

Entrepreneurship Development and Employment Generation in Nigeria (a study of Tuyil pharmaceuticals industry LTD., Ilorin)

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Abstract

High rate of unemployment in Nigeria has made it somewhat difficult for people to live above board. Poverty, income inequality, and high dependency propensity have necessitated the study on entrepreneurship development. In spite of the strategic usefulness of medium and large enterprises to nations' economic viability and job creation, some still contend with meeting performance targets. This advances the need to comprehend the basic entrepreneurship dimensions that directly result in success. This study examined the influence of entrepreneurship development on employment generation taking Tuyil Pharmaceuticals Industry Ltd. As a case. The precise objectives were to: examine the impact of innovativeness on skill acquisition and investigate the influence of risk taking on economic empowerment. An aggregate of 279 copies of questions were sent out of which 263 were adequately responded to, and duly returned which made the response rate to be 94%. The hypotheses formulated were tested using regression method of analysis with the help of SPSS (Version 23). The findings abundantly showed; innovativeness has a significant effect on skill acquisition with R^2 value of 0.748 whereas risk taking influences wealth creation with R^2 value of 0.755. The study also revealed that a unit increase in process innovation and anticipation of future demand when other factors are held constant will affect the business positively. Hence, it was concluded that entrepreneurship development has significant effect on job creation/poverty alleviation since the variables under study are statistically significant with one another. Therefore it was recommended that entrepreneurs should be willing and able to innovate and take risks so as to allow for effective employees' remuneration and skill acquisition.

Keywords: Employment Generation, Entrepreneurship Development, Innovativeness, Risk-Taking, Skill Acquisition, Economic Empowerment.

1. Introduction

Employment generation is a vehicle that help families to advance the course of being productively engaged and earn income to cope with and maintain economic activities, entrepreneurial prowess, investments, and innovation. In entrepreneurship, employment creation transcends innovator's own self-reliance to

cater for the creation of paid jobs for others by way of establishing, operating and nurturing the ventures. Therefore, employment generation is often viewed as both an economic and social outcome of entrepreneurial activity.

Globally, empirical evidence assert that the significance of employment generation to

entrepreneurship development is becoming predominantly alarming in different economies where the formal public sector has limited capacity to absorb the growing labour force (Gambo et al., 2025). The International Labour Organization (ILO, 2022) affirmed that Small and Medium Enterprises constitute an important framework that create productive and sustainable employment and therefore recommends policies that establish an enabling environment for sustainable enterprise development.

In Nigeria, employment generation is notably sacrosanct since entrepreneurship presents another channel for engaging unemployed and under-employed individuals. The Central Bank of Nigeria (CBN) recognizes MSMEs as important instruments for employment creation, poverty reduction and economic development and has consequently introduced interventions such as the MSME Development Fund, AGSMEIS, NYIF, YEDP and TIES to support entrepreneurial activities.

The relationship between employment generation and entrepreneurship development can be understood from two perspectives; Entrepreneurial development creates employment because the establishment and expansion of businesses require human capital and the availability of employment and the development of entrepreneurial skills can strengthen the entrepreneurial ecosystem by increasing household income, purchasing power, skills acquisition and opportunities for business formation.

The study examined the effect of innovativeness and risk taking as dimensions of entrepreneurship development on employment generation with skill acquisition and economic empowerment. Innovativeness in entrepreneurship is continuously striving for novel ways of operating a venture and developing unique solutions to market

gaps. Entrepreneurially, risk taking does not necessarily point to reckless or uncalculated risks and making uniformed decisions in the face of uncertainties.

For employment generation, skill and economic empowerment were considerable dimensions. Skill acquisition, in entrepreneurship development allows people to discover opportunities, start a venture, operate it, manage resources and respond appropriately to market dynamics. Economic empowerment comes to effect when individuals obtain resources and capabilities to start and operate a venture, earn sustainable income and become economic self-reliant.

Meanwhile, Tuyil Pharmaceuticals Industry Ltd., is one of the foremost industrialists in Ilorin that generate massive employment for individuals at both formal and informal levels with total population of employees spanning over five thousand (5,000) individuals.

Statement of the Problem

Employment generation is a major development drawback in Nigeria in spite of various government supports aimed at improving entrepreneurship, SMEs and private sector participation. The challenge is limited only to jobs but also to the capacity of the system to create sustainable and economically empowering employment opportunities for its growing labour force. The ILO (2024) emphasized the significance of productive employment and decent work conditions as vital framework for improving livelihoods and achieving inclusive economic prosperity.

In Nigeria for instance, the continued unemployment, under-employment, and vulnerable employment hold that the current framework for translating entrepreneurial activities into sustainable employment opportunities has refused to produce the intended outcomes. The problem is further compounded by the nature and quality of jobs created through entrepreneurial activities.

In particular, innovativeness and risk taking can determine how entrepreneurs discover opportunities, introduce new offerings, and enter new markets to expand their businesses. Consequently, skill acquisition and economic empowerment present important indices through which employment generation can be assessed. Skill enables employees and potential employees to develop technical, managerial and vocational skills that widened their employability and productivity. Economic empowerment on the other hand, represents how being employed provides individuals with income, access to resources, self-reliance and capacity to participate in the economic decision making.

Meanwhile, studies that focus on number employment generated may de-emphasize the qualitative dimensions of employment, especially whether employees acquire new skills or improves their economic circumstances. Thus, creates a conceptual and empirical gap that warrant further examination.

Research Questions

- i. To what extent can innovation influence skill acquisition?
- ii. To what extent can risk taking affect the economic empowerment?

Research Objectives

The major aim of this research is to assess the impact of entrepreneurship development on employment generation. The precise objectives are to:

- i. To examine the influence of Innovation on skill acquisition
- ii. To determine the impact of risk taking on economic empowerment

Research Hypotheses

The following hypotheses were formulated to guide this study:

- H₀₁ Innovation does not significantly influence skill acquisition
- H₀₂ Risk taking has no significant impact on economic empowerment

Findings here will, no doubt, enable emerging economies like Nigeria to improve on their developmental needs so as to be self-reliant. It will also aid the promotion of quality business practices and as well helps in coming up with policies that will improve entrepreneurial prowess in Nigeria. Lastly, this research will benefit researchers and students in the field of business and management sciences.

The research will pay particular attention to entrepreneurship and job creation/poverty reduction with reference to Tuyil pharmaceutical industries Ltd., Ilorin. The idea is to investigate the role of the company in the reduction of poverty and employment generation in Ilorin and the Nigeria at large.

2. Literature review

Conceptual Clarifications

Concept of Entrepreneur, Entrepreneurship and Enterprise

The concept of enterprise, entrepreneur and entrepreneurship has its origin in the work of Richard Cantillon and Jean Baptista (2017). It is imperative to note that the term "entrepreneurship" emanates from the word entrepreneur (*entreprendri* in French language meaning 'to undertake'). This makes it necessary to comprehend the term entrepreneur before proceeding to entrepreneurship. The term "entrepreneur" appears for the first time in the text written by Cantillon (as cited in Sergiu, Florin, Radu & Luiela, 2012), entitled "Essaisur la Nature du Commerce en Général". The word points to an individual who procures goods at known prices and later resell them on the market at prices not known, bringing stability to the market system.

Peter, (2005) asserted that entrepreneurs are business men who build (start), develop and manage a business, risking time, efforts and money to this course. Boulton, Hoy and Carland (as cited in Venter, 2014), saw an entrepreneur as an

individual who establishes a business and manages it with the sole aim of making it profitable and successful. This definition by Boulton and Carland is considered satisfactory enough to describe an entrepreneur.

Based on the various definitions given by different scholars on the term entrepreneur it is obvious that an entrepreneur is that 'individual' that execute a process or activity that might be risky with the hope of getting something better from it.

Entrepreneurship as a concept refers to the capability of individual to put into shape an idea possessing some qualities such as creativity, innovation, risk taking, and ability to plan and manage the activities in view of fulfilling the proposed targets. The academic sphere of entrepreneurship incorporates in it explanations for the means in which the entrepreneurial opportunities exist; the sources of these opportunities and the variety of ways they take, the methods of discovering and evaluating the opportunities; the acquisition of resources for exploiting these opportunities; the exploitation action itself of these opportunities; why only certain individuals discover how to evaluate and gather resources to take advantages of the opportunities; the strategies used to follow opportunities as well as the efforts to exploit them. One of the difficulties encountered while trying to define entrepreneurship is caused by the fact that it entails a relation between two phenomena: the presence of lucrative opportunities and the presence of private entrepreneurs (Bello & Yusuf, 2024). This term knows different approaches at the level of each state, being influenced by certain elements such as education, culture, and environment, legislative and political system (Duchek, 2020).

Ikenga and Oluka (2023) referred to entrepreneurship as a recognized explanation for self-employment and the ability to start a business. Adebayo and

Suleiman (2023) further expressed entrepreneurship as a way of thinking, reasoning and acting that is opportunity obsessed, holistic in approach and leadership balanced.

Having identified an entrepreneur as the brain behind the operation of a business and entrepreneurship as the process applied in operating the business, it is paramount to know what an enterprise is. The business that has been mentioned all the while is the enterprise.

An enterprise is a business organization that is formed and which provides goods and services, provides jobs, contributes to national income, import, export and above all sustainable economic development. In short an enterprise is a business venture. Entrepreneur has no other meaning than the person that operates and owns an enterprise. The process of creation, including originality, capability, skills and difficulty is called entrepreneurship.

Person that does business is called entrepreneur, process of doing business is termed entrepreneurship and the business itself is known as an enterprise.

Entrepreneurship is a system encouraged by the government to reduce the level of poverty in the economy. It also encompasses creative innovation of ideas that can be transformed into real time businesses, (Bisong et al, 2023 cited in Adebisi & Oladele., 2024). Innovation drives Business and productivity. Compensation refers to monetary payment given to an individual in exchange for their services. Innovation is defined as the process of introducing novel ideas, products, services, concepts or practices that create meaningful values, address challenges and improve upon existing solutions through personal initiatives imagination and insight. However a compensation model that encourages innovation should strike a balance between the risks and rewards associated with the work.

Entrepreneurship is not for everyone, in the world a business, there is a great amount of risk and uncertainty that leads many people away from starting a new business venture. The few who do try their hand at a business do so without guarantee of success and often fail many times before finding success. One way entrepreneurs fail and learn is through taking risks. Risk taking is an important practice done by both new business owners and business owners who have made it successfully for years, sometimes even decades. It often leads to success in the long term, and is considered one of the most necessary business practices and even reduces the rate of poverty in a country. Company goals typically represent a company larger purpose and work to establish and end goal for employees to work toward. This, company goals do not have to be specific or have clearly defined actions. Instead, company goals are broad outcomes that the company wishes to achieve.

Entrepreneurship development: this is defined as a process of enhancing the skills and knowledge of entrepreneurs regarding the development, management and organization of a business venture which is keeping in mind the risks associated with it. This is carried out through training program and session which are aimed at accentuating entrepreneurial acumen

Below were the dimensions of entrepreneurship development adopted for this study:

- Innovativeness
- Risk taking
- Pro-activeness
- Aggressiveness

But for the purpose of this work, only innovation and risk taking shall be discussed.

Innovativeness: This is the ability to generate, screen, develop, and advance new products, services, processes and business models to customers. It is also the

act of creating new ideas or methods i.e doing something different. Innovation is a word that often is used in the business world and for companies, it is usually taken to mean something risky, costly and time consuming. Innovation plays a key role in introducing novelty to existing product lines or processes leading to increased market share, revenue, and customer satisfaction.

Innovativeness remains a vital component of entrepreneurship development, among its key indicators are;

i. Product Development: development of new product is the whole process of introducing new offerings or improving upon the existing ones to satisfy the yearnings of customers. Kawira, (2021) asserted that product development comprises of the whole process of bringing a product from initial concept to commercialization.

ii. Product Improvement: may also be referred to as product modification. It is a systematic process of enhancing existing product's features, functionalities and performance so as to better meet customer needs and improve market share (Nnorom et al, 2023).

Risk taking: This is the act of doing something that involves danger or risk in order to achieve a goal. Also it is the process of identifying, evaluating, and trying out potential opportunities and strategies that may help an entrepreneur to build or grow their businesses but could also lead to personal or professional loss. Risk taking enables and encourages innovation, which can be an important product/services differentiator. Failed risks aren't always negative, sometimes they provide the most valuable business lessons an entrepreneur can learn.

Risk taking is conceptualized in this study by adaptation and disruption absorption:

i. Adaptation: is the entrepreneur's ability to modify business strategies, operations, products, services or resource

deployment in response to uncertainties and emerging business risks (Aderemi et al., 2023). Adaptation focuses on changing in response to uncertainties.

ii. **Disruption absorption:** is how much an entrepreneur is able to withstand, absorb, cope with and continue operating in the face of unexpected shocks or disruptions (Adeosun & Shittu, 2022). It focuses on bouncing back and withstand shocks without necessarily folding up.

Employment Generation

It is the system of starting-up new businesses and generate employment opportunities, especially for the unemployed. It is also the mechanism by which the number of jobs in an area by organization is increased.

Sub-variables of employment generation are as follow:

- Skill Acquisition
- Economic Empowerment
- Wealth Creation
- Company Goals

Only skill acquisition and economic empowerment shall be discussed for the purpose of this study.

Skill Acquisition: This is described as a source of power for something, an inspiration or a driving force. That is, once an individual is productively engaged, there will be a kind of a motivating factor to seek new knowledge, skills and capabilities to further enhance his productivity competence levels at work.

Economic Empowerment: This is the process of assisting individuals from low-income backgrounds to obtain requisite training and job related facilities they require to support themselves and their families. It is also the ability to to make and act on decisions that involve the control over allocation of resources.

Theoretical Framework

Resource-Based View (RBV)

Barney (1991) was the first to work on RBV but later in the 1990s – 2000s, other theorists such as Grant, and Teece

contributed to its refinement. The theory maintained that a firm's resources and capabilities are valuable, rare, inimitable and non-substitutable (VRIN) which makes them key drivers of sustained competitive advantage. RBV assumes that a firm's competitive advantage stems from its unique bundle of resources and capabilities which makes performance outcomes to be unique. Its application to sustainable entrepreneurship emphasizes the strategic importance of leveraging unique capabilities such as .human capital, knowledge, and innovative capabilities to develop long-term sustainable business models. However, this theory identified variables like innovation, competence, network capital and capability.

The implication of RBV to this study is that the value of resources can vary depending on the context in which they are deployed, even though it stands that resources and capabilities are generally sacrosanct.

The main critiques of RBV were found empirically in studies such as those by Newbert (2007) who stood that not all VRIN capabilities result in high quality performance, particularly in a situation where factors like market dynamics are not taken into account.

Schumpeter's Innovation Theory

The Schumpeter's theory of innovation was propounded by Joseph Schumpeter in his 1932 book Capitalism, Socialism, and Democracy. It maintained that the very essence of innovation is creative disruption, and pointed out that creative disruption as the process of wealth creation by changing existing market structures due to introduction of new goods and/or services that cause resources to move away from existing firms to new ones thus allowing the growth of the new firms. Schumpeter refer innovation to mean a veritable tool of entrepreneurs, that is, a means by which entrepreneurs exploit change as an opportunity for a different business or a different service. Schumpeter

(1965) stressed the role of entrepreneurs as enablers of creative disruption, and emphasized the need to search purposefully for the sources of innovation to entrepreneurs, the changes and their symptoms that indicate opportunities for successful innovation; as well as the need to know and to apply the principles of successful innovation.

Schumpeter innovation theory emphasizes more on innovation function of entrepreneurs and ignores other important and equally critical aspects of entrepreneurship like organization management skills. Also, it ignores the concept of risk bearing as intensely as it emphasize the idea of innovation.

The implication of this theory is that it has to focus more on teams and groups in the innovation process rather than expending its efforts on individual entrepreneurs as mover of innovation process.

Finally, the study is anchored on Schumpeter's innovation theory because it views an entrepreneur as one who perceives the opportunities to come up with new concept through innovation and risk taking that allows for employment generation and poverty alleviation.

Empirical Review

Entrepreneurship has remained a significant mover in advancing the development of any economy and it is seen as the driving force in fostering economic growth and Job creation (Adegbite et al., 2021).

Sanni and Hamza (2025) in a study titled "impact of entrepreneurship on job creation in Somalia" The study made use of descriptive research and found that once an entrepreneur is innovative and proactive in a manner that pay and welfare package are prioritized, success will ensue. Ozili (2023) conducted a research in Kenya titled "Entrepreneurship development and poverty eradication". The work employed survey research design where questionnaire method of data collection

was used. The study found that one of the mechanisms to developing workforce is through education and sound entrepreneurship training.

Ikenga and Oluka (2023) in their work titled 'entrepreneurship and poverty reduction in Malaysia': Empirical Analysis of the Malaysian government. The study employed survey research design and maintained that risk-taking allows for a firm to experience a reasonable share of the entire market.

Alli, (2019) conducted a study titled "entrepreneurial orientation and the survival of women owned businesses in Ilorin metropolis, Kwara State, Nigeria" the study adopted survey research designed with the help of statistical package for social sciences (SPSS). It then concluded that innovation contributed positively to market share.

Research Gap

Based on the empirical review above, it was noticed that various studies on entrepreneurship development and employment generation adopted other dimensions for employment generation than skill acquisition and economic empowerment which clearly distinguished the current study from the earlier ones hence, the existence of variable gap.

Study by Alli (2020) was carried out in Nigeria titled Entrepreneurial Orientation and Survival of Women Owned Businesses, there has not been much studies that have been conducted on the influence of entrepreneurship development on employment generation, and most of researches were on performance of businesses in general which has to do mainly with entrepreneurship. This research then sought to fill this gap by examining the impact of the Entrepreneurship development on job creation/poverty reduction.

3. Methodology

The study employed survey research design. Population of the study is two hundred and seventy nine (279) members of staff inclusive of operating/casual staff, supervisors and managers of Tuyil Pharmaceuticals Industries Ltd., Ilorin. Due to the concentration of these employees in a single factory, enumeration (census) method of sampling was employed, in which case the whole of the population was contacted to elicit relevant information that were used for this study. Although, 263 questionnaire were properly

completed and returned which represents a response rate of 94%. The data collected from the process was analyzed using ordinary least square [OLS] method of regression with the help of SPSS software (Version 20). Likert's 5 point rating scale was employed to sort categorize responses ranging from 5 point – strongly agreed down to 1 point – strongly disagreed to elicit requisite information for the study.

4. Results and Discussion

Hypothesis 1 [H₀₁]: Innovativeness does not significantly influence skill acquisition

Table 1: Regression results of the Effect of Innovativeness on Skill Acquisition.

Model	Unstandardized coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1. (Constant)	12.521	.520		23.265	.000
Product Innovation	.598	.092	.865	6.736	.000
Process Innovation	.631	.082	.851	5.722	.000
• Dependent Variable: Skill Acquisition R = 0.865 R² = 0.748 F = 47.463 DF = 345					

Source: SPSS Output, 2026.

The table above revealed that both product innovation and process innovation significantly affect skill acquisition as unstandardized coefficient (B) for product innovation is 0.598 with a t-value of 6.736 and a p-value of 0.000, indicating a strong effect. Similarly, process innovation has a B value of 0.631, a t-value of 5.722, and a p-value of 0.000, also revealing a significant influence. The constant value of 12.521 shows the expected level of skill acquisition when both predictors are held constant. These results imply that Tuyil Pharmaceutical is improving on product innovation and process innovation mechanisms can greatly enhance skill acquisition. This indicates that when Tuyil Pharmaceuticals effectively collaborate within a network, there will be 86.5% improvement on its employees' skill acquisition that will advance a strong

course of business survival. The standardized beta values of 0.865 for product innovation and 0.851 for process innovation suggest that product innovation has a slightly stronger influence on employees' skill acquisition. Hence, the rejection of the null hypothesis which stated that innovativeness does not significantly affect skill acquisition, thus the alternative is hereby, accepted.

This indicates that as the organizations embrace timely innovation, then there is bound to be 86.5% improvement on the way things are done. In other words, workers will well align with a technologically inclined and knowledge driven settings.

Result of the hypothesis shows that there is a positive influence of innovation on skill acquisition. This result then aligned with the findings of Sanni and Hamza (2025)

who maintained that risk taking entrepreneurs bounce back easily in the face of uncertainties and environmental dynamism, subsequently boosts employee productivity.

Test of Hypothesis II [H₀₂]: Risk taking does not significantly impact on economic empowerment.

Table 2: Regression results of the Impact of Risk Taking on Economic Empowerment.

Model	Unstandardized coefficient		Standardized Coefficients	T	Sig.
	B	Std. error	Beta		
1. (Constant)	5.354	.533		24.658	.000
Adaptation	.676	.062	.869	6.548	.000
Disruption Absorption	.611	.051	.762	6.113	.000

i. Dependent Variables: Economic Empowerment

R = 0.869

R² = 0.755

F = 52.239

DF = 375

Source: Researchers' Computation, 2026.

The table above revealed that both adaptation and disruption absorption significantly affect economic empowerment as unstandardized coefficient (B) for adaptation is 0.676 with a t-value of 6.548 and a p-value of 0.000, indicating a strong effect. Similarly, disruption absorption has a B value of 0.611, a t-value of 6.113, and a p-value of 0.000, also revealing a significant influence. The constant value of 5.354 shows the expected level of economic empowerment when both predictors are held constant. These results show that Tuyil Pharmaceutical is riding on adaptation and disruption absorption frameworks to greatly enhance economic empowerment. This indicates that when Tuyil Pharmaceuticals effectively practice fair and equitable labour practices, there will be 86.9% improvement on its employees' economic empowerment that will advance a positive case for real time work-life integration. The standardized beta values of 0.869 for adaptation and 0.762 for disruption absorption hold that adaptation has a much stronger influence on economic empowerment. Hence, the rejection of the null hypothesis which stated that risk taking does not significantly

affect economic empowerment, thus the alternative is hereby, accepted.

Result of the hypothesis shows that there is a positive influence of innovation on skill acquisition. This result then aligned with the findings of Alli (2020) who maintained that innovative entrepreneurs break new grounds to come up with a concept that does not exist anywhere before, subsequently boosts employee skill acquisition and due commitment to work.

Discussion of Findings

On the bases of the above findings, it was revealed that employment generation that has statistical significance with skill acquisition and economic empowerment significantly influence entrepreneurship development measured by innovation and risk taking. It then indicates that skill acquisition and economic empowerment improves when innovation and risk taking are well in place. It was also found that the hypotheses have strong relationships judging the value of their R² of 0.865 and 0.869 respectively.

This outcome supported the result of Sanni and Hamza (2025) who maintained that risk taking entrepreneurs bounce back easily in the face of uncertainties and environmental dynamism, subsequently boosts employee productivity.

Result of the second hypothesis shows also that there is a positive impact of risk taking on economic empowerment which warranted the rejection of the null hypothesis that proved otherwise. The result aligns with findings of Alli (2020) who maintained that innovative entrepreneurs break new grounds to come up with a concept that does not exist anywhere before, subsequently boosts employee skill acquisition and due commitment to work.

5. Conclusion and Recommendations

The study conclude that innovativeness is significant to employees' skill acquisition

since organizations are trying hard to elicit the best from their workforce and also that risk taking significantly correlate with economic empowerment of enterprises.

The study then recommends on the basis of its findings that entrepreneurs in Nigeria should:

Embrace innovativeness and be passionate about employees' skill acquisition by way of organizing training programs for them in a manner that will allow for employees positive contribution that translate to maximum productivity.

Calculated risk-takers so as to always find it easy to adapt and absorb any shocks from the environment.

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