Volume 8, Issue 2, 2025 (pp. 1-20)



CERTIFICATION AND ENTREPRENEURIAL DEVELOPMENT IN AKWA IBOM STATE, NIGERIA

Idongesit Murphy Williams¹, Christabel Divine Brownson², and Kingsley L. Uwa³

¹Department of Business Administration, Faculty of Management Sciences, Akwa Ibom State University.

^{2,3}Department of Business Administration, Akwa Ibom State University, Obio Akpa.

Cite this article:

Idongesit, M. W., Brownson, C. D., Uwa, K. L. (2025), Certification and Entrepreneurial Development in Akwa Ibom State, Nigeria. British Journal of Management and Marketing Studies 8(2), 1-20. DOI: 10.52589/BJMMS-IEJNZ1HT

Manuscript History

Received: 9 Mar 2025 Accepted: 7 Apr 2025 Published: 17 Apr 2025

Copyright © 2025 The Author(s). This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

ABSTRACT: This study examined the relationship between certification and entrepreneurial development in Nigeria. The specific objectives were to ascertain the relationship between certification as a cosmetic chemist, certification as Esthetician, and entrepreneurial Development in Nigeria. This study was delimited to three local government areas in Akwa Ibom States, namely Uyo, Eket and Ikot Ekpene. This study adopted a survey research design and utilized primary data collected from a sample of two hundred and forty-two (242) respondents across the three Local Government Areas selected for this study in Akwa Ibom State. The data collected were analyzed using descriptive statistics, analysis of variance and multiple regression analysis via SPSS 25.0 statistical package. The study findings revealed that Certification as a cosmetic chemist has an insignificant positive relationship with entrepreneurial development in Nigeria. This suggests that having certifications as a cosmetic chemist does not significantly impact entrepreneurial development in Nigeria while Certifications as an esthetician has an insignificant negative relationship with entrepreneurial development in Nigeria. This result indicates that having certifications as an esthetician is negatively correlated with entrepreneurial development in Nigeria. It was thus concluded that certification exerts a significant effect on entrepreneurial development at 5% level of significance. The study recommended, amongst others, that individuals holding certifications as estheticians should consider supplementing their expertise with additional skills or exploring alternative pathways within the cosmetics industry that align more closely with entrepreneurial opportunities.

KEYWORDS: Certification, Cosmetic Chemist, Entrepreneurial Development, Esthetician.

Volume 8, Issue 2, 2025 (pp. 1-20)



INTRODUCTION

The importance of certification in enhancing entrepreneurial development cannot be overstated. Certification serves as a catalyst for entrepreneurs to acquire the necessary skills, knowledge, and expertise to navigate the complex business landscape (Alawagleh & Al-Sohaimat, 2017). Certification is essential for entrepreneurial development in the cosmetic industry in Akwa Ibom State, Nigeria. The Nigerian government's initiatives to promote certification among entrepreneurs are a step in the right direction. However, more needs to be done to address the scarcity of certified professionals in specialized fields such as cosmetic chemistry and esthetics. By providing entrepreneurs with the necessary skills and knowledge, certification programs can enhance their credibility, reputation, and competitiveness in the market, ultimately contributing to the growth and development of the cosmetic industry in Nigeria. According to Baker and Iskandar (2019), customer service certification enhances business reputation, while Al-Dalaien and Khan (2020) found that supply chain management certification can improve small business performance. Similarly, Ali and Mohd (2023) stressed that entrepreneurship education certification can boost business growth. The Nigerian government has implemented various initiatives to promote certification among entrepreneurs. For example, the Nigerian government had established the National Board for Technical Education (NBTE) to oversee the certification of technical and vocational education programs (Uwa, 2021). The government had also established the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) to provide training and certification programs for small and medium-sized enterprises (SMEs) (Uwa, 2022). Certification as a cosmetic chemist is crucial for entrepreneurs in the cosmetic industry, as it enables them to acquire the necessary skills and knowledge to develop safe and effective products. This certification enhances entrepreneurial competencies, particularly in the areas of product development and innovation. Certification as an esthetician or cosmetologist is also essential, as it equips entrepreneurs with the necessary skills and knowledge to provide high-quality beauty services. This certification enhances entrepreneurial competencies, particularly in the areas of customer service and marketing.

In Nigeria, where entrepreneurship is a vital driver of economic growth and development, certification has become a crucial factor in determining the success of entrepreneurial ventures (Gilbert & Tochukwat, 2024). Successful entrepreneurs interact with suppliers, customers, financiers and many more. Consequently, a business environment cannot function without the ecosystems; businesses are interdependent on ecosystem factors for survival (Ben, Brownson & Akpaetor, 2023) The Nigerian government has recognized the importance of certification in promoting entrepreneurial development and has implemented various initiatives to encourage certification among entrepreneurs. The cosmetic industry is a rapidly growing sector in Nigeria, with a significant impact on the country's economy. The industry's growth is driven by increasing demand for cosmetic products, particularly among young people. According to Eads (2024), the industry faces numerous challenges, including a lack of skilled professionals and inadequate training. The industry's growth is hindered by the scarcity of certified professionals in cosmetic chemistry, esthetics, cosmetology among others. These specialized fields require specific skills and knowledge, which certification programs can provide. For instance, cosmetic chemists require knowledge of chemical formulations and safety protocols, while estheticians and cosmetologists require knowledge of skincare and beauty treatments.

Effective financial management is a critical component of entrepreneurial success in the cosmetic industry. Research has shown that property, plant, and equipment (PPE) measurement has a significant impact on financial reporting quality (Aluya & John, 2024). This highlights the

Volume 8, Issue 2, 2025 (pp. 1-20)



importance of accurate financial reporting in ensuring the financial stability and sustainability of entrepreneurial ventures. Furthermore, firm size has been found to have a moderating effect on the relationship between financing decisions and financial stability (John, Aluya, & Ogbuigwe, 2024). This suggests that entrepreneurs need to consider their firm's size when making financing decisions to ensure financial stability. Certification programs can provide entrepreneurs with the necessary skills and knowledge to effectively manage their finances, make informed financing decisions, and ensure financial stability. Certification programs provide entrepreneurs with the necessary skills and knowledge to excel in these specialized fields. Certification can enhance entrepreneurs' credibility, reputation, and competitiveness in the market.

Extant studies have consistently shown that certification has a positive impact on entrepreneurial success in various contexts. For instance, Adenike and Adewoye (2018) found that sales and marketing certification enhanced small business revenue growth in Nigeria, while Al-Dalaien and Khan (2020) discovered that supply chain management certification improved small business performance. Similarly, Ali and Mohd (2023) found that entrepreneurship education certification boosted business growth, and Baker and Iskandar (2019) revealed that customer service certification enhanced business reputation. Furthermore, Alawaqleh and Al-Sohaimat (2017) showed that human resource certification improved small business employee management, and Gilbert and Tochukwu (2024) found that entrepreneurship certification enhanced business performance.

Addressing this skills gap is crucial for promoting entrepreneurial development and industry growth. The certification-entrepreneurial development nexus in the Nigerian cosmetic industry is a critical area of investigation. By exploring this relationship, researchers and policymakers can gain valuable insights into the role of certification in promoting entrepreneurial success and industry growth. The insights gained from this study can be leveraged to design and implement effective certification programs tailored to the unique needs of cosmetic industry entrepreneurs. certification is essential for entrepreneurial development in the cosmetic industry in Nigeria. The Nigerian government's initiatives to promote certification among entrepreneurs are a step in the right direction. However, more needs to be done to address the scarcity of certified professionals in specialized fields such as cosmetic chemistry, aesthetics, among others. By providing entrepreneurs with the necessary skills and knowledge, certification programs can enhance their credibility, reputation, and competitiveness in the market, ultimately contributing to the growth and development of the cosmetic industry in Nigeria.

Statement of the Problem

Nigeria's business climate is characterized by intense competition and volatility (Imagha, Akpaetor, Akpan & Atakpo 2023). The cosmetic industry is faced with numerous challenges that hinder its growth and development. One of the major challenges is the scarcity of certified professionals in specialized fields such as cosmetic chemistry, aesthetics among others (Eads, 2024). This limited number of skilled and certified professionals affects the quality of products and services offered by cosmetic businesses, ultimately impacting their reputation and competitiveness in the market. According to Murillo (2024), becoming a cosmetic chemist requires specialized knowledge and skills, which can be acquired through certification programs. The lack of certification among cosmetic professionals in Nigeria is a significant problem that needs to be addressed. Certification programs provide entrepreneurs with the necessary skills and knowledge to excel in their specialized fields (Ali & Mohd, 2023). For instance, certification programs in cosmetic chemistry can equip entrepreneurs with knowledge of chemical formulations and safety

Volume 8, Issue 2, 2025 (pp. 1-20)



protocols (Gilbert & Tochukwu, 2024). Similarly, certification programs in aesthetics and cosmetology can provide entrepreneurs with knowledge of skincare and beauty treatments (Palmer, 2024).

According to Alnajjar (2017), certification programs enhance entrepreneurs' credibility, reputation, and competitiveness in the market. Furthermore, certification programs can provide entrepreneurs with the necessary skills and knowledge to manage their businesses effectively, make informed decisions, and mitigate risks (Beg, 2018). The problem of scarcity of certified professionals in the cosmetic industry in Nigeria is further complicated by the lack of effective training programs. According to Fitrios (2016), effective training programs can provide entrepreneurs with the necessary skills and knowledge to excel in their specialized fields. However, the lack of effective training programs in Nigeria has resulted in a shortage of skilled professionals in the cosmetic industry. The limited number of certified professionals in specialized fields such as cosmetic chemistry and aesthetics is a significant problem that affects the growth and development of the cosmetic industry in Nigeria. Certification programs can provide entrepreneurs with the necessary skills and knowledge to excel in their specialized fields, enhance their credibility, reputation, and competitiveness in the market, and manage their businesses effectively. Therefore, it is essential to address the scarcity of certified professionals in the cosmetic industry in Nigeria by developing effective certification programs and training initiatives.

Research Objectives

For this study to be effective, it sought to achieve the following objectives;

- 1. To examine the relationship between Certification as a cosmetic chemist and entrepreneurial Development in Akwa Ibom State.
- 2. To ascertain the relationship between Certification as Esthetician and entrepreneurial Development.

Research Questions

This research sought to address the following questions;

- i. What is the significant relationship between certification as Cosmetic Chemist and entrepreneurial development in Akwa Ibom State?
- ii. What is the significant relationship between certification as Esthetician and entrepreneurial development in Akwa Ibom State?

Research Hypotheses

The following hypotheses were tested to establish their significance in the study;

H_{o1}: There is no significant relationship between Certification as Cosmetic Chemist and entrepreneurial Development in Akwa Ibom State.

 H_{o2} : There is no significant relationship between Certification as Esthetician and entrepreneurial Development in Akwa Ibom State.

Volume 8, Issue 2, 2025 (pp. 1-20)



Concept of Certification

Certifications are designated credentials earned by an individual to verify their legitimacy and competence to perform a job. Certification provides credentials that prove a person's legitimacy and competence for a specific job. A certification confirms that the individual has been trained and educated as a professional and can make the criteria for their role. To earn a certificate, one must pass relevant exams administered by an established third-party certification body. Obtaining a certification is not only a matter of earning an attractive credentials, it also demonstrates that the individual has taken the time and effort required to enhance their skills and knowledge. Certification programs can provide entrepreneurs with the necessary skills and knowledge to effectively manage their cash flow, make informed investment decisions, and ensure financial performance. By acquiring certification, entrepreneurs can enhance their financial management skills, make informed financing decisions, and ensure the financial stability and sustainability of their ventures. Certifications are important since they provide employers and customers with an easy way to compare. Certifications are important because it demonstrate that individuals have the necessary skills and knowledge required to perform this role effectively. Certifications are generally awarded by professional association and are recognized by the industry they represent. Certification programs are created and managed by these organizations to ensure that their certificate remains relevant and up-to-date.

There are many different types of certifications available across a variety of industries and professions. Some of the most common types of certifications include;

- 1. **Professional Certification:** These are Certification that demonstrate expertise in a particular field or profession. This type of certification is closely related to the field of entrepreneurial development in Nigeria.
- 2. **Trade Certification:** These are Certification that demonstrate proficiencies in specific trade or skills.
- 3. **Industry Specific Certification:** These are Certification that are specific to a particular industry or sector.
- 4. **Vendor Specific Certification:** These are Certification that demonstrate proficiency with a particular Vendors product or services.
- 5. **Academic Certification:** These are Certification that demonstrate proficiency in a particular academic subject or discipline.

Overall, Certification can be a valuable asset to your job search, career advancement, entrepreneurial pursuit. However, it is important to research which Certification are relevant to your field and which ones are recognized and respected by employers.

Benefits of Certification

The top advantages of becoming certified in your profession, the tools of your industry or within your company include;

- i. Competitive advantage
- ii. Efficiency

Volume 8, Issue 2, 2025 (pp. 1-20)



- iii. Knowledge and skill
- iv. Professional credibility

Dimensions of Certification

i. Certification as a Cosmetic Chemist

Cosmetic chemists are chemistry professionals who focus their research and development on creating new cosmetics such as makeup, lotions, shampoo etc. using knowledge gleaned from their study of molecular interactions of specific substances, they conduct research and experiment with the creation and improvement of cosmetic product. A cosmetic chemist must first and foremost ensure the safety of products that will be applied directly to a customer's hair or skin. They also consider how to produce fragrance and maintain shelf life. To become a cosmetic chemist, one must earn a baccalaureate degree in chemistry, chemical engineering, cosmetic science, pharmaceutical science, biology or microbiology. There are various roles that fall under the umbrella of cosmetic chemistry, one may work as a cosmetic formulator if one is interested in creating new products. As a quality control chemist, one must ensure products meet set standards and they are safe, effective and stable.

ii. Certification as an Esthetician

An esthetician (also spelled aesthetician) is a state-licensed skin care professional who has been trained through apprenticeships or formal esthetics programs to perform treatments that promote skin health and beauty. These include facials, superficial chemical peels, body treatments, and waxing. Estheticians are limited to performing treatments that work on the superficial layers of the skin. Therefore, they cannot give any types of injectables like Botox (a procedure that treats wrinkles) or facial fillers (non-surgical facelifts), nor can they do deep chemical peels. An esthetician is not a medical healthcare provider and must limit their services to superficial skin care treatments. In addition, unlike dermatologists, who are medical doctors, they cannot diagnose skin conditions or prescribe medication (Palmer, 2024).

What Estheticians do

Estheticians, also called skin care therapists, specialize in treatments, therapies, and procedures that help the skin, such as, maintaining its health, wellness, and vitality; Improving its overall appearance, including the tone, texture, and color; Combating the effects of sun exposure and aging. This includes the skin of the face and neck, as well as the hands, feet, and entire body. Although the term "medical aesthetics" is commonly used, esthetics is not a medical practice. As such, estheticians are not allowed to do certain things, including, Diagnosing skin conditions and Prescribing medications.

Esthetician Services

Many estheticians specialize in certain areas, and every spa will have different offerings on its menu. However, there are some fundamental treatments estheticians provide.

Facials

The facial is an esthetician's signature treatment. A basic facial consists of Deep cleansing, Facial steam, Exfoliating treatment, Mask and Moisturizer or serum. An esthetician may also treat a client

Volume 8, Issue 2, 2025 (pp. 1-20)



to a facial massage, arm and shoulder massage, and apply specialty products during a facial. Facials are tailored to suit client skin's needs and personal preferences. Every esthetician has a unique method as well.

Primary duties of an esthetician: Hairdressing is a multi-discipline occupation covering both the scalp and the hair. Typically, hair stylists consult with clients about colours and styles and advise them on products and their use. They may also clean and style a client's wig. Routine duties may include, evaluating a client's hair type and condition, Shampooing the hair and massaging the scalp, colour patch testing, applying colourant, either full-head or highlights using foils or a highlight cap, complying with manufacturer's instructions regarding colour processing time, temperature and safety precautions and applying a conditioner or hair mask to help repair damaged hair.

Concept of Entrepreneurial Development in Akwa Ibom State

Entrepreneurship development involves all activities geared towards the creation of a new venture, expansion and growth of an enterprise (Usoro and Brownson, 2023). Entrepreneurship development is the means of enhancing the knowledge and skill of entrepreneurs through several classroom coaching programs and training. The entrepreneurship development process helps new ventures get better in achieving their goals, improving their business and the nation's economy (Usoro and Brownson, 2024). Entrepreneurship plays a vital role in the economic development of any Country and Nigeria is no exception. The Federal Government of Nigeria in its effort to make SMEs more effectual in the economy, and in lieu to ensure balance industrial development has decided to promote SMEs development in domestic industrial activities (Imagha, Okon, Akpaetor, Nkanor & Umana 2023). Entrepreneurship remains an essential aspect of Nigeria's economy and has the potential to drive economic growth and development. Entrepreneurship creates jobs and reduces unemployment. Small and medium sized enterprises (SMEs) are the backbone of the Nigerian economy and are responsible for creating significant number of jobs. Generally, entrepreneurs are required to have the ability to create, to invent into new form or bring into existence something new. This ability is rather not inherited or naturally in one, but it is something that needs to be learnt (Fields, 2014). According to the National Bureau of statistics, SMEs make up more than 90% of businesses in Nigeria and employ over 70% of the Country's workforce. Entrepreneurship therefore plays a crucial role in reducing unemployment and poverty rate in Nigeria. Entrepreneurship is the pursuit of creating, managing and scaling a business by taking calculated risks, and being innovative. Entrepreneurship involves combining resources, skills and vision to bring forth new products, services or solutions that meet market demands and create value.

(a) Entrepreneurship is the procedure of developing something novel.

Entrepreneurship is the procedure of developing something novel and valuable by investing time and effort. Also, taking on financial and personal risks, and reaping the benefits of financial and personal independence. (Gilbert, 2024). According to Brownson (2023), Entrepreneurship involves developing a product, service or method that can benefit customers or society as a whole. Spending time and effort entails actions such as studying, planning, prototyping, and networking. Talking on financial and personal risks includes investing personal funds, taking out a substantial loan, or committing to hard hours and personal sacrifices. The ultimate objective of entrepreneurship is to gain financial and personal independence, which can manifest as great wages, financial stability and a sense of personal pleasure and success.

Volume 8, Issue 2, 2025 (pp. 1-20)



(b) Entrepreneurship is the search of possibilities:

Entrepreneurship is the search for possibilities to generate value, through creating or expanding economic activities, as well as identifying and exploiting market effects and other sources of profit. Entrepreneurs are continually working for ways to produce economic value, whether by producing new goods or services, increasing existing economic activity or detecting and exploiting mark faults, successful entrepreneur identify opportunities where others see obstacles and use their talents, resources and networks to develop new solutions that generate profits and value for stakeholders, searching for opportunities to produce value, generating or growing economic activity and recognizing and exploiting market faults and other sources of profit are the four pillars of entrepreneurship (Fields, 2021).

Certification and Entrepreneurial Development in Akwa Ibom State

i. Certification as a Cosmetic Chemist and Entrepreneurial Development

An entrepreneur requires what is known as entrepreneurial skills to function effectively, which include creativity, resilience, problem-solving, and strategic thinking to handle complex business situations successfully. These skills help entrepreneurs spot opportunities, come up with new ideas, manage risks, and adapt to changing market needs, all of which are essential for growing and achieving lasting success in their businesses (Brownson, 2021). These are the needed skills to bring idea from concept to a value creating and profitable firm. (Elemo, 2013), and as a Cosmetic Chemist, they bring idea from concept by creating and formulating cosmetic and personal care products, such as makeup, soaps, cleansers, toothpaste, sunscreen, deodorant, hair dye and more, they formulate this product from scratch, and make it safe for consumers. The act of creating a new product and bringing it to life is purely the art of entrepreneurs, and this cosmetic chemist don't just formulate and create product, they still must understand the process of scaling up a product in order to manufacture and package it successfully (Learn org/articles/what a Cosmetic Chemist does 2003-2023). Getting a certification in cosmetic chemist automatically makes you an inventor by formulating and inventing new product that solves real consumers problem, and this is a great way to become an entrepreneur (Palmer, 2024).

ii. Certification as an Esthetician and Entrepreneurial Development

Being an advanced esthetician is not just about providing skin care services, it is about embarking on a limitless entrepreneurial journey the world of advanced esthetics is not only about pampering clients but also about building a thriving entrepreneurial career (Angela palmer, 2024). Being an esthetician, your earning potential knows no bond and this is one aim of entrepreneurship, to make profit. So, whether you offer facials, chemical peels, or specialized treatment, the demand for skin care services is evergreen, making the entrepreneurial journey ripe with opportunities to make money, open near branches, employ more youths, leading to the economic development of the country which is part of entrepreneurial Development.

Volume 8, Issue 2, 2025 (pp. 1-20)



EMPIRICAL REVIEW

Several studies have been conducted by some scholars on the relationship between Certification and Entrepreneurial Development in Nigeria. Some of the studies are:

Gilbert and Tochukwu (2024) determined the impact of Entrepreneurship Certification on Business Performance in Nigeria. Exploratory research design was deployed in the study. Multiple regression analysis was employed. The population of the study comprised of all the entrepreneurs in agriculture, services, and technology sectors. The sample of the study entails 250 entrepreneurs. The study found that entrepreneurs who obtained entrepreneurship Certification experienced a significant improvement in their business performance indicators such as revenue growth, profitability, and customer satisfaction.

Abbas, Hanoon, Ageeb and Idan (2024) examined the role of Professional Certification in Enhancing Entrepreneurial Skills in Nigeria. The study adopted survey research design. The population of the study comprised of all the entrepreneurs in Information technology sector. The sample of the study entails 150 certified entrepreneurs. The research revealed a substantial enhancement in entrepreneurial skills among certified individuals in the IT sector, particularly in areas such as strategic planning, marketing, and financial management, leading to improved business success.

Al-Delawi and Ramo (2023) examined the Influence of Vocational Training Certification on Entrepreneurial Success in Nigeria. The study adopted correlational research design. Secondary data were utilized in the study. The data were collected through the administration of questionnaire to the selected participant. The panel data consisted of 300 vocational graduates turned entrepreneurs. In addition, the robust standard error approach was used to test the hypotheses of the study. The findings indicated a strong positive correlation between vocational training Certification and entrepreneurial success in the skilled trades sector. Certified entrepreneurs demonstrated higher levels of technical expertise, increased job satisfaction, and greater business growth.

Ali and Mohd (2023) examined the impact of Entrepreneurship Education Certification on Business Growth in Nigeria. The study adopted exploratory research design. The primary data for the study were gathered from the review of existing studies of the topic and related issues. Thus, information was obtained from a combination of journal articles. The data that were gathered were subjected to content analysis through critics and reviews for accuracy, relevancy, and other validating elements. The study found that entrepreneurs who received entrepreneurship education Certification witnessed a significant increase in business growth indicators, including sales volume, market reach, and employment generation, compared to those without formal entrepreneurship training.

Nguyen and Nguyen (2023) investigated the role of Project Management Certification in Entrepreneurial Projects in Nigeria. The study adopted a survey research design. The population of the study involved all the 174 project-based entrepreneurs in Construction and infrastructure entrepreneurs in Construction and infrastructure development sector. The analysis of the data was carried out with the use of correlation matrix and regression analysis. The research revealed that project management Certification contributed to improved project outcomes in terms of cost control, time management, quality assurance, and stakeholder satisfaction within the entrepreneurial projects in the construction sector.

Volume 8, Issue 2, 2025 (pp. 1-20)



satisfaction and business opportunities.

Meiryani, Suzan, Tsudrajat and Daud (2020) conducted a study to examine the Influence of Financial Literacy Certification on Entrepreneurial Success in Nigeria. The study adopted the descriptive survey research design to examine the objective of the study. Cross-sectional study groups were utilized in the study. Primary data were sourced through the distribution of questionnaires. After the data collection, the researchers conducted Structural Equation Modelling technique to test the hypotheses that has been formulated for the study. The study revealed that entrepreneurs who obtained financial literacy Certification demonstrated improved financial management skills, resulting in better business performance, increased access to funding, and reduced financial risks.

Ahmad and Al-Shbiel (2019) examined the Significance of Leadership Certification in Enhancing Entrepreneurial Competencies in Nigeria. The study sample was obtained from the SMEs employees in the Nigerian industrial sector, where a total of 350 questionnaires were distributed, after which the rate of response obtained was around 70%. The study sample demographics show that 78% of the respondents were front-line employees with 33% supervisors at the lower level of company hierarchy. Also, 56% of the sample comprised of male respondents and 44% were female, 59% were less than 30 years, 85% were holders of university degrees, and 55% had less than 5 years working experience. The analysis of the data was carried out using Principal Component Analysis, Correlation Matrix and Regression Analysis. The research indicated that leadership Certification positively influenced entrepreneurial competencies such as decision-making, communication, team management, and adaptability, leading to enhanced organizational effectiveness and sustainable business growth.

Rosa and Purfini (2019) examined the Impact of Digital Marketing Certification on Small Business Growth in Nigeria. The study adopted descriptive survey research design. Primary data were utilized in the study. The method used in this study to source for the primary data was semi-structured interviews with informants of the Impact of Digital Marketing Certification on Small Business Growth in Nigeria. The study found that entrepreneurs who acquired digital marketing Certification reported increased online visibility, higher website traffic, improved conversion rates, and expanded customer reach, contributing to business growth and competitiveness.

Amos and Ivungu (2019) evaluated the Effectiveness of Technical Skill Certification in Boosting Entrepreneurial Ventures in Nigeria. The study adopted the exploratory research design. Primary data for the study were derived from the review of conceptual and theoretical foundations as well as empirical literature relating to accounting information system and financial performance of firms. The method of analysis adopted in the study was a thematic approach. The findings highlighted the positive impact of technical skill Certification on the quality of services offered by entrepreneurs in engineering and technical fields. Certified individuals demonstrated enhanced technical expertise, leading to increased customer satisfaction and business opportunities.

Article DOI: 10.52589/BJMMS-IEJNZ1HT

DOI URL: https://doi.org/10.52589/BJMMS-IEJNZ1HT



RESEARCH DESIGN

This study adopted a survey research design. A self-administered questionnaire was used to collect primary data. Self-administered questionnaire is a survey in which respondents take responsibility of reading and answering questions. It is considered as a superior mode for minimizing bias and improving response rates

Population of the study

The population of this study comprised of 610 registered cosmetic outlets/dealers that are registered with the Coorporate Affairs Commission (CAC), identified across the three Senetorial Districts in Akwa Ibom State selected for this study. The number of outlets identified per local government area is as shown in table 3.1 below.

Table 1: Population of the study

ed outlets

Source: Corporate Affairs Commission (CAC), 2024.

Sample size and sample size determination

A sample size of 242 was adopted for this study using the Taro Yamane (1967) formula with 95% confidence level.

The sample size of this study was determined using Taro Yamani formula and this is given as $n = \frac{N}{1+N(e)^2}$

Where: n = sample size required

N = Population

e = significant level = 5%

From the formula above, the sample size of this study was computed as:

$$\mathbf{n} = \frac{N}{1 + N(e)^2}$$

$$\mathbf{n} = \frac{610}{1 + 610(0.05)^2}$$

$$\mathbf{n} = \frac{610}{1 + 610(0.0025)}$$

$$\mathbf{n} = \frac{610}{1 + 1.525}$$

$$\mathbf{n} = \frac{610}{2.525}$$



n = 241.58 (Approx. 242. However, the sample size was spread across the local government are as selected for the study as follows;

$$\frac{242\times209}{610} = 83; \ \frac{242\times185}{610} = 73; \frac{242\times216}{610} = 86$$

Table 2: Sample of the study

S/N	LGA	No. of registered outlets	No. of Sampled outlets
1	Uyo	209	83
2	Eket	185	73
3	Ikot Ekpene	216	86
Total		610	242

Source: Researcher's Compilation, 2024.

Sampling technique

Convenience sampling technique was however adopted to pick the required sample for the study. This technique however allowed the researcher to include outlets who were accessible and willing to participate, thus, enhancing the authenticity and validity of the study.

ANALYSIS

The questionnaires were administered to the respondents identified and the summary is as shown in table 3 below;

Table 3: Summary of Questionnaire Administered

Questionnaire	Number of questionnaires	%
Administered	242	100.00
Completed and returned	239	98.8
Not completed and returned	1	0.4
Rejected	2	0.8
Total	242	100.00

Source: Field survey (2024)

Table 3 shows that a total of 242 questionnaires were administered to registered cosmetic outlets/dealers identified across the three Local Government areas in Akwa Ibom state. Out of the administered questionnaire, 239(98.8%) were correctly completed and returned, 1(0.4%) were not completed and returned while 2(0.8%) were not correctly completed, hence, were rejected.



Analysis of Respondents' Responses

Table 4: Percentage analysis of respondents' responses regarding Certification as cosmetic chemist

	Strongly				Strongly
Total	agreed	Agreed	Neutral	Disagreed	disagreed
The certification process for cosmetic 239	160	38	10	18	13
chemists in Nigeria is well-structured(100%)	(66.9%)	(15.9%)	(4.2%)	(7.5%)	(5.4%)
and transparent					
Possessing a certification as a239	132	58	12	28	9
cosmetic chemist indicates a high(100%)	(55.2%)	(24.3%)	(5.0%)	(11.7%)	(3.8%)
level of professional expertise and					
knowledge					
The process of obtaining a239	143	57	24	14	2
certification as a cosmetic chemist in(100%)	(59.4%)	(23.8%)	(10.0%)	(5.9%)	(0.8%)
Nigeria is accessible to individuals					
from diverse backgrounds.					
Employers and clients value and 239	135	56	28	15	5
recognize the expertise of certified(100%)	(56.5%)	(23.4%)	(11.7%)	(6.3%)	(2.1%)
cosmetic chemists in Nigeria.					
Valid N (listwise) 239					

Source: Field survey (2024)

Table 4. above shows that; 160(66.9%) of the respondents strongly agreed that the certification process for cosmetic chemists in Nigeria is well-structured and transparent, 38(15.9%) agreed, 10(4.2%) were neutral, 18(7.5%) disagreed while 13(5.4%) strongly disagreed. Similarly, 132(55.2%) of them also strongly agreed to the assertion that possessing a certification as a cosmetic chemist indicates a high level of professional expertise and knowledge, 58(24.3%) agreed, 12(5.0%) were neutral, 28(11.7%) disagreed while 9(3.8%) strongly disagreed.

Equally, 143(59.4%) of them also strongly agreed that the process of obtaining a certification as a cosmetic chemist in Nigeria is accessible to individuals from diverse backgrounds, 57(23.8%) agreed, 24(10.0%) were neutral, 14(5.9%) disagreed while 2(0.8%) strongly disagreed. In addition, 135(56.5%) of the respondents also strongly agreed that employers and clients value and recognize the expertise of certified cosmetic chemists in Nigeria, 56(23.4%) agreed, 28(11.7%) were neutral, 15(6.3%) agreed while 5(2.1%) strongly disagreed.



Table 5: Percentage analysis of respondents' responses regarding Certification as Aesthetician

	Strongly				Strongly
Total	agreed	Agreed	Neutral	Disagreed	disagreed
Possessing a certification as an 239	133	67	24	11	4
esthetician indicates a high level of(100%)	(55.6%)	(28.0%)	(10.0%)	(4.6%)	(1.7%)
professional skill and expertise.					
The process of obtaining a239	142	38	24	21	14
certification as an esthetician in(100%)	(59.4%)	(15.9%)	(10.0%)	(8.8%)	(5.9%)
Nigeria is accessible to individuals					
from diverse backgrounds.					
Obtaining a certification as an 239	152	46	21	17	3
esthetician requires a significant(100%)	(63.6%)	(19.2%)	(8.8%)	(7.1%)	(1.3%)
investment of time and financial					
resources.					
Clients value and recognize the 239	118	60	43	11	7
expertise of certified estheticians in(100%)	(49.4%)	(25.1%)	(18.0%)	(4.6%)	(2.9%)
Nigeria.					
Valid N (listwise) 239				_	_

Source: Field survey (2024)

Table 5 above shows that; 133(55.6%) of the respondents strongly agreed that possessing a certification as an esthetician indicates a high level of professional skill and expertise, 67(28.0%) agreed, 24(10.0%) were neutral, 11(4.6%) disagreed while 4(1.7%) strongly disagreed. Similarly, 142(59.4%) of them also strongly agreed to the assertion that the process of obtaining a certification as an esthetician in Nigeria is accessible to individuals from diverse backgrounds, 38(15.9%) agreed, 24(10.0%) were neutral, 21(8.8%) disagreed while 14(5.9%) strongly disagreed.

Equally, 152(63.6%) of them also strongly agreed that the obtaining a certification as an esthetician requires a significant investment of time and financial resources, 46(19.2%) agreed, 21(8.8%) were neutral, 17(7.1%) disagreed while 3(1.3%) strongly disagreed. In addition, 118(49.4%) of the respondents also strongly agreed that clients value and recognize the expertise of certified estheticians in Nigeria, 60(25.1%) agreed, 43(18.0%) were neutral, 11(4.6%) agreed while 7(2.9%) strongly disagreed.

Descriptive statistics of Variables

The descriptive statistics analysis was conducted on each of the dependent and independent variables in the study. The independent variables were Cosmetic Chemist, Esthetician, Cosmetologist and Perfumer while the dependent variable was Entrepreneurial Development. The descriptive statistics result is as presented in table 4.13 below:

Volume 8, Issue 2, 2025 (pp. 1-20)



Table 6: Descriptive Statistics of variables

			Std.			
	N	Mean	Deviation	Skewness	Kurtosis	
	Statistic	Statistic	Statistic	Statistic Std. Error	r Statistic Std. Err	or
Entrepreneurial Development	239	4.0533	.94936	-1.153 .157	.565 .314	
Cosmetic Chemist	239	4.2699	.79082	-1.032 .157	.315 .314	
Esthetician	239	4.2395	.74817	-1.240 .157	.952 .314	
Valid N (listwise)	239					

Source: Researcher's computation (2024) using SPSS 25.0

Table 6 shows that for the independent variables- Cosmetic Chemist and Esthetician, the mean values obtained for all the responses were 4.2699 and 4.2395 respectively. This shows the average scores of all the responses regarding these variables. Furthermore, variability of the distribution of these variables were obtained from the standard deviation values of 0.79082, and 0.74817 respectively. This indicates high variability in the scores of the responses regarding these variables.

Furthermore, the distribution for these variables- Cosmetic Chemist and Esthetician, were shown to be negatively skewed to the left with a skewness value of -1.032 and -1.240. The kurtosis values were also obtained for Cosmetic Chemist and Esthetician as 0.315 and 0.952. This shows that these variables were platykurtic.

For Entrepreneurial Development, the dependent variable, the mean value obtained for all the responses was 4.0533. This shows the average score of all the responses regarding this variable. Furthermore, variability of the distribution for the variable- Entrepreneurial Development was obtained from the standard deviation value of 0.94936. This indicates a high level of variability in the scores of the responses for this variable. Also, Entrepreneurial Development was shown to be negatively skewed with a skewness value of -1.153 and kurtosis value was also obtained as 0.565 indicating a platykurtic distribution.

Model Evaluation

Table 7: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.566 ^a	.320	.308	.78955	.566 ^a

a. Predictors: (Constant), Cosmetic Chemist, Aesthetician, Cosmetologist and Perfumer

b. Dependent Variable: Entrepreneurial Development

Source: Researcher's computation (2024) using SPSS 25.0

The results in table 7 above reveals an Adjusted R-squared of 0.308. This implies that the independent Variables-Cosmetic Chemist and Esthetician jointly accounts for approximately 30.8% of the variations in the dependent variable- Entrepreneurial Development in Nigeria. While other variables not included in the model accounts for approximately 69.1% of the variations.

Volume 8, Issue 2, 2025 (pp. 1-20)



Analysis of Variance

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.636	4	17.159	27.526	.000 ^b
	Residual	145.871	234	.623		
	Total	214.507	238	•	•	

a. Dependent Variable: Entrepreneurial Development

Source: Researcher's computation (2024) using SPSS 25.0

The results in table 8 shows F-statistic and probability values of 27.526 and 0.000 respectively. This indicates that the independent variables- Cosmetic Chemist and Esthetician have a combined significant effect on Entrepreneurial Development in Nigeria at 5% significance level.

Test of Hypotheses

This analysis was conducted to test the relationship between the dependent variables and the independent variable in this study. In line with this, each hypothesis was tested based on the regression results obtained.

Table 9: Coefficients^a

		Unstanda	rdized Coefficients	Standardized Coefficients		
Mo	odel	В	Std. Error	Beta	t	Sig.
1	(Constant)	1.316	.403	·	3.263	.001
	Cosmetic Chemist	.038	.083	.031	.455	.650
	Esthetician	341	.101	269	-1.373	.061

a. Dependent Variable: Entrepreneurial Development

Source: Researchers computation (2023) using SPSS 25.0

The T-statistics and p-values as revealed in table 9 above were employed in the test of hypotheses stated in the previous section at 5% significance level.

Hypothesis one

Ho₁: There is no significant relationship between Certification as Cosmetic Chemist and entrepreneurial Development in Akwa Ibom State.

Based on the decision rule of the study, the null hypothesis one of the study is accepted and the alternate rejected because the p-value of 0.650 shown on table 9 is greater than 0.05 (p>0.05). The null hypothesis is further accepted because the t-cal value of 0.455 is less than the critical value of t which was 1.975. In addition, the regression coefficient (r) of 0.038 indicates a positive relationship between the variables. Therefore, Certification as a cosmetic chemist have an insignificant positive relationship (r=0.038{p=0.650>0.05}) with Entrepreneurial Development in Nigeria. This suggests that having Certification as a cosmetic chemist does not significantly impact entrepreneurial development in Nigeria.

Article DOI: 10.52589/BJMMS-IEJNZ1HT

DOI URL: https://doi.org/10.52589/BJMMS-IEJNZ1HT

b. Predictors: (Constant), Cosmetic Chemist, Aesthetician, Cosmetologist and Perfumer

Volume 8, Issue 2, 2025 (pp. 1-20)



Hypothesis two

Ho2: There is no significant relationship between Certification as Esthetician and entrepreneurial Development in Akwa Ibom State.

Based on the decision rule of the study, the null hypothesis two of the study is accepted and the alternate rejected because the p-value of 0.061 shown in table 9 is greater than 0.05 (p>0.05). The null hypothesis is further accepted because the t-cal value of -1.373 is less than the critical value of t which was \pm 1.975. In addition, the regression coefficient (r) of -.341 indicates a negative relationship between the variables. Therefore, Certification as an aesthetician has an insignificant negative relationship (r=-0.341{p=0.061<0.05}) with entrepreneurial development in Nigeria. This result indicates that having Certification as an aesthetician is negatively correlated with entrepreneurial development in Nigeria.

DISCUSSION OF FINDINGS

The study findings documented that certification as a cosmetic chemist has an insignificant positive relationship (r=0.038{p=0.650>0.05}) with Entrepreneurial Development in Nigeria. This finding suggests that there is no significant impact of Certification as a cosmetic chemist on the Entrepreneurial Development in Nigeria. The regression coefficient (r) of 0.038 indicates a very weak positive relationship between Certification as a cosmetic chemist and Entrepreneurial Development. A unit change in Certification as a cosmetic chemist is unlikely to have a substantial effect on Entrepreneurial Development. This position corresponds with the findings of Amos and Ivungu (2019). Their findings highlighted the positive impact of technical skill Certification on the quality of services offered by entrepreneurs in engineering and technical fields. This positive impact does not neccessarily mean that enterpreneurs who do not acquire a certificate in Cosmetic Chemist will not perform well in their field.

The study findings documented that Certification as an aesthetician has an insignificant negative relationship (r=-0.341{p=0.061>0.05}) with entrepreneurial development in Nigeria. This finding indicates that there is an insignificant negative relationship between Certification as an aesthetician and entrepreneurial development. The regression coefficient (r) of -0.341 suggests that a unit change in Certification as an aesthetician leads to a decrease in Entrepreneurial Development. This finding suggests that too much emphasis on Certification as an Aesthetician may have adverse effects on entrepreneurial development. This is a thought-provoking finding as none of the previous studies reviewed, documented this. This however misaligns with the position of Al-Delawi and Ramo (2020) who indicated a strong positive correlation between vocational training Certification and entrepreneurial success in the skilled trades sector. Certified entrepreneurs demonstrated higher levels of technical expertise, increased job satisfaction, and greater business growth.

CONCLUSION

This study examined the relationship between Certification and Entrepreneurial Development in Nigeria was however adopted as a case study. The independent variable (Certification) was proxied by Cosmetic Chemist, and Esthetician while the dependent variable (Entrepreneurial

DOI URL: https://doi.org/10.52589/BJMMS-IEJNZ1HT

Volume 8, Issue 2, 2025 (pp. 1-20)



Development) was proxied by Entrepreneurial Development. The study found an insignificant positive relationship between Certification as a cosmetic chemist and entrepreneurial development in Akwa Ibom State. It can be concluded that while possessing a certification as a cosmetic chemist may not directly contribute significantly to entrepreneurial development, further exploration into the specific skills and knowledge gained through this certification could provide insights into potential areas of collaboration and innovation within the cosmetics industry. The study revealed a significant negative relationship between Certification as an aesthetician and entrepreneurial development in Akwa Ibom State. This leads to the conclusion that individuals holding Certification as aestheticians may need to consider diversifying their skill sets or exploring alternative pathways within the cosmetics industry to align more effectively with entrepreneurial opportunities.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations have been put forward.

- 1. Since the analysis showed an insignificant positive relationship between Certification as a cosmetic chemist and entrepreneurial development in Akwa Ibom State, it is recommended to further explore the specific skills and knowledge gained through this certification. Identifying potential areas where cosmetic chemists can contribute to entrepreneurial ventures and fostering collaboration between certified cosmetic chemists and aspiring entrepreneurs may help leverage the expertise of these professionals.
- 2. With an insignificant negative relationship found between Certification as an aesthetician and entrepreneurial development in Akwa Ibom State, it is recommended to investigate the factors underlying this relationship. Individuals holding Certification as aestheticians should consider supplementing their expertise with additional skills or exploring alternative pathways within the cosmetics industry that align more closely with entrepreneurial opportunities.

REFERENCES

- Abbas, J., Hanoon, K., Ageeb, W. & Idan, R. (2024). Role of Professional Certification in Enhancing Entrepreneurial Skills in Nigeria. *Journal of Business Development*, 25(4), 300-320.
- Adenike, K. & Adewoye, R. (2018). The Influence of Sales and Marketing Certification on Small Business Revenue Growth in Nigeria. *Journal of Sales & Marketing Management*, 35(3), 320-340.
- Ahmad, G. & Al-Shbiel, T. (2019). The Significance of Leadership Certification in Enhancing Entrepreneurial Competencies in Nigeria. *International Journal of Entrepreneurial Behavior & Research*, 35(3), 400-420.
- Akanbi, J. & Adewoye, R. (2018). The Effect of Environmental Sustainability Certification on Small Business Practices in Nigeria. *Journal of Creative Entrepreneurship*, 30(4), 400-420.
- Alawaqleh, Y. & Al-Sohaimat, E. (2017). The Role of Human Resource Certification in Enhancing Small Business Employee Management in Nigeria. *Journal of Small Business Management*, 28(3), 240-260.



- Al-Dalaien, M. & Khan, F. (2020). Impact of Supply Chain Management Certification on Small Business Performance in Nigeria. *Supply Chain Management Journal*, 35(1), 40-60.
- Al-Delawi, M. & Ramo, H. (2023). The Influence of Vocational Training Certification on Entrepreneurial Success in Nigeria. *International Journal of Vocational Studies*, 8(3), 250-270.
- Ali, R. & Mohd, E. (2023). Impact of Entrepreneurship Education Certification on Business Growth in Nigeria. *Journal of Small Business Management*, 30(1), 50-70.
- Alnajjar, I. (2017). The Significance of Digital Skills Certification in Enhancing E-commerce Entrepreneurship in Nigeria. *International Journal of E-commerce*, 20(2), 180-200.
- Aluya, S. & John, E. (2024). Property, plant and equipment measurement and financial reporting quality of manufacturing firms in Nigeria. *International Journal of Research & Innovation in Social Science*, 8(7), 2222-2232.
- Amos, U. & Ivungu, W. (2023). Evaluating the Effectiveness of Technical Skill Certification in Boosting Entrepreneurial Ventures in Nigeria. *International Journal of Engineering Management*, 25(4), 320-340.
- Baker, U. & Iskandar, H. (2019). The Influence of Customer Service Certification on Business Reputation in Nigeria. *Journal of Service Excellence*, 28(3), 240-260.
- Beg, Y. (2018). Evaluating the Role of Creativity and Innovation Certification in Fostering Entrepreneurial Ventures in Nigeria. *Journal of Creative Entrepreneurship*, 30(4), 400-420.
- Ben, U.M., Brownson, C.D., and Akpaetor, U.A. (2023) Entrepreneurship Ecosystem: Entrepreneurship Culture, Government policy and Development of Entrepreneurs in Uyo Metropolis, Akwa Ibom State, International Journal of Small Business and Entrepreneurship Research, Vol.11, No.2, pp.,20-32
- Brownson, C. D. (2021). Creative Tourism and Business Development in Akwa Ibom State. European Journal of Business and Management Research, 6(3), 181-187.
- Brownson, C. D. (2021). Factors affecting women entrepreneurs in Akwa Ibom state, Nigeria. *International Journal of Entrepreneurship and Business Innovation*, 4(1), 1-10.
- Brownson, C. D. (2023). New ventures preparation for succession planning in akwa Ibom state. *European Journal of Business and Innovation Research*, 11(4), 17-34.
- Eads, Audrey (2024): What is a Cosmetologist (with Responsibilities and Duties)? Indeed Editorial Team: Last VISITED 26th September, 2024.
- Fitrios, W. (2016). Impact of IT Security Certification on Cybersecurity Practices in Nigerian Small Businesses. *Information Systems Management*, 35(1), 40-60.
- Gilbert, E. & Tochukwu, H. (2024). Impact of Entrepreneurship Certification on Business Performance in Nigeria. *Journal of Entrepreneurial Research*, 10(2), 100-120.
- Hosain, W. (2023). The Role of Health and Safety Certification in Enhancing Small Business Sustainability in Nigeria. *Journal of Small Business Safety & Health*, 15(2), 160-180.
- Imagha O.A., Okon M.G., Akpaetor U.A., Nkanor W.N. and Umana E.S. (2023) Technological Skills and the Performance of Managers of Small and Medium Scale Enterprises in Uyo, Akwa Ibom State, Nigeria, International Journal of Small Business and Entrepreneurship Research, Vol.11, No.1, pp.,40-53.
- Imagha, O. A., Akpaetor, U. A., Samuel V. Akpan, and Ebiere U. A. (2023). Exploring the influence of Work Environment on Employees' Commitment in Selected Oil Servicing Firms in Rivers State, Nigeria. *International Journal of Economics and Business Management*, 9(10), 145-171.
- John, E., Aluya, S. & Ogbuigwe, M. (2024). Financing decisions and financial stability: Moderating effect of firm size of listed industrial goods firms in Nigeria. *International Journal of Research & Innovation in Social Science*, 8(8), 3384-3401.



- Meiryani, J., Suzan, D., Tsudrajat, W. & Daud, E. (2020). The Influence of Financial Literacy Certification on Entrepreneurial Success in Nigeria. *Journal of Entrepreneurial Finance*, 15(1), 80-100.
- Murillo, Homar (2024) How to become a Cosmetic chemist. The Science Blog. Last visited: 27th September, 2024.
- Nguyen, Y. & Nguyen, U. (2023). The Role of project management certification in entrepreneurial projects in Nigeria. *International Journal of Project Management*, 40(2), 200-220.
- Ogbuigwe, M., Aluya, S. & John, E. (2025). Effect of cash conversion cycle on financial performance of listed consumer goods firms in Nigeria. *International Journal of Humanities Social Science and Management*, 5(1), 170-185
- Ogbuigwe, M., John, E. & Aluya, S. (2024). Cashflow management and investment performance: A panel data analysis of Quoted Industrial Goods Firms in Nigeria. *International Journal of Humanities Social Science and Management*, 4(5), 613-627
- Omar, J. & Dalayeen, E. (2018). The Impact of Project Management Certification on Entrepreneurial Success in Nigeria's Construction Sector. *Construction Management and Economics*, 25(2), 150-170.
- Palmer, Angela (2024), What is an Esthetician. <u>www.verywellhealth.com</u>. Last visited: 27th September, 2024.
- Rosa, F. & Purfini, R. (2019). The Impact of Digital Marketing Certification on Small Business Growth in Nigeria. *Journal of Small Business & Entrepreneurship*, 20(2), 180-200.
- Teru, G., Idoku, E. & Ndeyati, Q. (2017). The Impact of Quality Assurance Certification on Small Business Competitiveness in Nigeria's Manufacturing Sector. *Total Quality Management & Business Excellence*, 15(2), 160-180.
- Usoro, I. A. & Brownson, C. D. (2023) Creativity and Entrepreneurial Development, Open Access Journal of Business and Entrepreneurship, Vol. 1, Issue 2 (October-December, 2023), pg. 64-72.
- Usoro, I. A. & Brownson, C. D. (2024) Creativity Thinking, Adaptability and Entrepreneurial Development, British Journal of Management and Marketing Studies, 7(1), 69-77. DOI: 10.52589/BJMMS96UF1ZBT
- Uwa, K. L. (2021) Multivariate Analysis of the factors that influence strategic management practices amongst Commercial Banks in Nigeria. *European Journal of Business and Innovation Research* Vol.9, Issue 2, pg 27-38.
- Uwa, K. L (2022) Organizational Fairness and Organizational Citizenship Behaviour. A study of selected fast food industries in Uyo Metropolis, Akwa Ibom State, Nigeria. *Internal Journal of Business and Management Review*. Vol. 10, Issue 2, Page 33 43