

**UTILISATION OF TWO PSYCHOLOGICAL TRAINING IN
FOSTERING ORGANISATIONAL SUCCESS AMONG SMALL SCALE
BUSINESS OWNERS IN IBADAN, NIGERIA**

Victor Ayodeji FEHINTOLA

Department of Educational Psychology
Federal College of Education (Special) Oyo, Nigeria
fehintola.victor2511@fcesoyo.edu.ng; 0813 357 6073

Olasunkanmi James ADELEYE

Department of Social Science and Humanities Education
School of General Education, Federal College of Education (Special) Oyo
lasunadeleye@gmail.com; 0806 245 5178

Oluwatosin Bolu OGUNGBENRO

Department of General Studies
Federal School of Surveying, Oyo
Tosinayo37@gmail.com

Faustina Nkeiruka EGUZORO

Department of Business Administration and Management
School of Business and Management Studies, Federal polytechnic, Ede, Osun
E-mail: nkemnze2019@gmail.com; 0813 743 1120

Abstract

Organisational Success (OS) is vital to the development of businesses, considered indispensable for aspiring business owners and pivotal in fostering the growth of the nation's economy. However, literature has shown that many small-scale business owners in Ibadan have poor organisational performance. Previous studies on small-scale businesses concentrated more on areas like financial management, and operational efficiency than on intervention using psychological training. This study, therefore, was designed to determine the effects of Goal-setting Training (GST) and Relational Intelligence Training (RIT) in fostering OS among small-scale business owners in Ibadan, Nigeria. The moderating effects of Locus of Control (LoC) was examined. The Vroom's Performance-based Expectancy theories provided the framework, while the study adopted the pretest-post-test, control group, quasi-experimental design with a 3×2 factorial matrix. Three Local Government Areas (LGAs) (Akinyele, Ibadan North and Ibadan Northwest) were purposively selected based on the ample number of small-scale businesses. The cluster sampling technique was used in selecting relevant trade associations, while small business owners whose businesses were not performing optimally (adjudged by OS screening scale) were purposively sampled in the selected LGAs. The participants were randomly assigned to GST (22), RIT (21), and Control (20) groups. The instruments used were OS ($\alpha=.96$) and Locus of Control ($\alpha=.83$). The training lasted nine weeks. Analysis of covariance and

Bonferroni Post-hoc served as analytical tools at 0.05 level of significance. There was significant main effects of training on OS ($F_{(2; 45)}=27.19$; partial $\eta^2=0.55$). Participants in RIT had the highest adjusted mean score (157.27), followed by those in the GST (141.45) and control (103.84) groups. There was a significant two-way interaction effect of training and LoC on OS ($F_{(2; 45)}=5.08$; partial $\eta^2=0.18$), in favour of participants with internal LoC in RIT group. Both training fostered organisational success of small-scale business owners in Ibadan, Nigeria. Personnel psychologists, human resource managers and entrepreneurs should utilise these interventions with consideration for locus of control.

Keywords: Small-scale business owners, Locus of control, Goal-setting and Relational intelligence training.

Introduction

Defining organisational success has been arduous for researchers since each organisation has a subjective basis on evaluating performance. Gitman (2009) noted that no single agreed-upon definition of business success exists. Previous studies have focused on two groups of metrics that are predominantly utilised to determine if a firm is successful: Financial measures of business performance and business owner satisfaction (Fodor and Pintea 2017). Despite previous research asserting the efficacy of using financial and satisfaction indicators, reporting subjective feelings will help pinpoint indicators of success peculiar to each business.

Hartmann *et al.* (2022) suggested that psychological perspective to organisational success should be considered in measuring business success, such as personal and family criteria. The authors suggested that psychological training can have a positive impact on organisational success. Interventions aimed at enhancing a person's performance and psychological functioning within an organisation are referred to as psychological training. These interventions may include techniques such as management of stress, training on emotional intelligence, effective communication training, etc.

According to a study by Luthans and Youssef (2004), people who had greater psychological capital were far more likely to report feeling more satisfied with their jobs, having less stress, and being more committed to their

organisations, and that these individuals also had higher levels of productivity and lower absenteeism rates. The study established that psychological training can have a positive impact on organisational success by improving the psychological well-being and performance of individuals within the organisation. Notwithstanding, to further understand the precise mechanisms by which psychological training might boost organisation effectiveness and to determine the most efficient ways to implement these treatments, more research is required.

Notably, the success of an organisation undoubtedly depends on several parameters. These parameters differ amongst organisations since the criteria(s) used to measure performance in one organisation may not apply to others. For the most part, an organisation is measured by assessing its goals and evaluating how much has been accomplished. The accomplishment of an organisational goals in terms of various performance metrics, such as monetary perspective, customers, internal procedures, learning, and organisational effectiveness, is referred to as organisational success (Donsophon *et al.*, 2016). Implicitly, setting defined organisational goals can assist a company monitor its progress and discover the tasks that require improvement to accomplish those business goals. Rouse (2018) emphasized that setting precise, attainable goals gives organisations a clearer path to success and the realization of their vision. Goals can help identify the purpose of an organisation, facilitate business development, and achieve its financial objectives.

The above, points to the fact that the success of an organisation cannot be determined solely by face assessment. Therefore, in order to assess its level of success, an organisation must clearly describe its mission, vision, goals, and objectives. In the business sector, an organisation's mission statement plays a critical role in determining its performance, and fulfilling that objective is a key indicator of how successful an organisation is. Each organisation's mission and vision statements are distinctive and act as a yardstick for success. Grady (2006)

noted that achieving goals and objectives and getting closer to the organisation's vision are good indicators of organisational success in the short term.

Over the decade, several factors have threatened the success of small-scale business organisations in Nigeria. Yemi (2019) indicated that small-scale businesses fail to meet expectations due to problems, including infrastructure deficits, frequent policy changes and somersaults. Literature on the effects of policies of government on businesses reflected that policies enacted and implemented directly affect businesses either positively or negatively (Aderinto, David & Alabi, 2018). According to Akinyemi and Adejumo (2018), government policies and regulations, such as those related to taxes and business regulations, can significantly impact entrepreneurial activities.

Additionally, businesses are often subject to government policies and regulations that vary depending on the economy in which they operate, and these policies can shape and influence business practices (Akinyemi & Adejumo, 2018). However, government policies cannot be regarded as the sole cause of business failure. Other contributors are not restricted to mistakes of the upper management, lack of experience, poor business location, financial mismanagement, foresight, poor planning, and lack of frequent and relevant training (Turnaround Management Society, 2018).

Previous interventions that have been used to maximize the chances of success among small-scale have yielded little or no result, as evident in the shocking percentage of failure among start-ups. Hence, it becomes imperative to develop and examine new ways and means of helping small-scale business owners address the many challenges facing small-scale businesses. Adeoye (2015) noted that small-scale business owners needed to be subjected to a series of psychological approach to further improve their chances of success. Against the preceding background are the deficiencies of psychological training in minimizing failure among small businesses. In light of this, this study was conducted to determine how effective goal-setting and relational intelligence

training enhance organisational success and entrepreneurial motivation among small business owners in Ibadan, Nigeria.

The first intervention considered is goal-setting training. Setting goals is efficient for organisational management and can help with job appraisal and planning. This procedure is widely employed by many organisations across a wide range of human endeavours (Bipp and Kleingeld, 2011). However, statistics showed that not all businesses, managers, or academics are aware of how to do it correctly (Lee, 2015). A working goal is defined clearly and SMARTLY (which is an acronym for a goal-setting technique). In essence, the less ambiguous they are, the easier they will be to measure. It is evident as indicated earlier that, goal-setting training for employees is a guarantee means of enhancing organisational outcomes like enhanced intelligence, job satisfaction, and loyalty. On further reflection, it is vital that such training be tailored to the unique requirements of the organisation rather than the particular needs of the employee.

For an organisation to succeed, its employees must share the same goals and means of achievement (Davis, 2007). Otherwise, the organisation would face serious challenges in reaching its targets, decreasing effectiveness. The contemporary organisation depends on the manager's ability to set employee goals. Managers have to be skilled in setting and aligning goals for the betterment of the organisation. They have to be skilled in maintaining the progress of the organisations. Many managers, however, fail to set out challenging and realistic goals. This can only be achieved by training employees and managers in goal-setting techniques. Setting goals is a crucial component of business planning for entrepreneurs. It is, however, the work of human resource managers and personnel psychologists to design and develop specialized goal-setting training for entrepreneurs.

Another training that was proposed in this study that could enhance entrepreneurial organisational success is relational intelligence training. While goal-setting training had been established in previous studies to be a relevant tool

in fostering success among several entities, such is not the case for relational intelligence, as it is a relatively new terminology that has not been adequately explored and applied in the context of organisation in Nigeria. Higher-level skills (including abstract thinking, depiction, problem-solving, and decision-making), the capacity to learn, emotional intelligence, ingenuity, and adaptation to environmental demands are only a few of the components that make up the concept of intelligence. The origin of the term ‘relational intelligence’ cannot be ascertained because, not only is it a relatively new field of study coined from emotional intelligence, but also for the fact that several writers have attributed its origin to different authors such as Gauthier, Karl Albrecht and Esther Perel. Although, review of literature attributed its first usage to Gauthier in 1914 in his book *Savoir Relier*, it was however not developed nor popularised till recently by Esther Perel.

Relational intelligence involves understanding and managing emotions, in order to effectively navigate relationships with others. This includes the capacity to recognize and understand one's own and others' emotions, values, and needs, as well as the ability to use this understanding to guide one's actions and behaviour towards others. Huseman (2012) posited that the level of intelligence people exhibit in all of these varied (family, friends, peers, supervisors, employees, the community, and the world) relationships is the measure of how successful they are in life. Krambia-Kapardis (2020) asserted that leaders need relational intelligence to cope emotionally and ethically with their challenges. The quality of relationships affects every sphere of human life, from being available for relatives, family, and loved ones, forming collaborations in business to making connections with superiors, co-workers, and customers.

The advantages of relational intelligence training are substantial since it enables people to take part in engaging experiential activities that improve their relational abilities and promote fruitful interpersonal and professional interactions. This type of training underlines the value of creating healthy

relationships via shared learning and accountability. In the modern workplace, business organisations have discovered that effectiveness is not solely based on Intelligence Quotient (IQ). Instead, in order to succeed, employees must have strong interpersonal abilities. The way they behave, express their ideas, and start conversations with co-workers, bosses, and subordinates all play a crucial part in determining an organisation's success. As a result, relational intelligence has enormous value.

This research posited that Locus of Control would moderate entrepreneurial motivation. Over the years, this variable has had a consistent appearance in the study of small-scale business. LoC, a psychological concept, refers to how much people think they have control over circumstances that affect them. Psychologists consider it to be an essential component of personality.

Purpose and Objectives of the Study

The main purpose of this study was to examine the effectiveness of goal-setting and relational intelligence training in fostering organisational success among small-scale business owners in Ibadan, Nigeria. Precisely, the study;

- i. investigated the main effect of training on organisational success among the study participants.
- ii. examined the interaction effect of training and locus of control on organisational success among the study participants.

Hypotheses

The researcher tested the following null hypotheses at 0.05 level of significance;

- i. There. is no significant main effect of training on organisational success among the study participants.
- ii. There. is no significant two-way interaction effect of training and locus of control on organisational success among the study participants.

Methods

Using goal-setting and relational intelligence training, the researcher utilized quasi-experimental design (pretest-post-test and control group) to enhance organisational success among small-scale business owners. The study adopted a 3×2 factorial matrix consisting of two interventions and one control group, with Locus of Control serving as moderating variable varied at two levels (Internal, External). This study was conducted in Ibadan with the study's population comprising all owners of small-scale business in the city. Ibadan is a metropolitan city in Oyo state, situated within the South Western part of Nigeria, consisting eleven (11) Local Government areas. The population of businesses that fall within the scope of small-scale business as defined in this study is 1,909,475 in accordance with the data released in 2019 by SMEDAN/NBS.

A total of 63 small-scale business owners were selected to participate in the study. Participants for this study were chosen utilising Multi-stage Sampling procedure. Three local government areas were purposively selected because of the ample number of small-scale businesses and the business type in each area (Agriculture-Akinyele; ICT-Ibadan Northwest; Services-Ibadan North). The cluster sampling technique was adopted in choosing relevant business-related associations in each selected local government area for sample selection. With the aid of the screening instrument, small business owners whose businesses are not performing optimally were purposively selected (Akinyele – 22, Ibadan Northwest – 21 and Ibadan North – 20). In all, 63 small-scale business owners were drawn to participate; they were divided into the experimental and control groups at random. In contrast to the control group participants, who were given a lecture on punctuality at work, the experimental group received training in goal-setting and relational intelligence. These procedures were used to eliminate experimental biases that could contaminate the experiment. Table 3.2 highlights the number of participants selected in each sub-sector of business and LGAs.

Table 1: Presents the number of participants selected in each sub-sector of business and LGAs

S/N	Sector Of Business and Sub Sectors	Number Assigned for GST	Number Assigned for RIT	Number Assigned for C. G	Total
1.	Agriculture (crop, fishing, livestock, animal specialties, etc.) -Akinyele LGA	22	-	-	22
2.	ICT (I.T services, telecommunication, software, engineering.) -Ibadan Northwest LGA	-	-	21	21
3.	Services (plumbing, hairdressing, fashion designers, barbers, electronic retailer.) - Ibadan North LGA	-	20	-	20
	TOTAL	22	21	20	63

The organisational success scale (OSC) designed by Nwanzu and Uhiara (2018) was modified to assess organisational performance using a number of models. The scale consists of forty items which include four models of organisational effectiveness: the perceived stakeholder satisfaction model (items 40, 36, 32, 28, 24, 20, 16, 12, 8, 4), the system resources model (items 38, 34, 30, 26, 22, 18, 14, 10, 6, 2), the goal attainment model (items 37, 33, 29, 25, 21, 17, 13, 9, 5, 1), and the internal processes model (items 39, 35, 31, 27, 23, 19, 15, 11, 7, 3) which are related to different indicators of success in an entrepreneur's world. With a Cronbach alpha reliability of .96, the scale demonstrated good psychometric properties and high internal reliability. A typical item on the scale reads "Desired level of output is always attained", "Returns on investments is always adequate". These items were scored on a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5), with higher scores indicating a perceived success. The scale was utilized during a pilot testing that involved a

sample of thirty (30) participants in Oyo town. The Cronbach alpha coefficient, which was used to assess the scale's reliability, yielded a result of .80. This result shows that the scale is highly reliable.

In order to gauge how much people, think they have control over their lives' outcomes in contrast to being determined by outside factors, Rotter (1966) created a questionnaire he called the Internal-External Locus of Control (beyond their influence). The adapted questionnaire which also has 29 items was structured to be tailored towards entrepreneurship, each of which has two lettered (a or b). Participants are expected to select from each pair of statement tagged with a and b indicating the statement that they firmly believe in or can identify with. An example of items in the instruments includes 2a. "Many factors contribute to the success of an organisation, including luck and external circumstances". 2b. "The success of an organisation is often a result of the proactive decision-making and actions taken by its leaders and employees". 3a. "One of the major reasons why organisations thrive is because individuals take a keen interest in understanding market dynamics and industry trends. 3b. Organisational success is not solely dependent on external factors, and proactive measures can be taken to prevent or mitigate challenges. According to Rotter (1966), the scale's test-retest reliability varies from 0.49 to 0.83 based on the period and demographic. The researcher's revalidation of the adapted instrument yielded Cronbach alpha of .70 using Reliability coefficient alpha in a pilot study among participants of thirty (30) small-scale business owners chosen outside the study population (Oyo town). The statistical approach used in this study for inferential statistics is the analysis of covariance (ANCOVA) which has the potency to exclude unmeasured variables that might affect the study's findings. In order to assess the directions of difference and significance identified, the Bonferroni post-hoc analysis was used utilized (all testing carried out at 0.05).

Results and Discussion

Hypothesis one: There. is no significant main effect of training on organisational success among the study participants.

Table 1: Analysis of covariance (ANCOVA) on organisation success by training, and locus of control.

Source	Type Sum Squares	III of Df	Mean ²	F	Sig.	Partial eta-squared
Corrected Model	26237.365	12	2186.447	7.343	0.000	0.662
Intercept	10751.637	1	10751.637	36.109	0.000	0.445
Pre_OS	9506.366	1	9506.366	31.927	0.000	0.415
Training	16191.344	2	8095.672	27.189	0.000*	0.547
Training x LoC	3025.970	2	1512.985	5.081	0.010*	0.184
Error	13398.980	45	297.755			
Total	1028174.00	63				
Corrected Total	39636.345	62				

$R^2 = 0.66$ (Adj. $R^2 = 0.57$), * implies $p < 0.05$

It was highlighted in the above table (Table 1) that the main effect of training on entrepreneurs' organisational success in business was significant ($F_{(2; 45)}=27.19$; $p<0.05$, partial eta-squared = 0.55). The effect size of 55.0% was equally revealed in the table. This indicates that the training significant main effect accounted for 55.0% of the overall 57.0% variation observed (Adjusted $R^2 = 0.57$) in entrepreneurs' post-organisational success in business. As a result, hypothesis 1 was rejected. The estimated marginal means of the training groups were calculated in order to investigate the magnitude of the statistically significant effect across training groups. The result is also displayed in the table below (2).

Table 2: Post-organisational success by training and control group (estimated marginal means calculation)

			95% CI	
Training		\bar{x}	SE	Lower Bound Upper Bound
Relational Intelligence Group (RIG)		157.27	6.12	144.96 169.59
Goal Setting Group (GSG)		141.45	5.04	131.29 151.61
Control Group (CG)		103.84	4.36	95.08 112.60

Table 2 revealed that participants in the Relational Intelligence Group (RIG) training group 1 had highest adjusted mean score in their post-organisational success in business ($\bar{x} = 157.27$) followed by those in the Goal Setting Group (GSG) training group 2 ($\bar{x} = 141.45$) and the Control Group (CG) ($\bar{x} = 103.84$). $RIG > GSG > CG$ is a representation of this order. The Bonferroni post-hoc test was performed across the groups to establish which group was responsible for this statistically significant effect of training on organisational success in business. This was revealed in the estimated marginal means table above (2).

Table 3: Post-organisational success by training and control group (result of bonferroni post-hoc analysis) * Denotes $p < 0.05$ (at significant level)

(I) Training	(J) Training	MD (I-J)	Sig.
Relational Intelligence Group (RIG)	Goal Setting (GSG)	15.82	0.162
	Control Group (CG)	53.43*	0.000*
Goal Setting Group (GSG)	Relational Intelligence Group (RIG)	-15.82	0.162
	Control Group (CG)	37.61*	0.000*
Control Group (CG)	Relational Intelligence Group (RIG)	-53.43*	0.000*
	Goal Setting Group (GSG)	-37.61*	0.000*

Indicated in the table above (3) is that the post-organisational success of entrepreneurs in the Relational Intelligence Group was not significantly different from those in the Goal Setting Group ($MD = 15.82$; $p > 0.16$). However, there was a statistically significant difference between the entrepreneurs in the goal-setting group and those in the control group in terms of post-organisational success mean scores ($MD = 53.43$; $p < 0.05$). This suggests that, in terms of entrepreneurs' post-organisational success in business, the significant difference seen in the ANCOVA outcome was just not because of the differences between training groups (RIT and GST), but rather when compared to the Control group.

The significant main effect of training in fostering organisational success among small-scale business owners was indicated in the result. This revealed that the differences in the mean scores of organisational successes among small-scale business owners exposed to Goal-Setting Training (GST) and Relational Intelligence Training (RIT) in contrast to the control group was significant. Therefore, hypothesis one was rejected. Going by this, inference was made that training significantly foster organisational success among small-scale business owners. The implication of this is that both GST and RIT were effective in fostering organisational success among small-scale business owners of the study participants.

The result can be explained in relation to the effectiveness of the therapeutic packages which is also attributable to the manner of the utilization of principles and methodology on which the packages are grounded such as aims and objectives, homework, review, discussion, and questions adopted in the manual delivery. It is also possible that training participants on goal-setting has provided a realistic method by which business performance can be measured. In essence, an owner who highlighted a number of goals is expected to consider the achievement of those goals as a basis for organisational success.

Additionally, based on the training uniqueness, these training programmes are expected to have an effect of varying degrees in fostering organisational success. For GST, the notion that the training allows participants set goals and adjudged their performance based on the set objective is a point to note. In essence, the probability that small-scale business owners who participated in the study initially had a means of measuring their performance is extremely low. One surprising aspect however, is that RIT had an edge in effectiveness against GST as participants in the RIT benefited better than those in the GST group. This is surprising because, unlike GST that had been previously adopted in application to a number of entrepreneurship domain, RIT is a relatively new training but the reason for its effectiveness cannot be farfetched as it also has components of requirements (marketing skill, communication skill, interpersonal connection, etc.) needed for boosting a firm performance. Further, an owner whose relational skill enables him to gain more customers is more likely to constantly recruit loyal ones who are ready to not only patronize but refer other people to the business. The result pointed that the training intervention was effective and therefore, attests to the fact that organisational success among small-scale business owners can be enhanced, fostered and improved upon with the use of these training packages.

According to Terpstra and Rozell (1994), GST is a crucial method for enhancing organisational performance, and previous research had revealed that employee performance and productivity is increased with the availability of goal-setting. As a result, increased organisational performance will result from high levels of employee performance due to effective goal-setting. He also discovered in comprehensive longitudinal research that goal-setting improves individual efficiency as well as performance in the business world. According to the authors, goal-setting program will likely affect organisational performance positively. Similarly, as evident in the works of Kramer *et al* . (2013); organisational performance in a mechanical factory of 200 casual workers slightly increased

when the managers' goals are communicated to the employees. Lingsiya (2012) in analysis of result stated that goal-setting increases the chance of success among business by 78%.

The experiment conducted by Locke and Latham in 2002 added more proof to the effectiveness of goal-setting. Truck drivers in this study were able to raise the quantity of wood they carried onto their trucks from roughly 60% to 90% of the legally permissible weight after receiving training on effective goal-setting procedures. In just nine months, the business was able to greatly increase production and thus save over a quarter - million dollars by instructing the drivers on how to set and work toward attainable goals (Fried and Haynes Slowik, 2004). Additionally, research suggests that aligning high-level goals (such as those at the divisional or organisational level) with lower-level goals (such as those set for individual employees) can increase the likelihood of success (Kramer *et al* ., 2013). This means that organisations are more likely to achieve what they set out to do.

To further back the finding, Bipp and Kleingeld (2011) revealed that individuals would be more risk-seeking in potentially dangerous situations if they are given high financial targets rather than simply told to do their best. In prior research, 40,000 individuals from at least eight different nations participated in over 100 different activities in laboratory, simulation, and field settings. It was found that setting clear, challenging goals is likely to increase output on these tasks (Locke and Latham, 2002). According to empirical research, goals may significantly affect a person's ability to take risks (Larrick *et al* ., 2009). West *et al* . (2009) also founded in a survey that incorporates several businesses, that 54% of successful organisations have an effective goal structure. The research indicated that the more organized goals are, the higher the likelihood of success. Similar to this, more than 400 research have examined the connection between task performance and goal qualities, concluding that productivity is a function of

goal complexity (Latham and Locke, 2020). This demonstrated that workers assume more risk when the goal is more challenging.

Having established support for the effectiveness of GST in the study, emotional intelligence includes set of abilities that include self-awareness, empathy, understanding others' perspectives, emotional and cognitive acuity, the ability to empathize with people, and the capacity to manage emotions which are also all subset of relational intelligence. As a result of scarcity of information on the effect of relational intelligence training on entrepreneurial motivation, this study examined the areas of emotional intelligence that are similar to relational skills as well as core components of relational intelligences. Going by the impact of EI on different walks of life, it is safe to assume that RIT will be more potent since it incorporates components of EI with the addition of guiding individuals to interact with their environment effectively. According to Cross and Travaglione (2003), having some human qualities and personal qualities, such as emotional intelligence, is necessary for success in addition to having creative ideas and intellectual abilities. Perel (2019) noted that individuals with strong emotional intelligence inevitably possess relational intelligence. She views relational intelligence as a subsidiary of EI.

In further support, successful entrepreneurs have been noted to possess high levels of EI, according to Cross and Travaglione (2003), as reflected by their capacity to use emotions in problem solving and day-to-day working. Another study showed that entrepreneurs with higher EI have stronger emotional control and, as a result, show more successful self-leadership (D'Intino *et al .*, 2007). According to a study, managers with high self-awareness and interpersonal skills have a higher EI, enhancing their innovativeness and effectiveness (Yuvaraj and Srivastava, 2007). Another research discovered that the excellent performance of urban school principals was related to higher social and emotional intelligence (Williams, 2007).

For justification on RIT being more effective than GST in this study, it is possible that relational intelligence training may have had an edge over goal setting training in improving organisational performance for a number of reasons. It is crucial to remember that there are many variables, including the particular training programmes, the organisational context, and the individual participants, that might affect how these types of training connect to the success of an organisation. Some potential reasons why relational intelligence training may have had an edge over goal setting training in improving organisational success includes; the role of relationships in organisational performance: Successful organisations often have strong, good relationships with their clients, suppliers, and other stakeholders (Gino and Pierce, 2009).

Hypothesis Two: There is no significant two-way interaction effect of training and locus of control on organisational success among small-scale business owners

In the table 1, it was indicated that the interaction between training and locus of control on entrepreneurs' organisational success was significant ($F_{(2; 45)}=5.08$; $p<0.05$, partial eta-squared=0.18). Therefore, the researcher rejected hypothesis 2. This suggests that with the effect size of 18%, training and locus of control had an effect on organisational success of entrepreneurs. Analysis shows that the interaction impact of training and locus of control accounts for an 18.0% variation in entrepreneurs' organisational success in business. As a result, hypothesis 2 was rejected. This implies that the success of an entrepreneur's business is influenced by their training and LoC. Figure 1 depicts the interaction as a line graph to investigate the interaction effect.

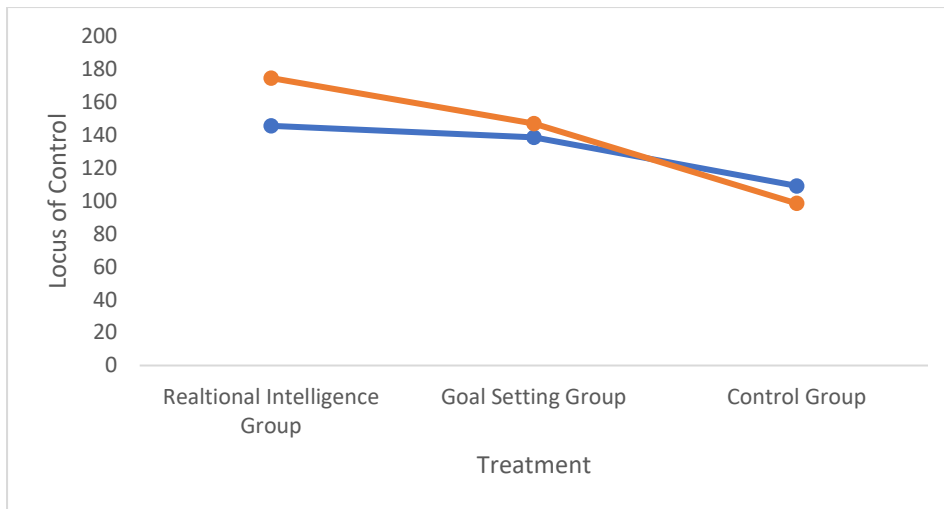


Figure 1: Interaction as a line graph to investigate the interaction effect

LoC moderated the effect of the training in fostering organisational success among small-scale business owners. The finding was in line with the study of Sundjoto (2017), which reinforced the assertion that organisational training and the internal LoC significantly affect performance. This was also supported by Welter, and Scrimshire (2021) reporting a study designed to evaluate the effects of LoC on goal-setting behaviour of managers. It was revealed that LoC as a personality trait of managers moderates the effectiveness of the training. For RIT, it is not worrisome that research linking it to locus of control is scarce; this is due to the recency of the variable. This research has however, successfully explored literature on RI, provided a linkage between RI and other variables and concluded that although locus of control might have moderated the training effect, RIT is an effective tool in enhancing organisational success among small-scale business owners. This may be justified by the fact that people's perceptions of their degree of control over the workplace influence the actions they take that may, in turn, have an impact on how well they perform at work. It is also possible that there may be an interaction effect of training and LoC on organisational success among small-scale business owners because there are many variables that can affect how these components interact, including the particular training programmes, the organisational context, and the personal traits and objectives of the individual business owners.

Conclusion and Recommendations

In order to enhance organisational success among nascent entrepreneurs, the study examined the efficacy of goal-setting and relational intelligence training. The moderating variable examined was locus of control. In order to do this, the participants had training in goal-setting and relational intelligence, and data were gathered, processed and analysed using suitable statistical methods. Using the research's findings as a foundation, the following conclusions were reached. Goal-setting and relational intelligence training (RIT) effectively fostered organisational success. While the two-training indicated effectiveness, RIT was more potent than GST in promoting organisational success. The implication is that although, adequate implementation of this training to boost organisational success may yield similar results, RIT will yield better result. The two -way interaction effect of training and locus of control on organisational success was significant.

On the basis of the study's findings, the below recommendations were made:

1. This research recommends that personnel psychologists and HRs should focus more attention on the activities of small-scale business owners by carrying out periodic research on different entrepreneurial menace.
2. Business-related associations, Corporate Affairs Commission, amongst other relevant organisations should explore the effectiveness of psychological means, especially the already proven training in this study to improve entrepreneurial motivation and organisational success among small-scale business owners.
3. The Nigerian government must implement new policy directives that are supportive of entrepreneurship. Further, government and relevant stakeholders should endeavour to gainfully engage small-scale business owners and offer training to entrepreneurs.

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