience, they are subjected to variation across different cultures and nations. Put in another way, the prediction of entrepreneurial intention is anchored on the premises of whether the cultural value that is predominant in an environment is in supportive of entrepreneurship, and vice versa. The aggregate psychological trait theory of Davidsson (1995) lend credence to this by proposing that if there are more people with entrepreneurial values in a country, there will be an increased number of people displaying entrepreneurial intentions/behavior.

For Hofstede (2001) culture is the collective programming of the mind that distinguishes the members of one group or category of people from another. Another definition by Hayton & Cacciotti (2014) highlights the concept as the values, beliefs and expected behaviors that are sufficiently common across people within (or from) a given geographic region as to be considered as shared. According to Kotler & Keller (2009) culture is the essential character of a society that distinguishes it from other cultural groups. In their opinion, the underlying elements of every culture are the values, language, myths, customs, rituals, and laws that shape the behavior of the culture, as well as the material artifacts, or products, of that behavior as they are transmitted from one generation to the next. It encompasses all the things individuals do on daily basis without conscious choice because their cultural values, customs, and rituals are ingrained in these daily habits (Kotler & Keller, 2009). As pointed by Barkai (2010) human interaction creates values and prescribes acceptable behavior for each culture. He pointed that by establishing common expectations, culture gives order to society. Culture is learned in that individuals are not born knowing the values and norms of their society but must learn what is acceptable from family and friends. For instance children learn the values that will govern their behavior from parents, teachers, and peers (Keller, 1993). This implies that communication tools such as interpersonal communication strategies or the dissemination of information through the mass media can play the role of an instrument for cultural influence and change.

While looking at the concept of entrepreneurship from the perspective of culture, Reardon (1991) have proposed three cultural factors or predictors which he highlighted as the ACE model of persuasion: the appropriateness-consistency-effectiveness model. According to De-Pillis& Reardon (2001) this theory proposes that the type of message influences the persuasion outcome. First, perceived consistence, they argued, is the degree to which entrepreneurship is a good fit with one's self-concept. In their opinion, a subject who has high self-consistence with regard to entrepreneurship would agree with statements like, "an entrepreneur is someone like me," or "I am the entrepreneurial type. Second, perceived appropriateness as argued by them is the degree to which entrepreneurship is perceived to be considered proper and accepted by others in the society, as a suitable career while perceived effectiveness, they maintained, is the degree to which an entrepreneurship career is perceived as capable of achieving one's desired outcome or lifetime goals. To the extent that people have internalized positive impressions about the appropriateness, consistency and effectiveness of entrepreneurship, they are likely to convert those

impressions into intention to start a business (De Pillis& Reardon, 2001). Hence these three cultural predictors are adopted as main cultural values which can serve as a basis of prediction of entrepreneurial intention and behavior in this study.

According to Karayiannis (1993) cultural elements influence the development of entrepreneurship during the life time of an individual. As opined by them, in the childhood parental and wider family values and life goals influence the entrepreneurial spirit of the child. In adolescence also, the same parental influence are posed regarding the vocational preference, which is mainly a product of the cultural stratification of employment's prestige. In addition, they identified friendship, communities' attachments, and education as system which provides values and goals as cultural elements, which influences entrepreneurship in individuals at this stage of life. As pointed by Karayiannis (1993) Social approval contributes to the growth of entrepreneurial activity when the values of a given society reward entrepreneurship while disapproval impedes it. Hence in a social environment where the entrepreneur is seen as an exploiter of consumers and laborers, then among young individuals, hostility to starting a business will prevail (Karayiannis, 1993). A cultural trait strongly associated with individual attitudes towards risk and uncertainty is uncertainty avoidance (Thurik&Dejardin, 2012). According to Hofstede theory of cultural difference uncertainty avoidance relates to the extent to which societies tolerate ambiguity (Hofstede, 2001). A culture is characterized by high uncertainty avoidance when its members feel threatened by uncertain or unknown situations. People in these cultures: "look for structure in their organizations, institutions and relationships, which makes events clearly interpretable and predictable (Hofstede, 2001). In countries with lower uncertainty avoidance, not only familiar but also unfamiliar risks, such as changing jobs and starting activities for which there are no rules, are accepted (Hofstede, 2001). In his opinion, low uncertainty avoidance thus implies a willingness to enter into unknown ventures which implies that when communication channels, and interpersonal encounters, predominating in a society fosters messages that supports risk taking, then such society is likely to be characterized by a higher level of entrepreneurial activities.

To press home the above point, Etzioni (1987) argues that the values and norms predominant in the social environment of an individual may have an influence on his or her propensity to start a business. Hence, culture averse to business foundation may suppress start-up activities and vice versa. For instance if entrepreneurs and entrepreneurship are not given a desired and appropriate public image in the society, such gesture might become an important component of local culture thereby leading to a resentment of new venture start up as a viable option of live hood. Theoretically, the relationship between culture and entrepreneurial intention and behavior can be explained by the institutional theory of North (1992). This theory states that both formal laws such as governmental regulations, policies or enterprises, and informal rules of behavior, such as standards, habits and customs shapes the behavior of people in any modern society (North,1992). It proposes that since human behavior is essentially shaped by institutions, institutions constitute the scope of action for entrepreneurs. For instance the nature of the institutional framework influences the behavior of choice in favor of or against business foundation and, consequently, the availability of business founders. Thus, formal institutions of a society ensure the existence of entrepreneurial opportunities while the informal institutions, i.e. attitudes, habits and customs, determine the extent to which these opportunities are actually recognized and grasped (Welter, 2002).

According to Mueller and Thomas (2000) Because extensive research at the individual level of analysis shows a link between values, beliefs and behavior, it is plausible that the differences in national culture in which these values and beliefs are imbedded, may influence a wide range of behaviors, including the decision to become self-employed rather than to work for others. Drawing inference from this, it is assumed that if the national culture that is predominant in an environment is such that support the act of new venture creation, such society is more likely to be characterized by a higher level of entrepreneurial activities.

Systemic Entrepreneurship theory

The systemic entrepreneurship theory is based on the premises that entrepreneurship is a phenomenon based on systemic and requires a high level of cooperation and integration among specialized actors within the system (Abdulraheem, 2017). Mueller and Thomas (2000) posits that a community is a system which comprises of actors. The actors within the system must be willing to cooperate. The individual entrepreneurs determines when the system is new, but gradually fades out as the system matures and the need for efficiency within the system takes over. Although, the theory posits that actors are in strata, that is bottom, middle and top, cluster system did not recognize strata within the ecosystem.

The theory was partly developed by Parson. Inspired principally by the works of Pareto, Weber, Marshall, and host of others, Parsons' theory was designed to incorporate theories of social action and social structure, with a particular interest in developing a view of how social systems work towards a state of integration and cooperation a more or less effective state of equilibrium in classic economic terms. According to Parsons, every social system faces four basic functional imperatives – Adaptation (A), Goal Attainment (G), Integration (I) and Latent Pattern Maintenance and Tension Management (Latency- L).

Central to Parsons' system theory is the universality of this four function model. Entrepreneurial system, simple or complex, faces these four functional imperatives. The ways in which a given system will manage and coordinate the means of satisfying these imperatives, however, will vary depending upon the size and level of complexity of the system, upon the demands of the environment and the goals developed with regard to how to best (or most properly) relate to the environment, and finally upon the effectiveness and requirements of the other functional imperatives. Each system is further divided into four functional subsystems and each subsystem may further be divided into the same four conceptual functions and so on down levels of analysis. Inherent in this systems view is the constant presence

The works of Elias, David, Campbell and Scheherazade (2016) "Innovation networks and clusters" represent further knowledge-oriented concepts that stress the importance of cluster. This creates a demand for conceptually bridging systems and systems theory with networks and clusters. The rationale of system theory clusters could be interpreted as an equivalent for the elements of a system and networks as a (partial) equivalent for the relationship between the elements of one or of several systems. Networks may represent a specific, but crucial, subset of relations, relationships. Through networking, the clusters of a system (of different systems) relate and interact (and communicate). A system, acting as a subsystem and being embedded by a larger system, could also be interpreted as an element or as a cluster of that meta-system. Such perspective of further aggregation emphasizes that the borderlines between elements (clusters) and systems are perhaps more in flux than originally expected. Every element or cluster of a system could be tested whether it qualifies as a micro-system (subsystem).

Empirical review

Empirically, Davidsson and Wiklund (1997) surveyed the cultural features and attitudes of three regions' inhabitants using a questionnaire with randomly chosen individuals of 35 to 40 years old. A comparison of the survey results for the three regions reveals that entrepreneurship -related values, views and attitudes are mostly positive in the regions with high entrepreneurship intensity. They therefore concluded that cultural differences do explain part of the variation in business foundation rates. Also, Engle et al. (2010) carried out a comprehensive survey among business students comprising twelve countries and they suggested that social norms were a significant predictor of the intention for entrepreneurship in each country. In a research conducted by Kuzmišinová & Kuzmišin (2015), they examine the Business Environment with a view of statistically initiating clusters from 79 Slovak regions. The finding reveled that creation of Business competitiveness is based on common knowledge , development of mutual relationship, prosperity, innovation and environment quality. The study further presented cluster as a tool for competitiveness of regions. Their findings were based on theoretical analysis and practical illustrations. Five clusters were created from 79 regions of Slovakia based on four sub-indices in the environment quality: Economic activity, cultural orientation, legislation, technology and infrastructures, Education and Human resources and the Strength, weakness, Opportunity and threat of the Environment of the five created Clusters.

Methodology

Research Design

A survey design approached was employed in the study. This is favoured on the ground that the researcher is interested in observing what happen to sample subjects without any attempt to manipulate or control them.

Population and Sampling Size

The population of the study comprised 380 rice farmers within Patigi and Edu Local Government Farm Cluster in Kwara State, while the sample size was 153 using Morgan and Kcrejec Model.

Data Collection Instrument

Data were obtained through a structured questionnaire with closed ended questions. Five point Likert scale was used and average distribution values or weight assigned to the scales as 5, 4, 3, 2 and 1 which represents strongly agree (SA), agree (A), undecided (UD), disagreed (D) and strongly disagreed (SD) respectively.

Data Analysis

Data collected were subjected to descriptive statistics, and regression analysis. The study critically examined the collected data to eliminate inconsistencies. Subsequently, data obtained from the distributed questionnaires were analyzed using mean.

Table 1. Demographic Representation of Respondents

SEX		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	104	68.0	68.0	68.0
	FEMALE	49	32.0	32.0	100.0
	Total	153	100.0	100.0	
LGA		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PATIGI	66	43.1	43.1	43.1
	EDU	87	56.9	56.9	100.0
	Total	153	100.0	100.0	
AGE		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 – 30	12	7.8	7.8	7.8
	31 – 40	26	17.0	17.0	24.8
	41 – 50	56	36.6	36.6	61.4
	51 AND ABOVE	59	38.6	38.6	100.0
	Total	153	100.0	100.0	
SPECIALIZATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RICE PRODCTN	49	32.0	32.0	32.0
	PROCESSING	33	21.6	21.6	53.6
	MARKETING	40	26.1	26.1	79.7
	BYE PRODUCT	31	20.3	20.3	100.0
	Total	153	100.0	100.0	
TRIBE		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	NUPE	77	50.3	50.3	50.3
	YORUBA	47	30.7	30.7	81.0
	HAUSA	11	7.2	7.2	88.2
	OTHERS	18	11.8	11.8	100.0
	Total	153	100.0	100.0	

Source : Authors' Computation 2017

Table 1 above shows the demographic representation of the respondents within the patigi and Edu rice cluster in Kwara State.

Table 2 . Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612[a]	.374	.353	.65098

a. Predictors: (Constant), INNOVATIVENESS, RESULT ORIENTED, JOINT EFFORTS, ATTITUDE, VALUE SYSTEM

Source Authors' Computation 2017

For this hypothesis, it was found that R value is (0.612), R square (0.374) adjusted R square (0.353) and the standard error of estimate is (0.65098). The large value of R indicates a strong impact between the dependent and independent variables. The R value depicts that cultural orientation affect entrepreneurial cluster initiatives by (61.2%). This implies that the proportion of variation in the dependent variable is explained by the regression model.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.235	5	7.447	17.573	.000[b]
	Residual	62.295	147	.424		
	Total	99.529	152			

a. Dependent Variable: ENTREPRENEURIAL CLUSTER

b. Predictors: (Constant), INNOVATIVENESS, RESULT ORIENTED, JOINT EFFORTS, ATTITUDE, VALUE SYSTEM

Authors' Computation 2017

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.707	.191		24.627	.000
	VALUE SYSTEM	.430	.270	.675	1.593	.113
	ATTITUDE	.061	.152	.097	.404	.687
	JOINT EFFORTS	.802	.146	1.257	5.482	.000

	RESULT ORIENTED	.689	.120	1.074	5.730	.000
	INNOVATIVENESS	.212	.104	.314	2.041	.043
a. Dependent Variable: ENTREPRENEURIAL CLUSTER						

Authors' Computation 2017

Presents the analysis of variance (ANOVA) which tests the significance or otherwise the fitted of the model.

From table 4 it was observed that there is a significant effect of cultural orientation on entrepreneurial Cluster initiatives. The R was (0.612) at level ($\alpha \leq 0.05$), whereas the R2 was (0.374). This means the (0.374) entrepreneurial cluster of results from the changeability in cultural Orientation. As β was (value system = 0.430; value = 0.061; Joint efforts = 0.802;result oriented = 0.689;Innovative = 0.212), this means the increase of one unit of entrepreneurial cluster will increase value system by 0.430; value by 0.061; Joint efforts by 0.802;result oriented by 0.689;Innovative by 0.212. Since the F calculate was (17.573) and its significance at level ($\alpha \leq 0.05$), the null hypothesis is rejected: Entrepreneurial Cluster formation is not significantly influenced by Cultural Orientation within Agric Business in Kwara State, Nigeria at level ($\alpha \leq 0.05$). This is in line with the submissions of Davidsson and Wiklund (1997) and engel et al (2010) that surveyed the cultural features and attitudes of three regions' inhabitants using a questionnaire with randomly chosen individuals of 35 to 40 years old and a comparison of the survey results for the three regions reveals that entrepreneurship -related values, views and attitudes are mostly positive in the regions with high entrepreneurship intensity.

Conclusion

The empirical and survey findings acknowledged that the culture of the people greatly determines the entrepreneurial cluster initiatives in Kwara State. Evidence from the study have revealed that cultural value that predominates among individuals in a cluster exercises an influence on their attitude, intention and behavior including those that are channeled towards entrepreneurial activities.. However, the cultural orientation of the people within the cluster determines the extent of risk taking, proactiveness and innovativeness within the community. Moreover, the entrepreneurial cluster initiatives can and is greatly determined by the value system, people's attitude towards investment , willingness for joint and communal efforts, attitude towards results (success or failure) within the clustered community.

Recommendations

Based on the findings of the study, the following recommendations were put forward:

In line with the submissions of Porter (2000) developing nations are faced with challenging task in improving its regional capabilities in order to compete with the developed nations. Kwara State determination to improve an Agribusiness Competitiveness, there is the urgent need to change the orientation of the communities.

Also the submission by Kuzmišinová & Kuzmišin (2015), which examine the Business Environment with a view of statistically initiating clusters from 79 Slovak regions. Recommends that Economic activity, cultural orientation, legislation, technology and infrastructures, Education and Human resources ; Strength, weakness, Opportunity and threat of the Environment of the Clusters must be taken into consideration in cluster formation.

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