

Innovations

Impact of Culture on Entrepreneurship Development in 'Nigerias' South Eastern States

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Abstract : *The cultural practice has been in use over the past decades as a tool for identification. Despite the successful application of culture in entrepreneurship development methodology in advanced nations of the world and some parts of Africa, it has been observed that most Nigerian entrepreneurial firms are not fully implementing culture in entrepreneurship methodology. Thus, the study examined culture and entrepreneurship development in Southeast Nigeria. The specific objectives include (i) Explore the correlation between uncertainty avoidance and entrepreneurial business growth in the southeast of Nigeria. (ii) access how masculinity tendencies relate to organisational justice in entrepreneurship business in Southeast Nigeria. The study population consisted of 3,539 staff members from selected manufacturing firms in southeast Nigeria. A sample size of 347 respondents was determined using the Freund and Williams statistical formula. However, 320 properly completed and returned questionnaires were analysed. The research employed a stratified sampling technique to target different staff categories through a structured questionnaire. Bowler's (1976) proportional allocation formula for stratified sampling was utilized to ensure fair representation to distribute the sample across strata. The primary data collected were analysed statistically using the Pearson correlation coefficient at a 5% significance level. Key findings included: (i) uncertainty avoidance significantly and positively related to entrepreneurial business growth and (ii) masculinity tendencies significantly correlated with organizational justice in entrepreneurial businesses. The study concluded that culture encompasses patterns of thinking, feeling, and reacting transmitted through symbols, shaping group achievements, including production processes. It recommended that manufacturing firms mitigate the adverse effects of individualistic behaviour and foster employee commitment to enhancing productivity, retention, and overall performance.*

Keywords: *Impact of culture & entrepreneurship development.*

Introduction

The development and dynamics of any society, economy or organisation require micro-level individuals who have the ability and persistence to make change happen. Institutions, as well as markets, religions, and organisational structures, do not create changes in the absence of human actors. It is the unique knowledge, perception and goal of individuals equipped with the drive to take action accordingly that initiate novelty. In recent years, the attention of entrepreneurs has been drawn to cultural business modes that are harmless to society. The business world, international, national, and regional governments, as well as consumers, are emphasising entrepreneurship development, which has a positive impact on workers, the environment, and customers alike. In order for such an entrepreneurial initiative to have a lasting impact and for value to be created, the entrepreneur and entrepreneur's activities must be cautious of their culture in their operational environment. (Mehdi, Abzari & Ali, 2019).

Historically, the term "culture" did not emerge in its common use until the late 18th century. The term itself is much older, and its Latin roots centred squarely on the discussion of agriculture (Scott, 2012). As early as 1776, however, the term began to be used metaphorically to describe what Arnoid (1776) called the best, which has been thought and said in the world. Scott (2012) submits that the term used this way first entered German philosophy in Herders' (1776) reflection on the philosophy of history, in which he argued that each civilisation progresses through a process of enlightenment, at which point it begins to produce "Culture".

The history of the ideas of culture is multifaceted and includes a chapter on how its actual differentiation into "high" and "folk" or "culture" and "mass culture" was part of the fabric stratification and domination in various European Societies. A second theme important for this write-up is the evolution of the term in anthropology in the late nineteenth century. Intellectual leaders in anthropology made the concept more inclusive than simply that of a coherent set of values and ideas. Taylor (1917), for example, expanded the notion to encompass that complex whole, which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society. Lowie's (1934) definition was similar and excluded only "those numerous traits acquired otherwise, mainly by biological heredity". Another feature of classical anthropological usage was that culture tended to be regarded as undifferentiated along class or other principles of social division. Storza & Feldman (1981) argued that it was a concept that applied to whole societies. That formation is perhaps understandable given that anthropology was then concentrating on simple, undifferentiated societies. It was certainly not consistent, however, with the growing differentiation and diversification of Western societies, which were then experiencing the decline of orthodox religions cultural mixing

through migration and internal class divisions associated with urbanisation and industrialisation.

One other avenue to be taken seriously is the link between cultural values and economic development (Mesoudi, Whiting & Laband 2006). After viewing the principle of self-interest against its historical-cultural background, the link in the African context is being considered, and it is argued that although they cannot be taken as the sole factor, people's cultural beliefs and values are crucial for economic development. Richardson and Boyd (2005) submit that economic growth and development need to be substantiated by people's beliefs and values. In the African value system, this substantiation could lead to an Ubuntu economy, especially in Nigeria, where there are diverse cultures, but particularly in the Southeast region, where the markets and the people are all agents and not patients in the process of economic growth and development which is the key strategy that boosts entrepreneurship.

Anwar, (2021) explores the impact of global culture on our lifestyle. Globalisation is inevitable, and global culture is the commodification of culture and practice of any locality in the world. The study finds that print, electronic, online and social media promote global culture. The people are comfortable with the consequences of global culture as it happens slowly and convincingly. International institutions like UNESCO and other organisations, as well as tourism, migration, trade, and international processes, have a great impact and influence on global culture. These organisations want to protect national and local cultures just like what is obtainable in Nigeria as a nation where cultural inheritances are respected and protected by such ethnic groups and visitors alike. The same thing is obtainable in the southeast region, where ethnic cultures are observed, respected and protected by the Southeast ethnic group and visitors alike. International organisations are keen to work on cultural sovereignty. (Tashin and kaarisma, 2014). Though there are some negative impacts of global culture on the lifestyle of Nigeria as a nation and Southeast region, global culture also contains many ingredients of positive development, modernity and civilisation (UNESCO 2019). In Nigerian culture, history has it that same-sex marriage is taboo, and it has been maintained up till this present generation. In addition, in the southeast region, it is on record that one of the ethics is that they do not allow their blood relations to marry each other, either closer or distant relation, and if anybody dies, they do not bury such person on their market day as their culture demands, and it is being observed and respected up to this present generation.

Many questions have been asked as to why some regions, nations, ethnic groups, and communities have more entrepreneurial tendencies than others. One of the

answers is cultural differences, which could be in the form of norms, beliefs, values, and practices. Some scholars and researchers have given reasons for this reason. Prominent among them are Light and Rosenestein (1995). Aldrich and Waldnger (1990), Harrison and Huntington (2000). Culture can have a significant effect on entrepreneurship, which can be positive or negative, as it can affect the way individuals think about and approach business opportunities. For example, a culture that values risk-taking and innovation may be more conducive to entrepreneurship than one that values stability and security. Furthermore, cultural norms and values may have an effect on entrepreneurship that may be acceptable in addition to government regulations in selected markets in the Southeast region.

Statement of the Problem

In today's business environment, some entrepreneurs established their dominance in the local, national or international markets not because of the production rate nor accessibility to more business machinery and capital but due to their ability to understand and evaluate cultural practice.

Despite the successful application of cultural practice on entrepreneurship development in advanced nations of the world and some parts of Africa, it has been observed that entrepreneurship development in Nigeria, especially in South East states, has not been developed. Either they are not fully implementing culture on entrepreneurship development or are conversant only with techniques such as quality management and sustainability. A lack of understanding of the benefit of culture on entrepreneurship development has led to outcomes below expectations in most manufacturing entrepreneurial firms in Southeast states.

As a result, inadequate process measures will lead to low profitability, poor quality of products, high expenses and poor output of manufacturing entrepreneurial firms in South East Nigeria, which hinders entrepreneurship development. This has necessitated the study of culture and entrepreneurship development in South East Nigeria.

Objectives of the Study: The broad objective of the study is to examine the impact of culture on entrepreneurship development in South Eastern Nigeria. The specific objectives of the study were to:

- i) Explore the nature of the relationship between uncertainty avoidance and entrepreneurial business growth in South-East Nigeria.
- ii) Assess how masculinity tendencies relate to organisational justice in entrepreneurial business in Southeast Nigeria.

Research Questions

The following research questions guided the study.

- i. In what way does uncertainty avoidance relate to entrepreneurial business growth in Southeast Nigeria?
- ii. What is the nature of the relationship between masculinity tendencies and organisational justice in entrepreneurial business in South-East Nigeria?

2.0 Review of related literature

2.0.1 Culture

Several authors have attempted to come up with various definitions of culture based on their experiences, environment, and perceptions. The existence and use of culture depend upon the ability possessed by humans alone. This ability has been called variously the capacity of rational or abstract thought, but a good case has been made for rational behaviour among subhuman animals, and the meaning of abstract is not sufficiently explicit or precise. (Arnold, Destuel & Powel, 2023). The conception of culture as an abstraction led first to a questioning of the reality of culture (in as much as abstractions were regarded as imperceptible) and second, to a denial of its existence. Thus, the subject matter of non-biological anthropology culture was defined as being out of existence, and without real, objective things and events in the external world, there can be no science (Leslie White, 2023).

Abimbola, Adekeye, Ajayi and Idowu (2011) see culture as consisting of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artefacts, the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values, culture system may, on the one hand, be considered as products of action, on the other hand, as conditioning element of future action. Spradley (2016), culture is the acquired knowledge people use to interpret experiences and generate behaviour.

The concept of culture is defined by Hughes and Knoehler (2000) as the social heritage of a people, those learned patterns for thinking, feeling and acting that are transmitted from one generation to the next, including the embodiment of these patterns in material cultures abstract creation like values, beliefs, symbols, norms, customs and institutional arrangement, and material culture, physical artefacts or objectives like stones, axes, computers, Lion cloths, tuxedos, automobiles, paintings electric guitars and hairstyles.

In this way, Hofstede (1991) claims that culture is a collective programme of mind that distinguishes the members of one group or category of people from others.

Culture means being self-contained, a super-organic reality with forces and purposes of its own (Geertz, 1973). Some people think that culture is fine and that performing dance, music, and theatre is a means of disseminating the arts and communication industry (Souza, 1993).

Bock (1994) said that culture is what makes you a stranger when you are away from home.

2.0.2 Entrepreneurship

Entrepreneurship fits what many see as the new economy emerging in the 1990s (Main, 1990). As encouraging as the observation might be, how to define, study and develop entrepreneurs remains elusive and challenging.

The concept of entrepreneurship is understood in different ways by different researchers and authors. There is no consensus definition of the term among experts. Different dimensions have been used to explain the term. Definitions also vary over time. Therefore, a chronological description of the trajectory of changes in the definition of entrepreneurship would make understanding clearer. However, Lamb (1952) sees “entrepreneurship as a form of social decision-making that economic innovators perform”.

Cole (1959) submitted that “entrepreneurship is the purposeful activity of an individual or a group of associated individuals undertaken to initiate, maintain or aggrandize profit by the production or distribution of economic goods and services”.

The definition recognizes entrepreneurship as a deliberate human activity for earning profit through economic activities of production and distribution of goods and services. It may be an individual or a group activity. However, the central focus is profit-making. That is, to initiate, maintain or increase profit, entrepreneurship is undertaken.

However, Muellier and Thomas (2000) opined that entrepreneurship is a major driver of economic growth and economic development.

Meredith, Nelson and Neck (1991) express that Entrepreneurship is concerned with what an entrepreneur does, that is, the utilization of resources in managing an enterprise, assuming the risk and maximizing profit from the business venture. In looking for consistent partners in entrepreneurship research, Cunningham and Lischerom (1991) found that four main areas emerged. This includes the study of personal characteristics, recognition opportunities, management and leadership style, and adaptation of an existing venture or intrapreneurship. Other consistencies, noted by Long (1983), where three main theories found in formal theories of entrepreneurship including (1) uncertainty and risk stemming from a variety of obstacles and self-employment, (2) the ability to perform managerial tasks competently and (3) creative opportunism consisting of identifying and exploiting ideas.

Bouhadba (2021) said that, like other economic concepts, entrepreneurship has been a subject of much debate and discussion. It is an elusive concept. That is why it is defined differently by different authors. While some refer to entrepreneurship as risk-taking”, others consider it innovative and still others as “thrill-seeking”.

USA Conference (2020) defines entrepreneurship as an attempt to create value through the recognition of business opportunities, the management of risk-taking appropriate to the opportunity, and the communication and management skills necessary to mobilize the human, financial, and material resources necessary to complete a project.

Kirzaer (1973) argues that entrepreneurship consists of competitive behaviour that drives the market process. The views include any introduction of new economic activity to the marketplace as an instance of entrepreneurship. Entrepreneurship is manifested not only by the market entry of new firms but also by innovative and imitative entries into markets by established firms.

Byjus (2024) states that Entrepreneurship is the ability and readiness to develop, organize and run a business enterprise, along with any of its uncertainties, in order to make a profit.

Schumpeter (1951), the history of entrepreneurship dates back as far as 20,000 years ago, when barter trade was the primary means of exchange, evolving into a modern form of currency and digital transaction. The first trade happened around 17,000 BCE in New Guinea.

2.0.3 The Relationship between Entrepreneurship and Culture

The cultural dimensions traditionally related to entrepreneurial activity and entrepreneurship include individualism, power distance and uncertainty avoidance. However, for many authors, the empirical evidence for such a relationship is weak and often contradictory (Hayton et al. 2002). For instance, power distance was positively related to innovation in a previous study by Shane (1992), but this relationship was negative in a later study (Shane 1993).

Thus, Zhao (2012) suggests that there are moderators that affect the relationship between culture and entrepreneurship. Because of that, these authors conducted empirical studies arguing that national wealth measured as GDP per capita - is a moderating variable in this relationship and may influence the effects of culture on entrepreneurship. Subsequently, depending on the society, region or country's wealth, the culture can have a positive and negative effect on entrepreneurial activity.

Entrepreneurship in the southeast region of Nigeria should be encouraged by authorities as it is of enormous benefit to society through generations of wealth, employment creation, reduction of youth social vices, and boost of regional and national GDP. The government and other relevant agencies should encourage entrepreneurship by making loan facilities available and accessible and also waiving some taxes.

2.0.4 The Effect of Culture on Entrepreneurship

The effect of culture on entrepreneurship was first emphasised by Max Weber at the beginning of the twentieth century. Weber is of the view that Protestantism boosts culture that lays credence to individualism, motivation, and self-reliance. This ethics was a fundamental element of the spirit of modern capitalism (Weber, 1976). Religions have a big influence on culture since religion determines a person's basic values, beliefs and norms of a group, community or region.

Culture can have a significant impact on entrepreneurship, as it can affect the way individuals think about and approach business opportunities (Sousa 2019). Afolabi (2021) stated that the influence of culture on entrepreneurship has raised the standards of business, politics and every other sphere of running society to some height and dimension of being. Entrepreneurship is defined according to the traditional understandings of different regions and backgrounds, and in this, business management and success are determined by cultural control. It is plausible that cultural differences between countries and regions have a determining effect and influence a variety of individual behaviours, including the decision to become self-employed rather than an employee (Afolabi 2021).

However, the effect of culture on entrepreneurship can be either positive or negative depending on the angle and factors under consideration. Some of the effects are considered below.

Social rank: A culture that promotes entrepreneurship confers social rank in terms of actual achievement rather than circumstances of birth. The caste system of India, when people are divided into distinct classes such as the priest, the land-owner, traders, the farmer, the craftsman and the untouchable, is an example of a culture that emphasises birth rather than achievement. On the other hand, in a culture that encourages entrepreneurship, a person can move up or down the ladder of society depending upon his accomplishments (Drillers 2021).

Promotion of the dignity of labour: According to Afolabi (2021), another very important cultural effect in entrepreneurship is the promotion of work ethics. The culture that looks at work as a duty must value honest and productive labour while punishing laziness in the course of promoting entrepreneurship. Trust and honesty are very important in entrepreneurship. Consumers will buy an entrepreneur's

products or services because of the trust that they have with their product. Entrepreneurs should reciprocate this trust by ensuring that they maintain honesty to their customers through maintaining the standard of their products at all times.

Enhancement of Managerial Efficacy: Drillers (2021) opined that a good culture influences entrepreneurial intention; ultimately, its performance increases, and the firm grows. A good supportive culture is helpful for the development of the organisation. Government policies must be stable and supportive for new investors. Banks also play important roles in giving them loans at low interest rates, and all these aspects attract the entrepreneur's intentions to start a new venture.

Culture is durable, portable and inter generationally transmitted. Kleinhempel, Klasing and Beugelsdijk (2023) argued that culture may be one of the deep-rooted determinants of entrepreneurship. They argue that cultures characterised by risk-taking, achievement-oriented or independence-seeking values are conducive to entrepreneurship. However, empirical research has produced mixed and contradictory results in part because it has been traditionally difficult to isolate the effect of culture on entrepreneurship from another country-specific determinant. Thurik and Dejardin (2011) Submit that this difficulty arises because entrepreneurship and the economic, formal institutions, and cultural characteristics of countries are deeply intertwined and influence each other reciprocally.

Thus, for culture to be successful as a concept, entrepreneurs have now started applying the new model that they believe will help them both promote cultural ventures and turn evergreen culture themselves.

Nginiatedema and Li (2014) submitted that the only reason for some entrepreneurs to be dragging their feet in switching to cultural practice is the fact that, in most cases, the fundamentals will not be changed, and sometimes, entrepreneurs do not have the budget for it. Some regional governments across the globe have started making a case for cultural practice. For instance, the European Union is very serious about sustainability and turning to culturally friendly productions. Huang and Li (2015) argued that European cultural action has led to organizations that allocated more budget to programmes that promote culturally friendly actions, leading to a series of investments that are meant to help both the creation of new cultural enterprises as well as change current policies for old businesses. Tominc and Rebernik (2007) submit that it is true that entrepreneurs will always take risks, while organizations will always seek new products, but the subsequent risk will not be harmful to the culture and humanity.

However, it is worthy of note that culture can be objective or subjective. The objective culture stands with visible cultural attributes or variables such as symbols,

language, behaviour, practice, customs and norms. The subjective culture is a reflection of cultural traits like tradition, beliefs, priorities, assumptions, values and attitudes, which influence the visible objective culture. Cultural values point to what is considered important to a people. It also affects perceptions and the way people respond to objects and ideas (Uban, 2007)

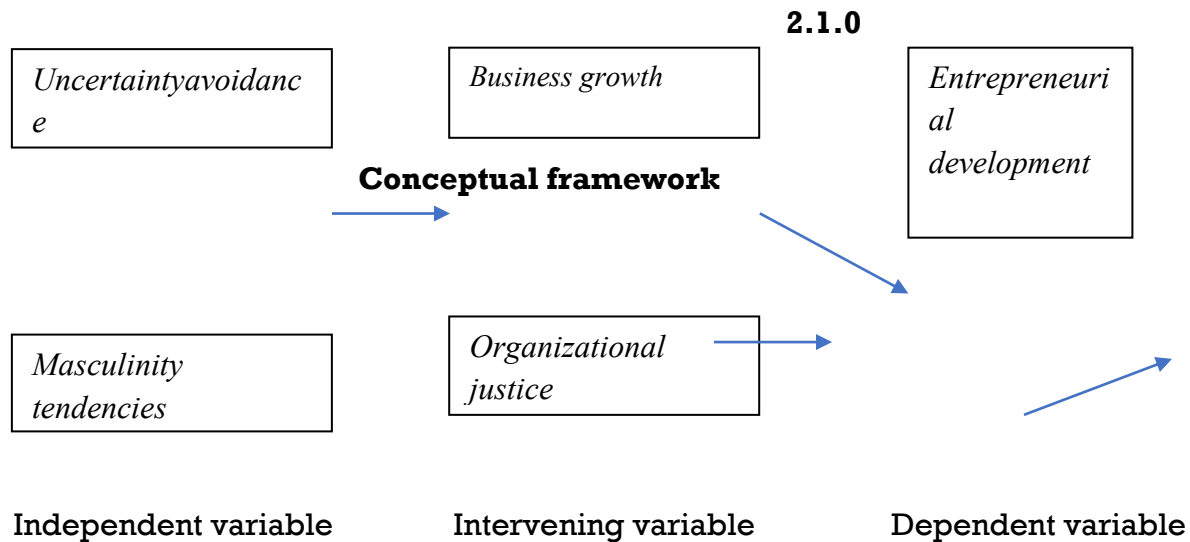


Figure 2.1 Conceptual model for culture and entrepreneurial development

2.1.1 Uncertainty avoidance and Entrepreneurial business growth.

Cultural traits that differentiate societies are typically cultivated within the family and are further shaped through experiences in schools and organizations. One such trait is uncertainty avoidance, which refers to the extent to which a society tolerates ambiguity and uncertainty (Weeks, 2007). Societies exhibit varying levels of uncertainty avoidance, with some displaying a high degree of tolerance for uncertainty and others showing a lower level. In high-uncertainty avoidance societies, people tend to resist unconventional ideas and prefer to avoid potential conflicts. These societies emphasize stability and minimize risks, often establishing numerous laws, regulations, and rules to control factors that could lead to uncertainty, thereby limiting entrepreneurial growth (Hancioglu, Ulkuhan & Yildirim, 2024).

In contrast, societies with low uncertainty avoidance are more open to new ideas and unfamiliar situations. These cultures do not shy away from change or new concepts and tend to be more flexible in their approach to rules. People in low-uncertainty avoidance societies believe that rules are not always necessary to resolve problems and may only seek structure when they feel it is needed (Stupar and Brunkovic, 2012; Frijna, 2013; Matusite and Mycarrbira, 2013).

Uncertainty avoidance is the degree to which individuals or societies prefer to avoid unpredictable, ambiguous, or uncertain situations (Al and LinkedIn, 2024). It is shaped by a combination of cultural, personal, and situational factors, leading to variation across individuals, groups, and countries. This cultural trait influences how entrepreneurs perceive and respond to market opportunities, threats, and challenges. Entrepreneurs from high-uncertainty avoidance cultures may be more cautious, focusing on risk-averse strategies, while those from low-uncertainty avoidance societies may be more willing to embrace change and innovate, making them more adaptable to evolving market conditions (Al and LinkedIn, 2024).

Uncertainty avoidance and entrepreneur business growth are influenced by a myriad of factors, both intrinsic and extrinsic personal histories, marked by successes or failures, that shape our risk appetite. The education we receive can either nurture innovative thinking or reinforce conventional paths. Cultural values imprint on us; societies that honour tradition may resist change, while those that celebrate innovation drive entrepreneurial spirit (Gautam, 2024). Economic climate and policies can either embolden or deter risk-taking. Ultimately, it is a dance between our internal drives and the external world's cues.

Apoorva (2024) submits that another key factor that influences uncertainty avoidance and entrepreneur business growth includes cultural, environmental and personal traits. Cultures with uncertainty avoidance tend to resist risk-taking, while the environment encourages entrepreneurship foster and entrepreneur business growth encourages entrepreneurship, foster and entrepreneurial business growth. Personal factors like risk tolerance, experience, and education also play a significant role. Balancing this influence is vital in fostering a successful entrepreneurial mindset while navigating a dynamic and uncertain business landscape.

Uncertainty avoidance and entrepreneurial business growth can be measured in different ways depending on the level of analysis, the context, and the purpose of the study. Some common methods include using surveys, scales, indices or indicators that capture various concepts (Al and LinkedIn, 2024). For instance, the Hofstede cultural dimensions model measures uncertainty avoidance as one of the six dimensions of national culture, while the Covin and Slevin scale measures entrepreneurial business growth as a composite of some dimensions: innovativeness, profitability, risk-taking, proactiveness, market share, others (Al and LinkedIn, 2024).

The connection between uncertainty avoidance and entrepreneurial business growth is complex and has been interpreted differently across various studies (Al and LinkedIn, 2024). High uncertainty avoidance tends to correlate with slower entrepreneurial business growth, as entrepreneurs in such cultures are more likely to favour stability and avoid taking risks or pursuing novel ventures. Conversely, low uncertainty avoidance is often linked with greater entrepreneurial business

growth, as entrepreneurs in these societies are generally more open to embracing change, experimenting, and exploring new opportunities. However, other factors, such as resource networks, institutional frameworks, and individual motivations, also play significant roles in how entrepreneurs deal with uncertainty and pursue opportunities (AI and LinkedIn, 2024).

Entrepreneurship inherently involves dealing with uncertainty, requiring innovation, risk-taking, and flexibility. These qualities are more readily encouraged in cultures with low uncertainty avoidance (Shinnar, Chieecernin, and Janocn, 2012). As noted by Wenneckers et al. (2007), entrepreneurship would not exist without uncertainty, as it is a fundamental aspect of the entrepreneurial process, driving innovation and the exploration of new ventures. Therefore, a culture that tolerates uncertainty is more likely to foster an environment where entrepreneurship thrives.

Hatt (2011) submits that individuals who behave entrepreneurially can perceive and deal with uncertainty. Their ability to operate under uncertain conditions might also be based on motivation and risk-taking tendencies. Furthermore, the importance of entrepreneurship in the economy should not be neglected. Radical innovations of entrepreneurial firms catalyse becoming demand or potentially dynamic munificent environment. Entrepreneurship helps economic growth by causing innovations to change and making it possible to enter new markets, create new jobs and increase competition (Wong, Ha and Astio, 2005; Fendiac and Lix, 2013).

Whiting (1988) found that the propensity to mark down external limitations is also considered to be a key attribute of creative individuals; cultures with higher uncertainties will have lower entrepreneurial intentions, and it affects entrepreneurial business growth negatively as they refuse to face unusual ideas. Uncertainty avoidance directly addresses the uncertainties associated with business venturing, for example, by reducing the risk in business and creating a safe environment (Radzissewka, 2014).

Uncertainty avoidance leads to new product development and business growth. Hayton, George, Zahra 2002

2.1.1 Masculinity tendencies and Organizational justice

Fair and equitable treatment is a primary concern for most employees (Sheppard, Lewicki, & Minton, 1992). Research has shown that employees normally identify justice-related issues; for instance, unbalanced administration of records evaluations that were unfairly and unjustly done gives room for conflict between them and their supervisors. More so, many studies have indicated that positive justice perceptions lead to more symbiosis behaviours among employees; for instance, Moorman (1991)

submitted that employees who perceived greater levels of justice generally engaged in more organizational citizenship behaviour.

Baldwin (2006) sees the term organizational justice as the extent to which employees perceive workplace procedures, interactions, and outcomes to be fair. These perceptions can influence attitudes and behaviours for good or ill, in turn having a positive or negative impact on employee performance and the organization's success. The concept of organizational justice extends traditional models of work behaviour that tend to conceptualize job demands, job control and social support as the main factors determining Individual well-being and productivity. Institute for Employment Studies (2006) said that "fairness" is a largely subjective construct, which captures a more basic element of the social structure in which these other characteristics operate, offering the notion that organizational justice will only become relevant and tangible when a violation of said justice occurs. Baldwin (2006) said that the same number of years of service is promoted while the individual concerned is not. However, such decisions by management are likely to be based on considerations Other than tenure alone, but these will not always be transparent to outside observers. The unpromoted employee is not a happy person and is of the view that his inputs were the same as his colleagues when measured, yet they have been rewarded separately. As such, the employee may retaliate against this perceived inequality in two ways: first, either by reducing his future impute or by agitating to be recompensed to the same degree as his colleagues. Either of these two options is likely to be demanding or, at best, inconvenient to their employers; such a move seriously affects masculinity tendencies in the organization.

Munyanyi, Chiromba, Diza, Magwiera, and Muzvidziniwa (2018) explained masculinity as consisting of behaviours, language, and practices that are associated with male chauvinism. It is an expression of aggressiveness, bravery or rewards for accomplishments. People who exhibit a culture of masculinity are usually enthralled with material achievements. This drives them to respond in ways that encourage their ambitions. A high score in masculinity means that society exhibits a culture that is assertive and competitive (Radziszewska, 2014). Denise and Kimberly (2003) argued that masculinity tendencies are in motion when social behaviour is profoundly affected by the belief that the allocation of benefits and costs is equitable and should be proportional to the contributions of the individual. In general, employees who believe they are treated fairly will be favourably disposed towards the organization and engage in prosocial behaviour on behalf of the organization (Barking & Philips (1993). Such moves, when implemented well, can make significant contributions to improving performance, enhancing commitment and preserving dignity and humaneness, and will make and foster more relationships between masculinity and organizational justice, which accelerate entrepreneurship development, especially in Nigeria

2.2.0 Theoretical review

2.2.1 Resource-Based View

The theory of resource-based view (RBV) posits that each organization is endowed with a finite amount of resources. RBV theoretically predicts intangible resources as an important factor for firm success (Amit & Schoemaker, 1993). Penrose (1959) is identified as one of the earliest major contributors to the theoretical underpinnings of the RBV (Kor and Mahoney, 2000). The heterogeneity approach posits that a firm does not achieve competitiveness because of its resources but because of its competence in making better use of its resources, whereby the productive services of resources must be discovered over time as entrepreneurs interact with its resources and make a subjective decision about resource allocation, deployment and maintenance (Penrose, 1959). Technological leads, production/process experience, customer loyalty, and machine capacity are also the firm's resources (Wernerfelt, 1984).

Wernerfelt (1984) further states that resources and products are two sides of the same coin for a firm. By specifying the size of the firm's activity in different product markets, it is possible to infer the minimum necessary resource commitments. Conversely, by specifying a firm's resource profile, it is possible to find the optimal product-market activities. To address key issues in the formulation of strategy for diversified firms, Wernerfelt (1984) proposes that firms should look at their resources rather than the traditional product perspective so as to achieve different immediate insights. Firms can also identify types of resources that can lead to high profits. Adopting and implementing cultural strategy practices while striking a balance between exploitation of existing resources, development of new strategies and purchase of a bundle of resources in a highly imperfect market by basing the purchase on rare resources can maximize this imperfection, increasing chances of buying cheap and getting good returns. This theory supports the dimension of the first hypothesis in this study, which intends to probe whether using cultural strategies by entrepreneurs could lead to competitive advantage among consumers irrespective of market situation.

2.2.2 Theory of new value creation (Entrepreneurial Orientation EO).

This theory is notably encouraged in its consideration within technology-rich environments, where the ability to draw upon innovative technologies and knowledge spill overs may accelerate new market entries and thereby offer an ideal contest for the employment of EO as a means of value creation (Wales, Covin and Baem 2023); As a strategic orientation, E. O is an active behavioural posture, e.g., a sustained commitment to novel product-market experiments and trying new resource combination. Building upon a resource-orchestration perspective (Carnes, Hitt, Sirmon, Chirico, and Huh (2022). Covin and Wales (2019) define EO as an

attribute of an organization that exists to the degree to which that organization supports and exhibits a sustained pattern of entrepreneurial behaviour reflecting Incidents of proactive new entry.

Wales, Covin and Baum (2023) pointed out that EO fosters opportunities for firm growth because of new value creation made possible through a continual introduction of new product-market entry experiments. EO has also been broadly described as a phenomenon that applies to nascent entrepreneurs and organizations pursuing new venture creation (Lumpkin & Pidduck, 2021). However, EO sometimes requires Short-term orientation to create value and pursue new venture creation. Short-term orientation makes quick interventions and projections when it comes to issues that require quick decisions to be made by the organization, which will navigate and bring solutions to urgent needs and, in turn, grow the organization.

The theory of new venture creation EO matches the third hypothesis of the study, which is that short-term orientation significantly predicts entrepreneurial orientation in Southeast Nigeria.

2.3.0 Empirical Review

The empirical review was done according to the objectives of the study

2.3.1 Objective One: The relationship between uncertainty avoidance and Enterprise growth:

Wennekers, Iharik and Noorderhaven (2007). Examined the influence of cultural attitudes towards uncertainty on the rate of business ownership across 21 OECD Countries—the regression analysis using pooled macro data for 1976, 1990 and 2024. The study found that controlling for several economic variables yields evidence that uncertainty avoidance is positively correlated with the prevalence of business ownership. Regressions for 3 years separately show that in 2024, this positive correlation is no longer found, indicating that the compensating pull of entrepreneurship in countries with low uncertainty avoidance may have gained momentum in recent years. Third, an interaction term between uncertainty avoidance and GDP per capita in the pooled panel regression shows that the historical negative relationship between GDP per capita and the level of business ownership is substantially weaker for Countries with lower uncertainty avoidance. The study equally found that personal trait (risk aversion) and its cultural counterpart (uncertainty avoidance) may have a diverging impact on entrepreneurship. The study concluded that the advent of the entrepreneurial economy in recent years has created pull factors mobilizing the relatively abundant supply of potential entrepreneurial capital in countries with low uncertainty avoidance. The study recommended that countries should investigate to what extent

their educational system and relevant labour-market, social and fiscal legislation foster a low or high degree of uncertainty avoidance within the population.

Bate (2022) investigated the Nexus between uncertainty Avoidance culture and risk-taking behaviour in Entrepreneurial firms' decision-making. The review pursues a systematic literature review methodology. The keywords constituted in a series of search queries include risk-taking, risk-taking behaviour, risk-taking propensity, risk aversion, uncertainty avoidance, uncertainty avoidance, national culture, fear of the unknown of the future, and uncertainty avoidance culture and risk-taking. The review of the studies addresses more than thirty-five (35) countries over the years 1975-2021. The study found that there exists a negative relationship between a high uncertainty avoidance culture and risk-taking behaviour. When the level of risk-taking is increased, the effect of uncertainty avoidance culture decreases, which, therefore, helps to reduce resistance to change in firms. The study concluded that entrepreneurial firms' concurrent effect is realized in various decision-making contacts, including firm' entry and investment decisions, self- versus group decisions, and policy decisions. The study recommended that firms may need to consider the risk-taking behaviour and uncertainty avoidance culture of employees for certain jobs, consumers for marketing, managers for international assignments in risky positions, and individual countries for business expansion.

2.3.2 Objective two: Objective Five: The relationship between Masculinity tendencies and organizational justice.

Otowookere, Odukoya, Omonijo, Adekeye, Igbokwe, Elegbele, and Okojide (2020) explored how male and female employees perceive organizational justice and affective commitment within Lagos State. The study used an ex-post facto design and a systematic random sampling technique to gather data through structured questionnaires. The sample comprised 359 employees aged between 19 and 59 years. Among the participants, 42% were male, 56% female, and 2% did not specify their gender. The participants were from diverse professional backgrounds, with telecom employees representing 16% of the sample, while teachers, health workers, and bankers each made up 28%. Two hypotheses were tested using the t-test. The study found that there was a significant difference between male and female perceptions of overall organizational justice, as well as in their views on specific dimensions of organizational justice, including procedural and interactional justice. However, there was no significant difference in how male and female employees perceived distributive justice. The findings indicated that gender significantly influences how employees perceive organizational justice, with males generally having a more favourable perception of justice than females. Based on these results, the study recommended that organizations ensure fairness in reward distribution,

decision-making procedures, and interpersonal treatment and that these processes be made transparent to both male and female employees.

Uma (2022) conducted an empirical study to explore gender as a correlate of organizational justice perception among Information Technology professionals in the Coimbatore district of Tamil Nadu, India. The study surveyed 173 participants, collecting data through a questionnaire using a 5-point Likert scale. The data were analysed using correlation, regression, and pair wise comparisons via ANOVA with SPSS version 23. The findings showed that gender played a significant role in how employees perceived organizational justice. Female employees generally placed higher importance on the fairness of outcome distribution, decision-making processes, and communication compared to their male counterparts. The study suggested that the differences in perception could be attributed to factors such as stereotyping and societal expectations based on gender. The study recommended that managers ensure that all factors influencing an employee's perception of fairness are clearly communicated, helping to achieve greater perceptual accuracy. It also emphasized the importance of designing reward allocation, decision-making, and communication processes that cater to both male and female employees' perceptions of fairness.

3.0 Methodology

3.0.1 Population of the Study

The population of this study will be comprised of 3539 people from selected manufacturing firms in South East Nigeria. The details of the population distribution are shown in table 3.2.

Table 3.2 Population Distribution

S/ N	FIRMS Abia	CATEGORIES OF STAFF			
		Mgt/Seni or Staff	Junior Staff	Total	Per cent
1.	Pooloo Palm Fruit Processing Company	158	240	398	11
2	C.Y. Estate Development Aba	336	179	515	15
	Anambra				
3	Eddy Foams and Poly Company	277	172	449	13
4	Rollers Enterprises	203	223	426	12
	Ebonyi				
5	Isiagu Pit Sand Endowment	69	84	153	4
6	Abakaliki Rice Cluster	205	273	478	14
	Enugu				

7	T.U. Eze Bakeries	28	153	181	5
8	Aqua Ralph Investment	103	282	385	11
	Imo				
9	Standard Show Company	153	265	418	11
10	Agbaso Farms Ltd	56	80	136	4
	Total	1588	1951	3539	100

Source: Administrative Desk Office, 2023

Table 3.1 study shows that ten firms were selected from five states in the South East that the researcher deemed to be representative of the manufacturing firms.

3.1.0 Sample Size Determination

To determine the sample size, the researcher used the Freund and Williams statistical formula. In calculating the sample size, the researcher used the statistical formula for selecting a finite population as formulated by Freund and Williams.

$$n = \frac{Z^2 N(Pq)}{N(e)^e + Z^2(Pq)}$$

Where:

- Z = Sample size.
- N = Population
- P = Probability of success/proportion
- q = Probability of failure/proportion
- z = Z-score value from table
- e = permitted/allowable error (level of significance)
- N = 3,539
- P = .5
- q = (1 - .5) = .5
- z = 95 percent = 1.96
- e = 0.5 per cent

$$\frac{(1.96)^2 \times 3539 \times .5 \times .5}{3539 (0.05)^2 + (1.96)^2 \times .5 \times .5}$$

$$\begin{aligned} & \frac{3.8416 \times 3539 \times .25}{8.8475 + .9604} \\ & = \frac{3,398.855}{9.8079} \\ & = 346.542 \end{aligned}$$

~

—347

The study sample size will be three hundred and forty-seven (347) respondents. This sample size is justified because the population is huge, and such a sample would be sufficient to address the research problem.

Proportion Allocation of questionnaire.

Bowler's (1976) proportional allocation formula was used for statistical sampling.

$$n_h = \frac{n(N_h)}{N}$$

where N_h = Group population from each stratum

n = overall sampling size
 N = the overall population
 n_h = sample size from each stratum

Thus;

Table 3.3 Computation/Allocation of Sample Size

S/N	Organization	Population	Calculation	Sample
1.	Pooloo Palm Fruit Processing Company	398	$\frac{398 \times 347}{3539}$	39
2.	C.Y. Estate Development, Aba	515	$\frac{515 \times 347}{3539}$	50
3.	Eddy Foams and Poly Company	449	$\frac{449 \times 347}{3539}$	44
4.	Rollers Enterprises, Anambra	426	$\frac{426 \times 347}{3539}$	42
5.	Isiagu Pit Sand Endowment, Ebonyi	153	$\frac{153 \times 347}{3539}$	15
6.	Abakaliki Rice Cluster	478	$\frac{478 \times 347}{3539}$	47
7.	T.U. Eze Bakeries	181	$\frac{181 \times 347}{3539}$	18
8.	Aqua Ralpa Investment	385	$\frac{385 \times 347}{3539}$	38
9.	Standard Shoe Company, Imo	418	$\frac{418 \times 347}{3539}$	41
10.	Agbaso Farms Ltd	136	$\frac{136 \times 347}{3539}$	13
Total		3539		347

Source: Field Survey, 2023

4.0 Data presentation, analyses and interpretation

This research work assesses the impact of culture on entrepreneurship development in Southeast Nigeria. Data collection was primarily relied on a questionnaire designed on a 5-point Likert scale and addressed structured questions aligned with the study objectives. In administering the questionnaire, the researchers employed a quota sampling technique using simple random sampling to obtain data across the selected firms for this study. The presentation is based on fully filled and returned questionnaires, out of 347 distributed questionnaires, only 320 were fully filled and returned.

Table 4.1 Objective one: to explore the nature of the relationship between uncertainty avoidance and entrepreneurial business growth

Impact of Culture		Entrepreneurial ratings					
		SA	A	U	D	SD	Total
1	Uncertainty avoidance integrated into entrepreneurial training and development will boost business growth	209	96	4	7	4	320
2	Entrepreneurs in southeast region actively seek to identify and utilize uncertainty avoidance for business growth	204	102	4	6	4	320
3	Incorporating cultural variables in uncertainty avoidance positively impact business growth in southeast Nigeria	200	100	7	5	8	320
4	Entrepreneurs in southeast face challenges related to uncertainty avoidance when trying to establish or grow their business	109	200	5	4	2	320
5	There is significant influence of uncertainty avoidance factors on growth of entrepreneurial ventures in	207	101	4	5	3	320

	southeast						
6	Effort to mitigate uncertainty avoidance factors hindering business growth and development in southeast will be successful in future	230	75	6	5	4	320
	Averagetotal	193.2	112.3	5	5	4.2	320

Source: Fieldwork 2024

The result suggest that more respondents strongly agreed and agreed that uncertainty avoidance impact entrepreneurial business growth in Southeast Nigeria. The table shows that the cluster of mean of items for uncertainty avoidance is 3.91 above the cut point of 3.0 ($5+4+3+2+1 = 15/5 = 3$ for a five- point summation Likert scale). Based on the objective, respondents agreed and strongly agreed that uncertainty avoidance affect business growth in Southeast Nigeria. This implies that uncertainty avoidance affects business growth of entrepreneurs in Southeast Nigeria.

Table 4.2Objective two: to assess how masculinity tendencies affect organizational justice in entrepreneurial business in south east Nigeria

Effect of masculinity tendencies organizational justice ratings							
		SA	A	U	D	SD	Total
1	Masculinity tendencies significantly influence organizational justice	202	104	3	3	8	320
2	Masculinity tendency important when implementing organizational justice	205	99	5	4	7	320
3	Companies that set their masculinity tendencies to align with OJ will do better than their rivals	159	138	8	10	4	320
4	Cultural sensitivity in organizations impact the justice system within the organizations	187	114	5	10	4	320
5	Organizations that incorporate OJ into their business profile will easily achieve their objectives	205	102	4	4	5	320
6	Organizations that are receptive to OJ messages that reflect their cultural	200	104	6	5	5	320

identity will perform better than others						
Averagetotal	193	110	5	6	6	320

Source: Fieldwork 2024

The above suggest that more respondents agreed and strongly agreed that masculinity tendencies relate to organizational justice in entrepreneurial businesses in Southeast Nigeria. The table shows that the cluster of mean of items for masculinity tendencies is 3.96 above the cut point of 3.0 ($5+4+3+2+1 = 15/5 = 3$ for a five- point summation Likert scale). Based on the objective, respondents strongly agreed that masculinity tendencies relate to organizational justice in entrepreneurial businesses in Southeast Nigeria. This implies that masculinity tendency is related to organizational in entrepreneurial businesses in Southeast Nigeria.

4.3 Hypotheses testing

Hypothesis one

Hi: Uncertain avoidance has a significant relationship with entrepreneurial business growth in southeast Nigeria.

Ho: Uncertainly avoidance has no significant relationship with entrepreneurial business growth in south-east Nigeria

Table 4.3 Descriptive Statistics

	Mean	Std. Deviation	N
Uncertainty avoidance	1.7000	.84021	320
Entrepreneurial business growth	1.7063	.77255	320

Table 4.4 Correlations

		Uncertainty avoidance	Entrepreneurial business growth
Uncertainty avoidance	Pearson Correlation	1	.931**
	Sig. (2-tailed)		.000
	N	320	320

Entrepreneurial business growth	Pearson Correlation	.931**	1
	Sig. (2-tailed)	.000	
	N	320	320
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.3 presents the descriptive statistics for uncertainty avoidance and entrepreneurial business growth. The mean response for uncertainty avoidance is 1.700 with a standard deviation of 0.84021, while entrepreneurial business growth has a mean response of 1.7063 with a standard deviation of 0.77255, based on 320 respondents. The standard deviation values are quite similar, indicating comparable variability in the data between the dependent and independent variables.

Table 4.4 displays the Pearson correlation coefficient for uncertainty avoidance and entrepreneurial business growth, showing a correlation coefficient of 0.931. This suggests a significant positive relationship between uncertainty avoidance and entrepreneurial business growth at the 0.05 level (two-tailed). The computed correlation ($r = 0.931$) exceeds the table value of $r = 0.195$, based on 318 degrees of freedom ($df = n-2$) at the alpha level for a two-tailed test ($r = 0.931$, $p < 0.05$). Therefore, the null hypothesis is rejected, and it is concluded that uncertainty avoidance has a positive and significant relationship with entrepreneurial business growth in Southeast Nigeria ($r = 0.931$, $p < 0.05$).

Hypothesis two

Hi: A significant relationship exists between masculinity tendencies and organizational justice in entrepreneurial business in Southeast Nigeria.

Ho: No significant relationship exists between masculinity tendencies and organizational justice in entrepreneurial business in Southeast Nigeria

Table 4.5 Descriptive Statistics			
	Mean	Std. Deviation	N
Masculinity tendencies	2.1969	1.27010	320
Oranisional Justice	2.2469	1.20539	320

Table 4.6 Correlations			
		Masculinity tendencies	Oranisation al Justice
Masculinity tendencies	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	320	320
Oranisation al Justice	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	320	320
**. Correlation is significant at the 0.01 level (2-tailed).			

Table (4.5) presents the descriptive statistics for masculinity tendencies and organizational justice. The mean response for masculinity tendencies is 2.1969 with a standard deviation of 1.27010, while the mean response for organizational justice is 2.2469 with a standard deviation of 1.20539, based on 320 respondents. The similar standard deviation values suggest a comparable variability between the dependent and independent variables.

Table (4.6) shows the Pearson correlation coefficient for masculinity tendencies and organizational justice. The correlation coefficient of 0.955 indicates a significant positive relationship between the two variables, which is statistically significant at the 0.05 level (2-tailed). The computed correlation coefficient exceeds the table value of 0.195, with 318 degrees of freedom, at an alpha level of 0.05 for a two-tailed test ($r = 0.955$, $p < 0.05$). Therefore, since the computed r -value is greater than the table value, we reject the null hypothesis and conclude that a significant positive relationship exists between masculinity tendencies and organizational justice in entrepreneurial businesses in Southeast Nigeria ($r = 0.955$, $p < 0.05$).

4.3 Discussion of Findings

From the result of the data analysis, the following findings as regards the subject of culture and entrepreneurship development in Southeast Nigeria have been deduced.

Explore the nature of the relationship between uncertainty avoidance and entrepreneurial business growth in South-East Nigeria.

The study revealed that uncertainty avoidance has a positive significant relationship with entrepreneurial business growth in southeast Nigeria ($r = .931$, $P < .05$). The finding is consistent with the documentation of Sander Wennekers, Roy Iharik and Niels Noorderhaven (2007). shows that the historical negative relationship between

GDP per capita and the level of business ownership is substantially weaker for Countries with lower uncertainty avoidance. The study equally found that personal tract (risk aversion) and its cultural counterpart (uncertainty avoidance) may have a diverging impact on entrepreneurship. Adisu Fanta Bate (2022) found that there exists a negative relationship between a high uncertainty avoidance culture and risk-taking behaviour. When the level of risk-taking is increased, the effect of uncertainty avoidance culture decreases, which then helps to reduce resistance to change in firms. Celikkol, Kitapci and Doven (2019) found that uncertainty avoidance, power distance, and long-term orientation had no significant effect, while individualism, long-term orientation and indulgence influence the rate of entrepreneurship overall success. Ecartin Bosson, Mehraz Booklak and Mridula Gungaphul (2016) found that power distance and uncertainty avoidance are cultural factors that influence the introduction of new products. Peter and Onianwa (2017) found that low power distance, low uncertainty avoidance, collectivism, and masculinity dimensions of culture exhibited a positive effect on small business entrepreneurial performance, while individualism has no statistical effect on entrepreneurial performance.

Assess how masculinity tendencies relate to organizational justice in entrepreneurial business in Southeast Nigeria.

The study revealed that A positive significant relationship exists between masculinity tendencies and organizational justice in entrepreneurial business in southeast Nigeria ($r = .955$, $P < .05$). The finding is consistent with the documentation Otowookere, Odukoya, Omonijo, Adekeye, Igbokwe, Elegbelege, and Okojide (2020) found that there was a significant difference between the male and female perception of overall organizational justice and a significant difference in male and female perception of the dimensions of organizational justice procedural justice and international justice. Saban Esen, Ash, and Cillioglu Karamedir (2014) found that in the demographic characteristics, only the title variable groups showed significant differences between interactional justice and individualism. Pt multi-regression analysis, It is seen that as much as procedural justice increases, the exhibited collectivism characteristic increases. Similarly, as much as distributive justice increases, collectivist characteristics also increase. Uma (2022) found that gender is a correlate for justice perception, and female employees were found to hold high importance for all three dimensions of organizational justice in Comparison with their male counterparts, perception of women towards fairness in outcome distribution fairness in communication decision-making process and fairness in communication is high.

5.0 Conclusion and recommendation

5.1 The study concluded that culture consists of patterns of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including how to make the products. Culture is used to refer to the set of values of a nation, a region, or an organization; culture also shares and strengthens social institutions, and over time, these institutions reinforce cultural values. The cultural dimensions traditionally related to entrepreneurial activity and entrepreneurship include individualism, power distance and uncertainty avoidance. The entrepreneurial culture is the rockbed of economic growth and development. It fosters the growth of enterprises/businesses with a vision and accountability for the betterment of society. Entrepreneurial culture implies a set of values, norms and traits that are conducive to the growth of entrepreneurship. Entrepreneurship is the process and activity of creating a new venture and taking the necessary risks to manage the new venture to a stable state. Entrepreneurship venture is mindset-driven, and it involves the process of creating and developing economic activities by combining risk-taking, creativity, and innovation with sound management. It is also a process or activity that involves the startup and growth of a new enterprise. Entrepreneurship development has to do with the system of determining entrepreneurial activities with the aim of developing business ventures. Entrepreneurship development is a strategic tool for sustainability, competitiveness and change management.

Entrepreneurship is a systemic phenomenon that requires individuals who are willing to take the risk and the challenge of creating and developing a venture. In this sense, some studies have focused on identifying the factors that promote or inhibit entrepreneurship; among the most influential currents is the Institutional Economic Theory, which suggests that there are formal and informal factors influencing entrepreneurial activity, the culture of the so-called informal factors and one of the key aspects for the development of entrepreneurial activity.

5.2 Recommendation

Based on the findings, this recommendation was made:

- i. Masculine leaders can play a crucial role in promoting fairness and justice within the organization. By leveraging these tendencies, organizations can improve employee satisfaction and engagement and foster a culture of inclusivity and respect.

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