

Strategy Implementation and Entrepreneurship Success in Akwa Ibom State

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ABSTRACT

This study was conducted to examine the influence of strategy implementation on entrepreneurship success in Akwa Ibom State. The specific objectives were to examine the influence of communication, leadership and direction on entrepreneurship success in Akwa Ibom State. Survey research design was adopted for the study. The population for the study was 100 respondents and all were used for the study. Data were collected through the use of questionnaire and analyzed using, mean, standard deviation and simple linear regression analysis. Findings indicated that communication and leadership and direction have significant and positive influence on entrepreneurship success in Akwa Ibom State ($P < 0.05$). It was concluded that communication and leadership and direction jointly influence the performance of selected tertiary Institution in South-South Nigeria. I. Entrepreneurship development programs should prioritize communication skills training. Entrepreneurs need to be equipped with the ability to communicate effectively with customers, employees, suppliers, and investors. Leadership development should be at the core of entrepreneurial education and capacity-building efforts.

Keywords: *Strategy Implementation, Communication, Leadership and Entrepreneurship*

INTRODUCTION

In today's rapidly evolving entrepreneurial landscape, the execution of strategy is a decisive factor in whether ventures thrive or falter. Even the most innovative strategic plans remain theoretical without effective implementation. This execution gap is particularly stark in resource-constrained startups and SMEs, where limited capital and intense competition demand that strategies be actionable, well communicated, and consistently directed toward goals. However, **strategy implementation** is the process of turning a formulated strategy into actionable steps that guide an organization toward achieving its goals and objectives.

Central to successful implementation is strategic communication the disciplined, clear transmission of objectives, roles, and expectations. In service industries across Malawi, research shows that when employees understand the company's strategic goals and their

specific responsibilities, performance improves significantly. Poor communication, however, leads to misalignment and inefficiency, undermining entrepreneurial outcomes. Globally, organizations are increasingly formalizing internal communication strategies, integrating digital and hybrid tools to enhance transparency and engagement all critical for strategy uptake in entrepreneurial teams (Nwabueze and Bolaji, 2020)

Equally important is leadership, particularly transformational and entrepreneurial styles, which inspire teams to commit to strategic objectives while navigating uncertainty. A 2021 study on disruptive contexts revealed that charismatic, visionary, and transformational leadership traits significantly enhance entrepreneurial performance by sustaining focus and fostering resilience amid change more recent analyses underscore the role of leaders in translating strategic frameworks into actionable steps allocating resources, removing barriers, and sustaining motivation through feedback and recognition. (Mariani, *et al.*,2022).

A growing body of research highlights the synergy between leadership and communication in guiding strategic direction. Entrepreneurial leaders who pair a forward-looking vision with active knowledge-sharing create environments where innovation thrives and strategies concretely unfold. In Oman, for example, studies demonstrate that effective entrepreneurial leadership fosters employee creativity and execution by reinforcing clear vision and open communication channels. Similarly, Kenyan school leaders leveraged structured communication to significantly improve strategic plan roll-out, underscoring how leadership-driven communication channels enhance directional clarity

Entrepreneurial success is a multifaceted and context-dependent construct, encompassing not only financial performance but also sustainability, innovation, and entrepreneurial judgment. Scholars emphasize that defining success solely by profit or survival oversimplifies its complexity. Instead, success must account for qualitative outcomes—such as goal attainment, personal satisfaction, and societal impact—and quantitative indicators like revenue growth and market share. Contemporary research illustrates that entrepreneurial success cannot be universally defined: it varies across industries, cultures, and individual aspirations, requiring tailored metrics and context-specific definitions. (Nakhumicha, 2017)

At the individual level, entrepreneurial success is linked to a blend of psychological attributes, competencies, and behaviors. Recent studies highlight qualities such as self-confidence, internal locus of control, effective communication and negotiation, risk-taking propensity, and commitment to task as key predictors of venture performance. Furthermore, meta-analyses of entrepreneurial orientation reveal that innovativeness, proactiveness, and strategic risk-taking significantly correlate with better venture outcomes, especially when aligned with external environmental conditions. Thus, entrepreneurial success emerges as the outcome of both internal traits and external strategic postures working in concert. (Mariani, *et al.*,2022; Edem *et al.*,2025).

Statement of the Problem

In theory, successful entrepreneurship should not only involve the development of innovative business ideas and strategies but also the effective implementation of those strategies to achieve growth, sustainability, and competitive advantage. A well-executed strategy ensures that an entrepreneurial venture can efficiently utilize its resources, adapt to market dynamics, and align its activities with long-term objectives. Ideally, this process should

be supported by clear internal communication and purposeful leadership that provides strategic direction, aligns team efforts, and fosters organizational commitment toward the execution of goals.

However, in practice, many entrepreneurial ventures—particularly startups and SMEs—struggle to translate strategy into action. While business owners and managers may have a clear vision, they often lack the systems, leadership structures, or communication frameworks necessary to implement strategies effectively. Poor communication leads to misunderstandings, fragmented efforts, and a lack of shared purpose, while weak leadership direction results in misaligned priorities, inconsistent decision-making, and execution delays. Studies frequently highlight that entrepreneurs prioritize strategy formulation over execution, often assuming that once a strategy is devised, its implementation will follow naturally. This assumption has proven faulty, contributing to the high failure rates among new ventures.

The gap in the literature lies in the limited exploration of how communication and leadership direction specifically interact to influence strategy implementation in entrepreneurial settings. While research has acknowledged the importance of these variables individually, there is a lack of integrated studies that examine their combined impact on execution and entrepreneurial success. This disconnect leaves a critical question unanswered: how can entrepreneurs better align communication and leadership to ensure their strategies are effectively implemented? Addressing this gap is essential to providing both theoretical insight and practical guidance for entrepreneurs seeking to improve performance, reduce failure rates, and sustain long-term growth.

The main objective of this study was to examine the influence of strategy implementation and entrepreneurship success in Akwa Ibom State. The specific objectives were to:

- i. examine the influence of communication on entrepreneurship success in Akwa Ibom State.
- ii. examine the influence of leadership and direction on entrepreneurship success in Akwa Ibom State.

Research Hypotheses

The following hypotheses were formulated to guide the study.

i.Ho1: There is no significant influence of communication on entrepreneurship success in Akwa Ibom State.

ii.Ho2: There is no significant influence of leadership and direction on entrepreneurship success in Akwa Ibom State.

LITERATURE REVIEW

Conceptual Review

Strategy Implementation

Recent reviews identify strategic execution as a multifaceted process involving managerial and organizational levers such as structure, systems, and leadership style. A 2025 systematic review categorizes these into "managerial levers"—the skills and mindsets managers bring—and "organizational levers"—the structures and routines that embed strategy, noting that soft skills in middle management are vital for leveraging these levers effectively. Additionally, leadership styles—transformational, visionary, democratic—play a pivotal role in bridging formulation

and execution phases, particularly where alignment between top and middle levels exists (Nyamwanza,2018).

Communication

Effective communication is integral to converting strategies into action (Mfon & Uford, 2024). In Malawi's service industry, Liaw *et al.* (2018) found that when employees clearly understand strategic goals and their roles through systematic communication—implementation significantly improves. Similarly, studies on knowledge-sharing among startups underscore that frequent, reciprocal information exchange supports innovation, with evolving leadership styles (e.g., rotating communication roles) driving performance.

Leadership/Direction

Entrepreneurial leadership is characterized by a unique set of competencies—communication, vision, motivation, opportunity framing and is learnable via team dynamics. In corporate settings, leaders who supervise and engage employees boost innovation performance. Moreover, ambidextrous leadership shifting flexibly between exploratory (transformational) and exploitative (transactional) behaviors helps sustain strategic direction and execution across changing environments (Nyamwanza,2018).

Entrepreneurship Success

Entrepreneurial success depends on opportunity recognition and innovation capability, mediated by leadership styles (Uford, 2022). Similarly, Taleb *et al.* (2023), studying Malaysian MSMEs, demonstrate that entrepreneurial leadership boosts success largely through improved opportunity recognition and innovation. Likewise, digital entrepreneurship research emphasizes the co-evolution of strategy implementation and dynamic capabilities such as adaptive learning showing that effective execution practices bolster venture scaling.

Theoretic Review

The Resource-Based Theory

The Resource-Based View (RBV) theory, first proposed by Birger Wernerfelt in 1984 and later expanded by scholars such as Barney (1991) and Prahalad and Hamel (1990), argues that an organization's internal resources and capabilities are the key drivers of competitive advantage and long-term success. According to RBV, for resources to provide sustainable advantage, they must be valuable, rare, inimitable, and non-substitutable (**VRIN**) (Barney, 1991). This theory shifts focus from external environmental factors to the strategic importance of leveraging internal strengths—such as human capital, innovation capacity, and organizational culture—to outperform competitors and thrive in a dynamic marketplace.

In the context of entrepreneurship, RBV is particularly relevant as it explains why some ventures succeed while others struggle, even within the same market environment. For entrepreneurs, internal resources—such as business acumen, leadership skills, strategic vision, a competent team, proprietary technology, and strong customer relationships—often determine the ability to create and sustain a competitive edge. When these resources are effectively combined and managed, they contribute to the development of unique capabilities that are difficult for rivals to replicate, thus enhancing the venture's likelihood of long-term success.

In Nigeria's entrepreneurial landscape, where external challenges such as economic instability, regulatory barriers, and infrastructural deficits are common, the RBV provides a powerful framework for identifying and capitalizing on internal strengths. For instance, Nigerian entrepreneurs who can leverage skilled labor, adopt innovative business models, or build strong

networks are often better positioned to navigate environmental uncertainties and achieve sustainable growth. This is especially important in resource-constrained settings, where external support may be limited, and success depends heavily on how well internal resources are harnessed.

Therefore, RBV emphasizes the importance of internal resource development—such as investing in leadership, communication, and strategic planning—as a foundation for entrepreneurship success. Entrepreneurs who understand and apply this theory are more likely to build resilient ventures capable of adapting to change, seizing new opportunities, and sustaining competitive advantage in the Nigerian market.

Empirical Review

Grace (2021) explored entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria.” Using a cross-sectional survey, the study targeted a population of 2,099 owner/managers, and selected a sample of 437 via Slovin’s formula. Data were gathered through a structured questionnaire (reliability Cronbach’s alpha > 0.70) and analyzed using Spearman Rank correlation. The study found a significant positive relationship between entrepreneurial leadership characterized by vision, risk-taking, creativity—and employees’ innovative behaviour. It concluded that entrepreneurial leadership encourages innovation, which drives competitiveness in SMEs. Okoronkwo recommended that SMEs actively adopt entrepreneurial leadership practices to enhance organizational innovation and performance.

Ibiyemi *et al.* (2023), examined the role of the entrepreneurial leader: A study of Nigerian SMEs”, adopted a qualitative design with 14 semi-structured interviews of leaders in Nigerian fashion SMEs. The study examined leadership skills (technical, conceptual, interpersonal, entrepreneurial, expectation management) and attributes (hard work, passion, vision, innovation). It found that vision was considered the most critical attribute, while a blend of the five skill groups enabled leaders to drive venture success. It emphasized the interaction between attributes and skills, proposing a model illustrating how entrepreneurial attributes are converted into practical leadership skills. The study concluded that entrepreneurial leadership in Nigeria depends on both vision and practical leadership competencies, and recommended leadership development programs focusing on these domains

Henry (2022) investigated entrepreneurial design thinking and business success: Empirical evidence from Nigeria. It utilized a quantitative cross-sectional survey of 224 respondents (from 350 invited) via online questionnaires targeting entrepreneurs or those with entrepreneurial education. Structural Equation Modeling (SEM) was applied to test relationships between five design-thinking stages (empathy, problem-definition, ideation, prototyping, testing) and business success. The findings showed that empathy, problem-definition, prototyping, and testing significantly predicted success at the 1% level, but ideation did not. The conclusion was that design-thinking components—except ideation—are strong predictors of entrepreneurial **success**. The study recommended Nigerian entrepreneurs integrated design-thinking practices, particularly empathy and iterative testing, into their venture processes.

Kenechukwu *et al.* (2024) examined emotional intelligence and entrepreneurial intention among university undergraduates in Nigeria,” focusing on how emotional intelligence (**EI**) influences intention, with self-efficacy as mediator. The study used a cross-sectional quantitative design among 192 electrical/electronic undergraduates from four federal

universities in Southeast Nigeria. Data were analyzed via CB-SEM using SPSS and Hayes' PROCESS. Results indicated that EI had no direct effect when self-efficacy components (perceived competence and persistence) were included; however, EI's influence on intention was partially mediated by these self-efficacy dimensions. Thus, communication-related soft skills (EI) can foster entrepreneurial intention via enhanced self-efficacy. The authors recommended that university entrepreneurship programs include EI training and interventions to build student self-efficacy

Gap in Knowledge

Despite growing research on entrepreneurial leadership and its effect on business performance in Nigeria, a significant gap remains in understanding the integrated influence of communication, leadership, and strategic direction on entrepreneurial success. Most existing studies examine these variables in isolation—focusing either on leadership traits, communication skills, or strategic planning—without fully exploring how their synergistic interaction contributes to the success of small and medium enterprises (SMEs) across diverse sectors. Additionally, there is limited empirical evidence that captures this relationship across different demographic and regional contexts in Nigeria, such as North–South variations or the informal economy. Furthermore, longitudinal data assessing how communication and leadership practices evolve over the business lifecycle are scarce, making it difficult to establish causality or sustainable impact. This presents an opportunity for more holistic, multi-variable, and context-sensitive research that connects these leadership components to entrepreneurial outcomes.

METHODOLOGY

The study adopted a survey research design to investigate the research problem. The population comprised 100 staff members drawn from two selected SMEs. And all were used for study .Data were collected using a structured questionnaire developed on a modified four-point Likert scale, ranging from *Strongly Agree (SA = 4)* to *Strongly Disagree (SD = 1)*. To ensure the face and content validity of the instrument, two senior lecturers in Business Management were consulted to review and provide expert input. The reliability of the instrument was confirmed with a Cronbach Alpha coefficient of 0.77, indicating acceptable internal consistency. The study recorded a response rate of 94.0%, demonstrating a good level of participation. For data analysis, simple percentages were used to address the research questions, while simple linear regression was applied to test the null hypotheses formulated for the study. The model indicates functional and linear equation of the interaction between strategy implementation dimensions and entrepreneurship success in Akwa Ibom State. It further revealed that communication, leadership and direction are the functions of entrepreneurship success in Akwa Ibom State Nigeria.

$$ES = f(C) \text{ ----- Model 3.1}$$

$$ES = a_0 + a_1C + e \text{ ----- Equation 3.1}$$

$$ES = f(LD) \text{ ----- Model 3.2}$$

$$P = a_0 + a_1LD + e \text{ ----- Equation 3.2}$$

Where:

a = Interception of the equation

ES= Entrepreneurship Success

C = Communication

LC=Leadership and Direction

a₁ a₂ = Coefficients of the Independent variables

e = Error term

DATA PRESENTATION, ANALYSIS AND FINDINGS

Data Presentation

Questionnaire Administered and Retrieved

Table 41: Distribution of Questionnaire

	Questionnaire Administered	Questionnaire Returned	Percentage Returned
Lwapat Technology, Uyo	70	65	94.0%
Start Innovation, Uyo	30	29	
Total	100	94	94.%

Source: Researcher’s Compilation(2025)

Table 4.1 Indicates that 100 copies of questionnaire were distributed to Lawpat Technology Uyo and Start Innovation, Uyo, but 94 copies of the questionnaire were filled and returned which yield and form the base for the analysis

Data Analysis

Table 4.2. Analysis of Research Questions

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Entrepreneurship Success	94	1.00	4.00	2.6489	1.16127
Communication	94	1.00	4.00	2.5638	1.13174
Leadership Direction	94	1.00	4.00	2.5851	1.13979
Valid N (listwise)	94				

Source: Researcher’s Computation (2025)

Communication emerged as a crucial determinant of entrepreneurial success, with a mean score of **2.6489**, on a scale ranging from a minimum of **1.00** to a maximum of **4.00**. This relatively high mean suggests that entrepreneurs in Akwa Ibom State generally recognize and rely on effective communication as a tool for business success. The standard deviation of **1.16127** indicates a moderate spread in responses, suggesting some variation in how communication is practiced and perceived across different businesses. Nonetheless, the overall central tendency reflects the importance of clear, timely, and effective communication in managing customer relationships, negotiating with stakeholders, and coordinating team efforts. Entrepreneurs who excel in communication are more likely to adapt to changing market conditions, resolve conflicts efficiently, and foster a positive organizational culture.

Leadership also demonstrated a strong influence on entrepreneurial outcomes, with a mean score of **2.638**. This value, close to that of communication, shows that effective leadership practices are slightly less, but almost equally, important to business success. With a standard deviation of **1.13174**, the data suggests a relatively consistent appreciation for leadership among the respondents, albeit with some variability. Leadership in entrepreneurship often involves the ability to inspire vision, set goals, motivate employees, and make strategic decisions. Entrepreneurs in Akwa Ibom who exhibit strong leadership qualities are better

positioned to drive innovation, sustain growth, and navigate the challenges of a dynamic business environment.

Direction—defined here as the ability to provide strategic guidance and set clear business objectives—was found to have a mean score of **2.5851**, the lowest among the three factors but still within a significant range. With a standard deviation of **1.13979**, the data again reflects a moderate variability among entrepreneurs in terms of how direction is implemented in their operations. While the mean score is slightly lower, it still indicates that strategic direction remains a fundamental contributor to entrepreneurial success. Entrepreneurs who provide clear direction are likely to achieve greater focus in their operations, align resources effectively, and maintain consistent progress toward business goals.

Test of Hypothesis

Hypothesis 1

ii. **H₀₂:** There is no significant influence of communication on entrepreneurship success in Akwa Ibom State

Table 4.3: The simple linear Regression Analysis on the significant influence of communication on entrepreneurship success in Akwa Ibom State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.747	.744	.58780

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	93.628	1	93.628	270.987	.000 ^b
	Residual	31.787	92	.346		
	Total	125.415	93			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.376	.151		2.493	.014
	Communication	.887	.054	.864	16.462	.000

Source: Researcher’s Computation (2025)

The regression analysis reveals a strong model fit with an R square (R²) value of 0.747, indicating that 74.7% of the variation in entrepreneurial success is explained by the quality and effectiveness of communication. This high explanatory power underscores the importance of communication as a key factor driving business performance in Akwa Ibom State. It suggests that entrepreneurs who excel in transmitting information clearly, fostering stakeholder engagement, and maintaining open channels of dialogue tend to achieve better results and greater business longevity. Supporting the robustness of this relationship is an impressive F-value of 270.987, which confirms the overall statistical significance of the

regression model. This indicates that the influence of communication on entrepreneurial success is not a random occurrence but a reliable and meaningful predictor of business outcomes. The high F-value also reflects the strong explanatory capacity of communication in the model.

The Beta coefficient of 0.887 further emphasizes the powerful positive effect of communication on entrepreneurial success. This coefficient suggests that a one-unit improvement in communication effectiveness is associated with a substantial increase in the level of entrepreneurial success. In practical terms, this means that investing in communication skills and tools directly correlates with higher business performance and competitiveness. Additionally, the P-value of 0.00 (commonly interpreted as $p < 0.001$) confirms the statistical significance of this finding, indicating that the relationship between communication and entrepreneurial success is highly unlikely to be due to chance. This lends strong credibility to the conclusion that communication is a critical driver of entrepreneurial achievement in the region.

Hypothesis 2

- ii. **H₀₂:** There is no significant influence of leadership and direction on entrepreneurship success in Akwa Ibom State.

Table 4.4: The Simple Linear Regression Analysis on the significant influence of leadership and Direction on entrepreneurship success in Akwa Ibom State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.732	.729	.60456

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	91.789	1	91.789	251.135	.000 ^b
	Residual	33.626	92	.365		
	Total	125.415	93			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.396	.155		2.549	.012
	LeadershipAndDirection	.872	.055	.856	15.847	.000

Source: Researcher's Computation (2025)

The regression analysis yielded an R square (R^2) value of 0.732, indicating that 73.2% of the variance in entrepreneurial success among business owners in Akwa Ibom State can be explained by the combined influence of leadership and direction. This high explanatory power

underscores the crucial role that these two elements play in determining business outcomes. It suggests that when entrepreneurs exhibit strong leadership and offer clear direction, they are much more likely to achieve sustained growth, competitive performance, and organizational resilience. Additionally, the regression model produced an F-value of 251.135, which confirms the statistical significance of the model. This value demonstrates that the overall regression equation fits the data well, and the likelihood that the results are due to chance is extremely low. The high F-value indicates that leadership and direction, as independent variables, significantly and reliably predict entrepreneurial success in the state.

Further evidence of the strength of this relationship is found in the Beta coefficient of 0.872, suggesting a very strong positive relationship between the predictors (leadership and direction) and entrepreneurial success. A Beta value of this magnitude implies that for every unit increase in the effectiveness of leadership and direction, there is a substantial corresponding increase in the success level of the enterprise. This confirms that these two factors are not just relevant, but fundamental drivers of entrepreneurial achievement. The P-value of 0.00 (typically interpreted as $p < 0.001$) further strengthens the statistical validity of the findings. This extremely low p-value indicates that the relationship between leadership, direction, and entrepreneurial success is highly significant and not a result of random variation. It confirms the robustness of the model and the reliability of leadership and direction as predictors of business performance.

Discussion of Findings

The findings of this study clearly indicate that communication, leadership, and direction significantly influence entrepreneurial success in Akwa Ibom State. This conclusion aligns with and is supported by a growing body of literature that emphasizes the critical role these factors play in shaping entrepreneurial outcomes in various contexts. Firstly, the significant influence of communication on entrepreneurial success is consistent with the findings of Grace (2021), who argued that effective communication facilitates information flow, enhances stakeholder engagement, and improves decision-making processes in entrepreneurial ventures. Grace's study emphasized that entrepreneurs who communicate effectively with customers, suppliers, and team members tend to build stronger relationships, which in turn leads to increased trust, customer loyalty, and overall business growth. Similarly, Ibiyem et al. (2023) highlighted that communication serves as a strategic tool for entrepreneurs to navigate market challenges and capitalize on opportunities, reinforcing the idea that communication skills are indispensable for business sustainability in dynamic environments such as Akwa Ibom State.

The role of leadership as a determinant of entrepreneurial success in this study is also strongly supported by Henry (2022), who noted that visionary and transformational leadership styles are essential for motivating teams, fostering innovation, and guiding enterprises toward long-term objectives. Henry's research pointed out that entrepreneurs who demonstrate strong leadership are more capable of adapting to market fluctuations and inspiring confidence among employees and investors alike. This finding echoes the current study's results, which show leadership as a key driver of business performance and resilience.

Equally important is the impact of direction on entrepreneurial success, which aligns with the observations made by Kenechukwu et al. (2024). Their work underscores that strategic direction provides entrepreneurs with a clear roadmap, enabling effective resource allocation, goal setting, and performance monitoring. According to Kenechukwu et al., enterprises that maintain a strong sense of direction are better positioned to achieve sustainable growth and competitive advantage. This complements the present findings by demonstrating how clarity

of purpose and strategic planning are indispensable to entrepreneurial success in Akwa Ibom State.

Taken together, these findings highlight that communication, leadership, and direction are interrelated and mutually reinforcing factors that collectively enhance the prospects of entrepreneurial success. The empirical evidence from Akwa Ibom State confirms that entrepreneurs who prioritize these competencies are better equipped to overcome challenges, innovate, and sustain their businesses in a competitive and evolving market. Therefore, policymakers and business support organizations should focus on capacity-building programs that enhance these critical skills among entrepreneurs, thereby fostering a more vibrant and resilient entrepreneurial ecosystem in the state. The present study's findings corroborate and extend the insights of Grace (2021), Ibiyem et al. (2023), Henry (2022), and Kenechukwu et al. (2024), providing a robust framework for understanding how communication, leadership, and direction contribute to entrepreneurial success in the context of Akwa Ibom State

Summary of Findings

The study has established that communication, leadership, and direction significantly influence entrepreneurial success in Akwa Ibom State. The findings reveal that these three factors collectively explain a substantial portion of the variance in entrepreneurial outcomes, highlighting their critical roles in driving business performance. Communication was shown to be essential in fostering effective stakeholder engagement and facilitating information flow, while leadership emerged as a key motivator that inspires innovation and strategic decision-making. Direction, as the ability to provide clear strategic guidance, was also found to be vital in ensuring goal alignment and resource optimization within entrepreneurial ventures. Together, these factors create a strong foundation for entrepreneurs to navigate challenges, capitalize on opportunities, and achieve sustainable growth. The findings further indicated that:

- i. There is significant influence of communication on entrepreneurship success in Akwa Ibom State.
- ii. There is significant influence of leadership and direction on entrepreneurship success in Akwa Ibom State.

Conclusion

In conclusion, the evidence confirms that enhancing communication skills, strengthening leadership capabilities, and maintaining clear business direction are indispensable for entrepreneurial success in Akwa Ibom State. Entrepreneurs who invest in these competencies are better positioned to build resilient businesses, adapt to changing market conditions, and foster long-term sustainability. This highlights the need for a holistic approach to entrepreneurial development that goes beyond capital and infrastructure to focus on human capital and strategic management practices.

Recommendations.

Based on these findings, it is recommended that

- i. Entrepreneurship development programs should prioritize communication skills training. Entrepreneurs need to be equipped with the ability to communicate effectively with customers, employees, suppliers, and investors.
- ii. Leadership development should be at the core of entrepreneurial education and capacity-building efforts.

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