



MANAGERIAL SKILLS AND PROMOTION OF ENTREPRENEURIAL ACTIVITIES OF SILVERBIRD GROUP LIMITED IN PORT-HARCOURT

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Abstract

This research work investigated how managerial expertise affects the progress of entrepreneurial endeavours within Silverbird Group Ltd, located in Port-Harcourt. The study objectives are to; determine the influence of technical skills on market research, analyze the effect of interpersonal skills on creative marketing strategies, and evaluate the role of problem-solving skills in promoting the local business of Silverbird Group Ltd in Port-Harcourt. The research employed a survey design methodology. The population is comprised of 108 managerial personnel from Silverbird Group Ltd located in Port Harcourt, Rivers State. The method employed for gathering data involved the use of questionnaires. The hypotheses were examined through the application of linear regression analysis. The study found out that technical skill has a significant positive effect on market research, interpersonal skills have significant positive effect on creative marketing strategies and problem-solving skill has a significant positive effect on promoting local business of Silverbird Group Ltd in Port Harcourt. The research findings indicate that managerial expertise plays a vital part in developing the entrepreneurial endeavours of Silverbird Group Ltd in Port Harcourt. The study proposes, among others, that the management of private organisations should periodically organise seminars and conferences that enhance the managerial skills of their staff.

Key words: Managerial Skill, Promotion, Entrepreneurial Activities, Silverbird, Port Harcourt

Introduction

The age-old debate in entrepreneurship suggests that entrepreneurs are either born or made, sparking discussions on whether entrepreneurship is an innate ability or a result of training and education. This contentious academic topic presents two schools of

thought: one believes, entrepreneurs are born with a unique mindset and a heightened focus on success, while others argue that knowledge and training can "create" entrepreneurs (Hagar, 2016; Audrey & Jaraji, 2016). For instance, Austrian economist Joseph Schumpeter perceives entrepreneurship more as an inherent characteristic than a profession. However, some academics argue that entrepreneurship can and should be taught. This belief stems from several reasons such as highly skilled entrepreneurs demonstrating superior performance and survival rates in the corporate world, as well as their significant impact on economic efficiency (Georgellis, Joyce & Woods, 2017). Nevertheless, research has shown that due to the globalization of business sectors, increased competition, rapid technological changes, and shorter product and technology lifecycles, many companies, particularly small and medium-sized enterprises (SMEs), are focusing on innovation as a primary driver for sustainable competitive advantage (Dadfar, Dahlgaard, Brege & Alamirhoor, 2016). Small and medium-sized enterprises are progressively acknowledged as vital agents of innovation, significantly influencing the economic landscapes of nations across the globe (Hadjimanolis, 2017). In nations like Italy, Japan, and France, Small and Medium-sized Enterprises (SMEs) represent most of the overall business landscape. In the United States, there exists a substantial number of small and medium-sized enterprises, exceeding one million, which represent 98% of all businesses, even considering the nation's notable emphasis on large corporations (Liu, Li & Zhang, 2016). In Turkey, small and medium-sized enterprises constitute an impressive 99.9% of all businesses and play a crucial role in the economic landscape: they are responsible for 76% of employment, 53% of wages and salaries, 63% of turnover, 53.3% of value added at factor cost, and 53.7% of gross investment in tangible goods (Trienekens, Uffelen, Debaire & Omta, 2018).

In Nigeria, small and medium-sized enterprises (SMEs) represent more than 95% of all non-rural businesses, serving as a crucial source of employment within the nation (Audrey & Jaraji, 2016). Like numerous agrarian nations, Nigeria acknowledges the significance of SMEs in fostering economic development and alleviating poverty. The development of entrepreneurial skills is crucial for the advancement and longevity of small and medium-sized enterprises (Amatori, 2016). In this context, a business is more inclined to thrive when its owners demonstrate sufficient entrepreneurial acumen. The acquisition of these skills yields significant advantages for start-up enterprises and retains its value across the entirety of the organization's existence. Ezeani (2018) posits that entrepreneurs, irrespective of gender, are required to have essential skills for the initiation, financing, and marketing of their enterprises. Akande (2019) articulates that entrepreneurial skills are essential for initiating and effectively maintaining a business within a fiercely competitive landscape. Katz (2017) identifies three essential management skills that every director must possess. These encompass specialised skills, which denote the capacity to execute tasks. Managers at lower tiers necessitate greater proficiency in these skills. The significance of interpersonal skills cannot be

overstated, as they facilitate comprehension, effective communication, and collaborative efforts among individuals. Proficiency in human relations is essential for managers across all tiers, as effective interaction and collaboration with individuals is a fundamental aspect of their roles. Conceptual skills encompass the capacity to grasp the larger context and envision the organisation. This encompasses analytical, creative, and problem-solving abilities. Senior directors require more conceptual skills and fewer specialized skills (Katz, 2017).

In today's dynamic business landscape, management skills and entrepreneurial activities are vital for any organisation's success. However, organisations face several challenges in nurturing these talents. A primary issue is the absence of robust director training and development programs. Many organisations neglect to invest in their employees' professional growth, leading to a deficiency in essential skills and knowledge necessary for effective management. The primary concern regarding the influence of managerial skills on promoting entrepreneurial activities within Silverbird Group Ltd in Port-Harcourt is the lack of adequate managerial capabilities within the organization's administration. Managers with limited exposure or understanding of entrepreneurial actions could face challenges in fostering such initiatives within the company. A lack of practical knowledge and understanding of entrepreneurial principles can hinder their ability to create a conducive environment for innovation and risk-taking. It is based on this background that this study aimed to achieve these objectives; effect of technical skill on market research, interpersonal skills on creative marketing strategies and problem-solving skill on promoting local business of Silverbird Group Ltd Port-Harcourt.

Literature Review

Concept of Entrepreneurial Skills

Entrepreneurial skills encompass the competencies individuals develop to navigate the complexities of a dynamic business landscape, whether as a visionary leader within an organisation or as an independent professional. It requires remarkable talents to succeed in company, yet most entrepreneurial skills can be improved through practise and mastery (Ezeanyi, Osita & Ezemoyih, 2018). Talent is a necessary ability that allows people to adapt to their surroundings. A skill is shown as a mode of execution that does not rely fully on a person's critical, inherent boundaries but should be developed via preparation, practise, and experience (Msoka, 2016). Entrepreneurial skills are crucial for empowering individuals to initiate fund and succeed in a business venture (Msoka, 2016). According to Kuratko (2015), these skills enhance an entrepreneur's ability to analyze situations, opportunities and environments. Essentially, entrepreneurial skills are the fundamental abilities required for starting, developing, maintaining and marketing a business enterprise (Stevenson, 2016). Akande (2019) articulates that the

skills associated with entrepreneurship are essential qualities that enable an individual to effectively initiate and oversee a business within a competitive landscape. According to Farhad et.al (2019), these competencies encompass the ability to discern customer requirements, identify technical or market prospects, and actively engage in the pursuit of these opportunities.

Sambo et.al (2015) contend that the skills associated with entrepreneurship are fundamentally business skills that people acquire to manage the intricacies of the corporate landscape as entrepreneurs or self-employed professionals. To attain authentic success, entrepreneurs must cultivate the requisite skills and competencies necessary for effective business management (Msoka, 2016). Consequently, it is imperative for entrepreneurs to develop the requisite skills essential for the establishment and proficient management of their enterprises. Terry (2015) posits that entrepreneurs must possess essential competencies to launch, cultivate, fund, and promote their enterprises. The competencies associated with entrepreneurship correspond effectively with the fundamental abilities necessary for initiating, advancing, maintaining, and marketing business ventures, as suggested by Lyve (2015).

Managerial Skills

Taylor's work established a comprehensive framework for discerning the essential skills and capacities that a supervisor must embody to execute their responsibilities with efficacy. The esteemed academic, Robert L. Katz (1933-2010), is acknowledged for his framework on managerial competencies. Katz delineated these competencies into three distinct categories as follows:

- i. The development of ideas represents a form of cognitive ability.
- ii. The ability to interact effectively with others is fundamental human competency.
- iii. Technical proficiency encompasses a deep comprehension of processes and methodologies, coupled with a high level of expertise.

The hierarchical position of a manager within an organisation dictates the importance of acquiring specialised, interpersonal and conceptual competencies. The competencies encompass effective communication, adaptive responses and strategic negotiation techniques. Hirschrich (2019) posits that the duration of formal education an entrepreneur undergoes before launching a new enterprise correlates with the ultimate success of the venture. DeTienne and Chandler (2017) assert that education and experience play crucial roles in shaping the decision to embark on entrepreneurial ventures. Management constitutes a discipline that entails the orchestration of an organization's resources, land, labour and capital aimed at the realisation of its objectives (Regret & Byars, 2018). The diverse array of managerial skills includes decision-making capabilities, critical thinking, planning and organisational skills

(Oliveira, 2018). Lament and Byars (2018) explore the fundamental functions of management. Planning entails the careful selection of future objectives and the formulation of strategies to realise them. Organising involves systematic arrangement of activities, the delegation of responsibilities, and the conferral of requisite authority to carry out these responsibilities effectively. Ultimately, the process of controlling encompasses the evaluation of performance in relation to established objectives, the discernment of the underlying causes of any discrepancies, and the implementation of necessary corrective measures (Lament & Byars, 2018).

Interpersonal skills

Competencies that people use when networking and interacting with one another are collectively known as interpersonal skills. Gakure, et al (2016) assert that interpersonal skills are essential in the realm of business, facilitating entrepreneurs in cultivating robust relationships with their teams, customers, suppliers, shareholders and investors. They additionally recognised that the fundamental interpersonal competencies for entrepreneurs encompass leadership and incentive, effective communication, active listening, personal relationship management, and negotiation abilities. Hergie (2017) posits that communication serves as an essential interactive competency for the advancement of business endeavours. The impact of communication on the expansion of business is contingent upon the adoption of specific practices that must be executed. The communication model posits that consistency and effective data organisation are essential for achieving successful communication (PMI, 2018). According to Dollinger's (2016) study, communication skills like speaking, writing, and listening are very important for business and marketing. This amazing skill helps business owners get their message across to customers through reports, ads, body language, and words.

Problem-solving skills

These talents refer to the aptitude to recognize, assess and resolve problems effectively and pragmatically. These competencies are essential in all facets of life, including education, employment and interpersonal interactions. Jonassen (2015) posits that problem-solving is a cognitive process encompassing the identification of a problem, the generation of alternative solutions, the evaluation of those solutions, and the selection of the most effective option. Problem-solving skills are essential for success in numerous fields including science, engineering, business, and medicine. Mayer (2018) defines problem-solving as "the process involved in finding solutions to difficult or complex issues." He also emphasizes that problem-solving necessitates critical thinking skills such as analysis, evaluation, and synthesis. Similarly, Kim (2016) describes problem-solving as "the ability to identify problems and generate feasible solutions." He observed that effective problem solvers are those who can think creatively and produce innovative solutions. Gardiner (2015) defines problem-solving

as the process of seeking the most effective solution to an unclear issue. Entrepreneurs face a variety of problems when running their small to medium-sized firms. However, the ability to come up with a solution quickly is an uncommon skill. Consequently, creativity and problem-solving skills are identified by research as primary drivers for the growth of entrepreneurial firms (Buttner & Gyskiewicz, 2016). Moreover, entrepreneurs are portrayed as problem solvers who strive to resolve both economic and personal challenges using appropriate skills.

Researchers indicate that problem-solving abilities are crucial for advancement in various everyday matters. For instance, a study by Kuo et al. (2017) discovered a positive correlation between problem-solving skills and academic success among undergraduate students. Similarly, another study by Chen et al. (2020) found a positive link between problem-solving abilities and job performance among employees. Developing these skills necessitates practice and training. Problem-based learning is an effective method for the development of problem-solving abilities, (Hmelo-Silver et al., 2017).

Entrepreneurial Activities

Entrepreneurial activity encompasses the actions executed by entrepreneurs to extract value from recognised opportunities. Ahmad and Seymour (2018) assert that this activity entails human effort to generate value through the identification and exploitation of new opportunities in products, processes, and markets. According to Schumpeter (2018), entrepreneurship is characterised as a human activity that often diverges from conventional business practices. This study aims to examine the effect of human activities, particularly entrepreneurial activities, on economic outcomes. Entrepreneurial activities refer to actions designed to generate value by developing products, markets, industries, or organisations that did not previously exist. Comprehending these activities is essential for promoting favourable economic transformation. Entrepreneurial activities, regarded as human actions, can be analysed through three core concepts. Kihlstrom and Laffont (2019) highlight the significance of the individual in entrepreneurship, proposing that these activities stem from intrinsic human traits, including the propensity to confront uncertainty. McClelland (2016) supports this perspective by asserting that entrepreneurial actions encompass human behaviours such as risk acceptance and the pursuit of achievement. These factors distinguish entrepreneurs from other societal members. The second key concept, as described by Tushman and Anderson (2016), emphasises the economic and environmental factors that influence and facilitate entrepreneurial activities, such as market size and technological advancements. Acs and Audretsch (2020) argue that the structure of the residual market segment and contemporary factors affect entrepreneurial activities. The third concept relates to the operation of institutions and the corresponding cultural values. The methodologies employed are non-selective,

recognising that entrepreneurial activity, as a human endeavour, is shaped by the economic environment as well as by shifts in innovation, regulation, and industry sectors (Eckhardt & Shane, 2016).

Entrepreneurial activity fosters independent work and results in the development of new market sectors, firms, products, services, and innovations across industries. Adejumo (2020) posits that this activity has the potential to bolster a nation's economy and elevate the quality of life for its citizens. Oluremi and Gbenga (2019) found a positive correlation between entrepreneurial activities and the stimulation of business generation. Ahmad and Seymour (2017) assert that entrepreneurial activity encompasses a wide range, including corporate ventures and social change enterprises. Ahmad and Seymour (2017) indicate that entrepreneurial activity may involve both advantageous and exploitative decisions. The main issue is whether an action results in the establishment of a new business segment.

Theoretical Review

Skill Acquisition Theory

The skill acquisition theory was propounded by Robert Dekeyser (2007). It is a field of study that examines the processes by which individuals learn and develop new skills, ranging from simple tasks to complex cognitive abilities. The main thing in skill acquisition theory lies in understanding how practice, feedback and cognitive processes contribute to the refinement and mechanization of actions and thoughts. This theory is relevant to the study, emphasising that skill acquisition is task-oriented and necessitates the decomposition of a task into its components to enable effective feedback. The effectiveness of feedback decreases when a task lacks clear definition. This theory's application in skill instruction enhances managers learning by outlining the stages of acquisition and promoting the development of entrepreneurship skills. The cognitive stage involves identifying and developing the essential elements of the skill, including the creation of a mental representation of the skill. Regular practice enhances the integration of different skill components, leading to automatic proficiency. Participation in these learning cycles equips individuals with essential skills and knowledge necessary for effective business management.

Methodology

To provide information regarding the current state and nature of the problem, the research utilized a survey and descriptive research methodology. A structured questionnaire was used as the data gathering tool. Because of their management skills, managers with at least one year of experience with the organisation are included in the target population

Table 1: Population Distribution of the study

| S/N | Units in Silverbird Group | Top-level management | Middle-level management | First-line management | Total |
|-----|---------------------------|----------------------|-------------------------|-----------------------|------------|
| 1 | Silverbird Communication | 5 | 9 | 21 | 35 |
| 2 | Silverbird Cinemas | 3 | 5 | 12 | 20 |
| 3 | Silverbird Galleria | 5 | 10 | 13 | 28 |
| 4 | Silverbird Events | 3 | 7 | 15 | 25 |
| | Total | | | | 108 |

(Source: Personal Unit Feedback, 2025)

Given the modest population size of 108, census sampling was adopted. The data was analysed using simple tables and percentages. However, hypotheses were tested using Simple Linear Regression.

Results and Discussion

The copies of questionnaire were prepared and distributed to the respondent drawn from Silverbird Group LTD in Port-Harcourt. Hence the copies of questionnaire were distributed as follows:

Table 2: Questionnaire Distribution and Return

| Questionnaire | Respondents | Respondents Percentage |
|-------------------|-------------|------------------------|
| Number Returned | 94 | 87% |
| Number Unreturned | 14 | 13% |
| Total | 108 | 100% |

Source: Field Survey, 2025

The distribution and returns of the questionnaire are detailed in Table 2 above. A total of 108 questionnaires were distributed, representing the full 100% response rate. A total of 94 questionnaires, accounting for 87%, were returned, whereas 14, which represent 13%, were not returned. The 94 returned duplicates of the questionnaire were measured adequately for making justifiable conclusions. Consequently, the analysis was carried out utilising the returned copies of the questionnaire.

Table 3: Responses to the effect of technical skills on market research of Silverbird Group Ltd Port-Harcourt

| S / N | ITEMS | SA | A | U | D | SD | N | FX | X | Decision |
|-------|--|----|----|---|---|----|----|-----|-----|----------|
| 1 | I believe that my technical skills are essential for conducting effective market | 31 | 50 | 9 | 4 | - | 94 | 390 | 4.1 | Accepted |

| | | | | | | | | | | |
|---|---|----|----|---|----|---|----|-----|------------|-----------------|
| | research. | | | | | | | | | |
| 2 | I am confident that my ability to use data analysis software will help me to gather and interpret market research data. | 47 | 40 | 5 | 2 | - | 94 | 414 | 4.4 | Accepted |
| 3 | I am skilled in using a variety of research methods, which will allow me to conduct a comprehensive market research study. | 35 | 41 | 7 | 11 | - | 94 | 382 | 4.1 | Accepted |
| 4 | I am familiar with the latest market research trends and best practices, which will help me to produce accurate and insightful research findings. | 48 | 39 | - | 7 | - | 94 | 410 | 4.4 | Accepted |
| 5 | With my technological expertise, I'm sure I can contribute positively to Silverbird Group Ltd. Port-Harcourt's market research team. | 51 | 38 | 5 | - | - | 94 | 422 | 4.5 | Accepted |
| | Total | | | | | | | | 4.3 | Accepted |

Source: Researcher, 2025.

Table 3 demonstrations of the Mean score obtained from respondents regarding the influence of technical skills on the market research conducted by Silverbird Group Ltd in Port-Harcourt. The decision rule stipulates that a mean score below 2.5 is considered unacceptable, whereas a score of 2.5 or higher is deemed acceptable. In this instance, all items in the table satisfied the acceptance criteria, achieving a mean score of 2.5 or above. The total mean score was 4.3, indicating that technical skills have a significant impact on the market research conducted by Silverbird Group Ltd in Port-Harcourt.

Table 4 Responses to the effect of interpersonal skills on creative marketing strategies of Silverbird Group Ltd Port-Harcourt

| S/ N | ITEMS | SA | A | U | D | SD | N | FX | <u>X</u> | Decision |
|-----------|---|----|----|---|---|----|----|-----|------------|-----------------|
| 1 | I believe that my communication skills are essential for developing creative marketing strategies. | 37 | 53 | 4 | - | - | 94 | 409 | 4.4 | Accepted |
| 2 | I am confident that my ability to collaborate with others will help me to generate innovative marketing ideas. | 64 | 29 | - | 1 | - | 94 | 438 | 4.7 | Accepted |
| 3 | I am skilled in listening to and understanding the needs of customers, which will allow me to create marketing strategies that resonate with them. | 51 | 43 | - | - | - | 94 | 427 | 4.5 | Accepted |
| 4 | I am familiar with the latest marketing trends and best practices, which will help me to develop creative marketing strategies that are effective in today's marketplace. | 57 | 33 | 4 | - | - | 94 | 429 | 4.6 | Accepted |
| 5 | I am assured that my interpersonal skills will enable me to make a positive input to the marketing team at Silverbird Group Ltd Port-Harcourt | 63 | 31 | - | - | - | 94 | 439 | 4.7 | Accepted |
| Tot al | Mean | | | | | | | | 4.6 | Accepted |

Source: Field Survey, 2025.

Table 4 displays the mean score reported by respondents concerning the impact of interpersonal skills on the creative marketing strategies of Silverbird Group Ltd in Port-Harcourt. The decision rule specifies that a mean (\bar{x}) below 2.5 is categorised as rejected, while a mean of 2.5 or above is categorised as accepted. All items in the table received acceptance, having attained a mean score of 2.5 or above. The overall mean

of 4.6 suggests that interpersonal skills significantly influence the creative marketing strategies of Silverbird Group Ltd in Port-Harcourt.

Table 5: Responses to the effect of problem-solving skill on promoting local business of Silverbird Group Ltd Port-Harcourt

| S/N | ITEMS | SA | A | U | D | SD | N | FX | \bar{X} | Decision |
|-------|---|----|----|---|---|----|----|-----|-----------|----------|
| 1 | I believe that my ability to identify and solve problems is essential for promoting local businesses. | 36 | 51 | - | 5 | 2 | 94 | 396 | 4.2 | Accepted |
| 2 | I am confident that my creativity and ingenuity will help me to develop innovative solutions to problems that local businesses face. | 54 | 31 | 5 | 4 | - | 94 | 417 | 4.4 | Accepted |
| 3 | I am skilled in gathering and analyzing data, which will allow me to identify the root causes of problems. | 75 | 19 | - | - | - | 94 | 451 | 4.8 | Accepted |
| 4 | I am familiar with the latest problem-solving techniques, which will help me to develop effective solutions. | 32 | 49 | 9 | 4 | - | 94 | 391 | 4.2 | Accepted |
| 5 | I am confident that my problem-solving expertise will enable me to make a positive contribution to the promotion of local businesses at Silverbird Group Ltd Port-Harcourt. | 51 | 39 | 4 | - | - | 94 | 423 | 4.5 | Accepted |
| Total | Mean | | | | | | | | 4.4 | Accepted |

Source: Field Survey, 2025.

Table 5 displays the average score derived from respondents' feedback about the impact of problem-solving skills on the enhancement of local enterprises at Silverbird Group Ltd, Port-Harcourt. A mean (\bar{x}) score below 2.5 is considered rejected based on the judgement rule but a mean of 2.5 or more is regarded as acceptable. In this case, all

items in the table received approval since they had a mean score of 2.5 or above. The average score of 4.4 clearly demonstrates that problem-solving skills significantly influence the growth of local firms at Silverbird Group Ltd, Port-Harcourt.

Table 6: Effect of Technical skill on market research

| Model | R | R Square | Adjusted Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-----------------------------|----------------|-----------------|----------------------------|-------------------|----------|--------|-------|-------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. Change |
| 1 | .656a | .431 | .424 | .41126 | .431 | 68.798 | 1 | 91 | .000 |
| Model | | Sum of Squares | | Df | Mean Square | | F | Sig. | |
| 1 | Regression | 11.636 | | 1 | 11.636 | | 68.798 | .000b | |
| | Residual | 15.391 | | 93 | .169 | | | | |
| | Total | 27.027 | | 94 | | | | | |
| Model | Unstandardized Coefficients | | | Standardized Coefficients | | T | Sig. | | |
| | B | Std. Error | Beta | | | | | | |
| 1 | (Constant) | 1.495 | .248 | | 6.023 | .000 | | | |
| | Technical skill | .540 | .065 | .656 | 8.294 | .000 | | | |

a. Dependent variable: Market research

Table 6 indicates that technical skills have a significant impact on the market research of Silverbird Group Ltd Port-Harcourt, accounting for a variance of ($R^2=0.431$) 43.1%, ($p=0.000$). This finding contradicts the null hypothesis, suggesting that technical skills have a significant impact on market research at Silverbird Group Ltd Port-Harcourt, thus supporting the alternative hypothesis. Technical skills play a crucial role in shaping market research in this organisation. The analysis indicated that the regression model was the most suitable for forecasting the influence of interpersonal skills on market research ($F=68.798$, $p=0.000$). The research discovered that a one-unit alteration in technical skill explains 65.6% of the variance in market research for Silverbird Group Ltd Port-Harcourt ($Beta=0.656$, $p=0.000$).

Table 7: The Effect of Interpersonal skills on creative marketing strategies

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|----------------------|-----------------------------|-------------------|----------------------------|-------------------|----------|--------|-------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .674a | .455 | .449 | .40249 | .455 | 75.838 | 1 | 91 | .000 |
| Model | | Sum of Squares | | df | Mean Square | | F | Sig. | |
| 1 | Regression | 12.286 | | 1 | 12.286 | | 75.838 | .000b | |
| | Residual | 14.742 | | 93 | .162 | | | | |
| | Total | 27.028 | | 94 | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | T | Sig. | | |
| | | B | Std. Error | Beta | | | | | |
| 1 | (Constant) | 1.504 | .236 | | | 6.379 | .000 | | |
| | Interpersonal skills | .508 | .058 | .674 | | 8.709 | .000 | | |

a. Dependent variable: Creative marketing strategies

Table 7 indicates that interpersonal skills significantly affect the innovative marketing strategies of Silverbird Group Ltd in Port-Harcourt, explaining a variation of 45.5% ($R^2=0.455$, $p=0.000$). This research refutes the null hypothesis, which posits that interpersonal skills do not substantially improve the company's creative marketing strategies and instead supports the alternative hypothesis. The study determined that the regression model was the most suitable for predicting the influence of interpersonal skills on Silverbird Group Ltd's creative marketing strategies in Port-Harcourt ($F = 75.838$, $p = 0.000$). The study discovered that a change in interpersonal skills importantly influences the variability in Silverbird Group Ltd Port-Harcourt's unique marketing strategies by 67.4% ($Beta=0.674$, $p=0.000$).

Table 8: Problem-solving skills in Promoting Local Business

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-----------------------|-----------------------------|-------------------|----------------------------|-------------------|----------|---------|-------|-------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. Change |
| 1 | .733a | .537 | .532 | .37087 | .537 | 105.503 | 1 | 91 | .000 |
| Model | | Sum of Squares | | df | Mean Square | | F | Sig. | |
| 1 | Regression | 14.511 | | 1 | 14.511 | | 105.503 | .000b | |
| | Residual | 12.516 | | 93 | .138 | | | | |
| | Total | 27.027 | | 94 | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | T | Sig. | | |
| | | B | Std. Error | Beta | | | | | |
| 1 | (Constant) | 1.184 | .231 | | | 5.123 | .000 | | |
| | Problem-solving skill | .655 | .064 | .733 | | 10.271 | .000 | | |

a. Dependent variable: Promoting local business

Table 8 demonstrates that problem-solving skills significantly influence the promotion of local businesses, accounting for 53.7% of the variance ($R^2=0.537$, $p=0.000$). This finding contradicts the null hypothesis, suggesting that problem-solving skills significantly improve the local business of Silverbird Group Ltd in Port Harcourt, thereby supporting the alternative hypothesis. The research indicated that the regression model was the most appropriate for forecasting the influence of problem-solving skills on the advancement of Silverbird Group Ltd's local operations in Port-Harcourt ($F=105.503$, $p=0.000$). The article demonstrated that a one-unit increase in problem-solving skills explains 65.5% of the variance in the promotion of local businesses for Silverbird Group Ltd Port-Harcourt ($Beta=0.655$, $p=0.000$). The outcomes demonstrate that technical skills have a significant positive impact on market research at Silverbird Group Ltd in Port-Harcourt. This finding is reliable with the results of Tsetim, Achive, and Diaka (2019), which demonstrate that managerial skills, customer care skills, and interpersonal skills affect the entrepreneurial intent of university undergraduates in Benue State, Nigeria. Ruhiu, Ngugi, and Waititu (2018) found that managerial skills exert a moderate influence on the development of medium and small enterprises (MSEs) in Kenya. The enhancement of managerial skills, particularly technical skills, improves management processes and subsequently increases the entrepreneurial activities of private firms.

The study's findings indicate that interpersonal skills significantly enhance the creative marketing strategies of Silverbird Group Ltd in Port-Harcourt. This outcome is reliable with the research by Hosseini, Tajpour, and Lashkarbooluki (2020), which indicated positive correlations among entrepreneurial (3.695), managerial (5.680), and technical (7.369) skills concerning job performance. This finding is consistent with the results of Olowu and Aliyu (2015), which demonstrated that managerial skills have a significant effect on the performance of MSEs. The study found that inadequate managerial skills impede the performance of MSEs and recommended that government, non-government organisations, and MSE owners' unions implement comprehensive training and development programs to improve the managerial skills of SSB owners and their management teams.

The finding revealed that problem-solving skills have significant positive effect on promoting local business of Silverbird Group Ltd Port-Harcourt. This finding agrees with that of Yahya, Fatt, Othman, Rahman and Moen (2019) The findings indicated that significant entrepreneurial success correlates with advanced business operating skills, the ability to secure appropriate market share relative to size and capability, and the provision of specialised services. Furthermore, there was no discernible difference in the perceptions of management skills impacting success between Bumiputera and non-Bumiputera individuals. This study is related to the current study as managerial skills are one of the skills considered in the current study. However, this study is relating managerial skills to success of SMEs while the current study is to examine the effect of managerial skills on entrepreneurial intent of university undergraduates in Benue State, Nigeria.

Conclusion and Recommendation

When it comes to setting objectives, assigning resources, handling conflict, promoting communication, assessing performance, and carrying out tasks that support the success of entrepreneurial endeavours in the private sector, technical skills, interpersonal skills, and problem-solving abilities are crucial. Therefore, the study determined that managerial skills have a substantial effect on the promotion of Silverbird Group Ltd in Port Harcourt. It is proposed that business educators enhance their creativity and innovation in instructional methods to equip their staff with pertinent entrepreneurial skills, thereby facilitating their success in self-employment. Management of private organisations should regularly organise seminars and conferences that enhance managerial skills among their staff.

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