



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN ECONOMICS & MANAGEMENT SCIENCES



www.hrmars.com

ISSN: 2226-3624

Impact of Entrepreneurial Development on Employment Creation in Cross River State: A Case of The National Directorate Of Employment

Bassey Enya Ndem
Effiong, Charles Efeiom
Obot, Idopise Sunday

To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v7-i4/5155>

DOI: 10.6007/IJAREMS/v7-i4/5155

Received: 19 Oct 2018, **Revised:** 21 Nov 2018, **Accepted:** 23 Dec 2018

Published Online: 29 Dec 2018

In-Text Citation: (Ndem, Effiong, & Obot, 2018)

To Cite this Article: Ndem, B. E., Effiong, C. E., & Obot, I. S. (2018). Impact of Entrepreneurial Development on Employment Creation in Cross River State: A Case of The National Directorate Of Employment. *International Journal of Academic Research in Economics and Management Sciences*, 7(4).

Copyright: © 2018 The Author(s)

Published by Human Resource Management Academic Research Society (www.hrmars.com)

This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen

at: <http://creativecommons.org/licenses/by/4.0/legalcode>

Vol. 7, No. 4, October 2018, Pg. 89 - 102

<http://hrmars.com/index.php/pages/detail/IJAREMS>

JOURNAL HOMEPAGE

Full Terms & Conditions of access and use can be found at
<http://hrmars.com/index.php/pages/detail/publication-ethics>



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN ECONOMICS & MANAGEMENT SCIENCES



www.hrmars.com
ISSN: 2226-3624

Impact of Entrepreneurial Development on Employment Creation in Cross River State: A Case of The National Directorate Of Employment

Bassey Enya Ndem (Ph.D)

Department of Economics, Faculty of Social Sciences, University of Calabar, Calabar
Email: ndembassey1@gmail.com

Effiong, Charles Efeiom

Department of Economics, Faculty of Social Sciences, University of Calabar, Calabar
E-mail: dodosky01@yahoo.com

Obot, Idopise Sunday

School of Maritime Transport Studies, Maritime Academy of Nigeria, Akwa Ibom State
Email: obotidopise@gmail.com

Abstract

The National Directorate of employment was established some decades ago by the then military administration to assist government in job creation through well-articulated entrepreneurial development programmes. However, over the years, concerns of scholars have been to examine how the National Directorate of Employment has been able to provide employment to our teeming population. Therefore, this study examined the impact of National Directorate of employment entrepreneurial development programmes in job creation in Calabar Municipality Council. A survey research method was adopted using simple test of proportion to analyze data collected via a well-structured questionnaire aimed at soliciting first hands information from the respondents. However, we discovered that the National Directorate of Employment overtime have formulated and implemented different entrepreneurial development programmes aimed at employment creation. By and large, the fact remains that these programmes has no significant positive impact on the lives of trainees and trainers in Calabar Municipality. Therefore, the study amongst others, suggests increased budgetary allocation, review of NDE entrepreneurial development programmes as well as the establishment of more training centers in all the States in Nigeria. This will assist the agency perform her constitutional functions effectively. It is believed that if these policy recommendations are considered, the number of jobs created in

Calabar Municipality in particular and Nigeria in general will increase significantly in no distance time.

Keywords: Employment Creation, Entrepreneurial Development, National Directorate of Employment, Vocational Skills, Graduate Unemployment.

INTRODUCTION

Job creation has emerged as the single most critical economic challenge facing the world today. Anxiety over employment problems and pessimism over the prospects for resolving them prevail in many parts of the world. According to Hansen (1995), the task of creating sufficient new jobs to overcome unemployment, underemployment and problems of low pay ranks as the primary challenge for economist and other social scientist in developed and developing countries at all levels of development across the globe. In Nigeria, like in other developing countries, there is growing concern over the slow pace of employment generation and its associated problems overtime. The reasons for this may be attributed to the prevailing policy inconsistencies and institutional weaknesses in the nation. The incalculable social cost of the potentially explosive and rising incidence of “educated unemployed and underemployed graduates” has generated considerable social policy concerns in Nigeria in recent time.

The root causes of the employment problem in Nigeria are structural and policy determined. The most prominent structural factor is the unstable economic development trajectory and the dramatic reversals in economic performance culminating in the deep economic crisis that has gripped the economy since the 1980s. The second factor concerns structural imbalances in the labour market induced mainly by inefficient wage and policy interventions. The policy failure component of the causal factors in the slow growth of employment relates to policy-induced distortions and poor technological innovation.

The country has over the years been taking steps to strengthen the economy by adopting series of policy options and strategies to encourage entrepreneurship as a means of providing employment opportunities to her teeming population. Such policies and programmes include the establishment of National Directorate of Employment (NDE) and of recent You-Win as well as Entrepreneurship Development Centre’s (EDC) in all the regions of the country. Bolton and Thompson (2000) defined an entrepreneur as “a person who habitually creates and innovates to build something of recognized value around perceived opportunities”. The National Directorate of Employment established about twenty-five(25) years ago was further given impetus by an act of parliament Cap 250 of the Laws of the federation of Nigeria 1999, section 2(c). This was to among other things design and implement programmes to combat mass unemployment through vocational skills and entrepreneurial training. The Directorate has continued in its concerted effort to consolidate in actualizing its mandate of creating jobs for the unemployed persons in all the States of the federation including Abuja. In conformity with its mandate of job creation, efforts were made at tackling the problems of unemployment in Nigeria. The National Directorate of Employment (NDE) has trained unemployed youths and retired persons on

different programmes, such as; Vocational Skills Acquisition, Entrepreneurship or Business Development, Labour Based Works, Rural Employment Promotion and Job placement guidance and counseling etc.

Despite these efforts, Unemployment in Nigeria still ranks among the worst globally irrespective of the abundant natural resources in the country. Since the early 1980s, unemployment in Nigeria has been one of the most menacing social and economic problems the country has had to contend with. For instance in 1985, the national unemployment rate was 8.5% (National Bureau of Statistics, 2006). However, unemployment increased rapidly to 12.7% in 2007, 14.9% in 2008, 19.7% in 2009, 21.4% in 2010 and 23.9 % in 2011 irrespective of different programmes instituted by the National Directorate of employment over its 25 years of existence.

Unemployment is partly responsible for some of the social ills in our country, such as armed robbery, destitution, prostitution, Boko haram and other social vices. The latest unemployment figure in Nigeria according to the National Bureau of Statistics is 24.3%.The figure further shows that the youths are the worst hit, comprising mostly of unskilled primary, secondary school leavers and graduates between the ages of 13 and 25 years. According to Imoke (2013) he asserted that "In Nigeria today, there are millions of young people who are economically dislocated either through unemployment or a lack of engagement with any meaningful economic activities". In effect, 24% of our economic agents are disaffected and disenfranchised through unemployment and that figure may rise to almost 70% when we consider those between the ages of 18 and 30. This situation has become worrisome to the extent that the government of recent has initiated new programmes to enhance entrepreneurship in Nigeria despite the existing entrepreneurial programmes of the NDE which was to tackle the problem of unemployment, mostly among the youths. Such programmes are; (i) Start-Your-Own-Business (SYOB), (ii) Basic Business Training (BBT), (iii) Improve Your Own Business, QikQik Business Ownership Scheme etc. Therefore, this study investigates the role of NDE in entrepreneurial development of Cross River State of Nigeria.

Hence, a number of specific questions arose from the problem under investigation and such questions include;

- (i) Does NDE entrepreneurial development programmes help to improve the well-being and the life of the citizens of Cross River State?
- (ii) How realistic is the employment generated through NDE programmes in Cross River State on yearly basis beginning from 2010 to 2014?
- (iii) How sustainable has these employments generated among graduates been?

1.2 RESEARCH HYPOTHESES

Hypotheses' testing is one of the prerequisite for any meaningful research work. Therefore, in the course of this research, the following hypotheses in both the null and alternate form were tested.

- i) H_0 : National Directorate of Employment Entrepreneurial programmes has no significant effect on the lives of the trainers and trainees in Calabar Municipality of Cross River State.
- ii) H_1 : National Directorate of Employment Entrepreneurial programmes has significant effect on the lives of the trainers and trainees in Calabar Municipality of Cross River State.
- iii) H_0 : Entrepreneurial Development programmes as implemented by NDE in Calabar Municipality of Cross River State have no significant challenges.

H₁: Entrepreneurial Development programmes as implemented by NDE in Calabar Municipality of Cross River State have significant challenges.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Literature Review

CROSS RIVER BENEFITS FROM NDE PROGRAMMES

According to table 2.1 on the appendix, Cross River State has not benefitted much in the number of trained youths provided with tools, especially in year 2008 were only five (5) cross riverians benefited. In 2009, we discovered that only 39 youths from Cross River benefited from the programme out of 2,182 youth in the Federation. Kaduna State had the highest beneficiaries followed by Lagos. However, it was in 2010 were the number of beneficiaries from Cross River increased to 51. It reveals that Cross River State came second after Kaduna which had 69 beneficiaries. Table 2.2 on the appendix reveals the distribution of entrepreneurship development programme beneficiaries by State between 2008 and 2011, Cross River benefited more in 2009 where it had 5,372 beneficiaries behind Lagos which had 7,990. The Federal capital territory had no beneficiary while Sokoto State had just 465s beneficiaries. The figure for 2011 indicates that Cross River fair better compare to states like Sokoto and Kaduna.

Empirical Literature

Entrepreneurship education and training entails philosophy of self-reliance such as creating a new cultural and productive environment, promoting new sets of attitudes and culture for the attainment of future challenges (Arogundade, 2011). This opinion is supported by Ogundele (2007) that the promotion and development of entrepreneurial activities would aid the dispersal and diversification of economic activities and induce even development in a country. Osuagwu (2002) added that entrepreneurial development in Nigeria should be perceived as a catalyst to increase the rate of economic growth, create job opportunities, reduces import of manufactured goods and decrease the trade deficits that result from such imports.

Berglund and Wennberg (2006) conducted study on creativity among entrepreneurship students. The study uses a personality test and open-ended interviews to explore creativity between two groups of entrepreneurship Masters' students. One at a business school and one at an engineering group had high creative potential, but that engineering students channeled this into practical and incremental efforts whereas the business students were more speculative and had a cleaner market focus. Wiklund and Shepherd (2003), Luthje and Frank (2002), Charney and Liecap (2000) all put forward that a positive correlation exists between education and business creation. Based on Timmons and Spinelli (2004) and others who are of the opinion that entrepreneurship can be learnt, Kuratko (2003) observes that the decision by many tertiary institutions in Nigeria to design and implement relevant entrepreneurship teaching programme.

Entrepreneurial training and education encourages Nigerians to become job creators rather than job seekers. Ogundele, Akingbade, & Akinlabi (2012) investigated the intensity of entrepreneurship training and education as strategic tools for poverty alleviation in Nigeria using a stratified random sampling technique, 250 entrepreneurs and apprenticeships from five recognized local government areas in Lagos State, South Western Nigeria were selected as our

respondents. Data were gathered through a self-mentioned questionnaire survey. Simple regression analysis was used to test the relationship between the entrepreneurship training and education and poverty alleviation. This study confirmed that entrepreneurship training and education significantly related to the youth empowerment and social welfare services.

Ajayi&Ademokun (2010) seeks to investigate the impact of entrepreneurship training and availability of ancillary credit using a combination of qualitative and quantitative data. The research sample size is 647 and the data is sourced from the Entrepreneurship Development Centre (EDC), Lagos. The results showed exposure of educated young person to entrepreneurship training holds huge potential for increased job and wealth creation through business idea generation and ownership.

Ogundela (2012) appraised the impact of the activities of the National Directorate of employment on graduate employment and job creation in Kaduna State. Secondary data were collected as well as oral interview of personnel in the course of study. It was found that the impact of the NDE on graduate employment in Kaduna has not been particularly positive and much still needs to be done. Therefore, the study recommended a thorough re-appraisal of its programme in order to overhaul the system.

Ogah, Uko&Oshi (2013) evaluated entrepreneurship involvement among undergraduate students of Cross River State University of Technology, Ogoja Campus. Data was obtained through the administration of a structured questionnaire to undergraduate students with personal business irrespective of the scale. Result indicated that family knowledge and natural ability did not determine students' entrepreneurship involvement but the need for money, desire to become self-dependence and the desire to be employers of labour. The study identified University entrepreneurship programme and parental occupation as the main sources of entrepreneurship awareness accruable to University students. Based on the result obtained, they suggested that universities in Nigeria should add more values to their graduate by incorporating into their curriculum elements that enhance the development of entrepreneurial attitudes and self-efficiency.

Global entrepreneurship monitor (GEM, 2000) analyses the relationship between total entrepreneurial activity and percent growth in GDP across 21 countries, and discovered that amongst nations with similar economic structure, the correlation between entrepreneurship and economic growth is high and very significant.

Baptista, Escaria & Madruga (2003) investigated whether a high level of new employment in that region is as a result of new firms. The study looks at the lag structure of these effects, using a data set covering a fairly large time span (1982 – 2002). The indirect supply – side effects of new firms births, whether due to greater competition, efficiency or innovation, seem to be at least as important as the direct effects associated with employment creation by the new entrants. They discovered that supply-side-effect only occur after a time lag of about eight years, leading to a pattern of lagged effects that is somewhat inconsistent. This finding suggests that new entrants bring about improvements to overall regional competitiveness, but that such improvements only become significant after some time. The study was based on the neo-classical theory of entrepreneurship, Austrian school of economic theory of entrepreneurship and Innovative theory of entrepreneurship were review in the study. Innovation theory of entrepreneurship

involves the ability to break away from routine, overhaul existing structure, and move the system away from even circular flow of equilibrium into an economy with ability to create jobs through entrepreneurship. Neo-classical theory of entrepreneurship holds the view that everyone who is conducting a particular business, get a particular profit margin which is in line with his or her level of labour. The theory further posits that the level of knowledge of an entrepreneur is an important factor in determining whether or not an entrepreneur makes profit or not.

RESEARCH METHODOLOGY

This research adopted a descriptive and survey design in analysis. The descriptive method was used in section two to present the available data on the benefits of Cross River State from National Directorate of Employment Programmes. The survey design which involves the use of questionnaire to generate primary data for analyses enables the researcher to test formulated hypotheses. The research area cover NDE entrepreneurship programmes in Calabar municipality. The population of study is made up of NDE staffs and youths who have benefited from NDE schemes or who are currently under NDE training within Calabar Municipality. The sampling technique adopted for data collection in the study was the random sampling technique. Under which the stratified sampling was used to generate the data used for analysis in the research. This method is appropriate when the population of study is made up of a number of distinct sub-groups that must be represented in the sample.

The researcher categorized the respondents into different groups to reflect the different NDE beneficiaries. After stratification, the simple random sampling method was used to draw respondents from these different groupings. The sample for this study is made up of two hundred (200) respondents drawn from the inhabitants of Calabar Municipality Local Government Area. These respondents are selected based on information from NDE office at federal secretariat about different categories of persons NDE has selected for one form of training or the other. A breakdown of figure indicates that at least fifty (50) respondents were randomly selected from each of these groupings. The groups were categories into two (trainers and trainees), the trainees were further segmented into those undergoing training in the public and labour work, rural employment and development programme. This was to give the trainers and trainees equal opportunity of being selected for the study. The main instrument used for data collection was the questionnaire designed by the researcher with the help of experts. This questionnaire was administered to the sampled groups and the respondents were informed of the exercise and the importance of given objective response to the items.

The data was analyzed using simple test of proportion. This test is used when you want to know whether two populations or groups differ significantly on some single (categorical) characteristics. The formula is stated below as:

$$Z = \frac{p - P}{\sqrt{PQ(1/n)}}$$

This method of analysis is adopted because the sample size (n) is large and the response is based on YES or NO.

PRESENTATION OF RESULTS, ANALYSIS AND DISCUSSION OF FINDINGS

Due to the nature of the research and the target population, it was possible to administer two hundred (200) questionnaires and over hundred and forty (140) were returned to the researcher. The table below shows the number of questionnaires administered those that were successfully filled and returned and the ones that were not filled at all and not returned.

Table 4.1: SUMMARY OF RESPONDENTS

Questionnaires	Responses according to categories				Total Response	Percentage Response
	Trainers	Trainees				
		TPLBW	TRED	VSDP		
No. Returned	36	35	33	32	136	68%
Not Returned	14	15	17	18	64	32%
Total number	50	50	50	50	200	100%

Source: Response to question No. 4 of the questionnaires (Section A)

Note: TPLBW - Training in the public and labor based works e.g. Graduate Attachment Programme (GAP), TRED - Training for rural employment and development and VSDP - Vocational skills development programme.

In table 4.1 above, it is evident that of the fifty (50) questionnaires administered to the trainers and all the groups in the trainees each (TPLBW, TERD, and VSDP), thirty six (36) were returned while fourteen were not returned from the fifty administered to the trainers. Also, of the fifty (50) questionnaires administered to trainees under public and labour based work (TPLBW), thirty five (35) were returned and fifteen (15) were not returned. It shows also that fifty (50) questionnaires were administered to trainees under rural employment and development and thirty three (33) were returned while seventeen (17) were not returned. It reveals that out of the fifty (50) questionnaires administered to trainees under vocational skill development programme, thirty two (32) were returned while eighteen (18) were not returned, thus bringing the total number of questionnaires returned to one hundred and forty (140) and those not returned to sixty (60). Representing 68% returned and 32% not returned.

TESTS OF HYPOTHESES

Test of hypotheses are procedures which enables the researcher to accept or reject hypothesis, or to determine whether observed samples differ significantly from expected result. In this research work, 5% level of significance was chosen in designing the test of hypothesis. This implies that the researcher is 95% confident of making the right decision.

The decision rule is to accept the Null hypothesis only when the tabulated value of the Z test statistics at 5% (1.96) is greater than the calculated value of z test statistics.

Accept H_0 : If $Z_{t(0.05)} > Z$ and reject H_1

HYPOTHESIS I

H₀: National Directorate of employment entrepreneurial programmes has no significant effect on the lives of trainers and trainees in Calabar municipality Government of Cross River State.

H₁: National Directorate of employment entrepreneurial programme has significant effect on the lives of the citizens of Calabar Municipality in Cross River State.

Questions 1, 3, 4, 8 and 10 on the questionnaire were asked to solicit information relating to the formulated hypotheses. The table below reveals percentage responses to questions and analyzed using the test of proportion since sample size is large.

Table 4.2: SUMMARY OF RESPONSES TO HYPOTHESIS 1.

ITEMS	YES	NO	TOTAL
1	89	47	136
3	70	66	136
4	64	72	136
8	83	53	136
10	90	46	136
TOTAL	396	284	680

Source: Author's Computation, 2014

From the test of proportion formula as stated here below;

$$Z = \frac{\underline{p} - P}{\sqrt{PQ(1/n)}}$$

Where:

p = the population proportion of successes i.e. P is the proportion of individuals (units) in the population possessing the given attribute (x/n)

P = is an assumed equal YES and NO value of 0.5.

$$Q = 1 - p$$

Therefore, since then is large we can apply the single test or proportion. Hence, P = observed sample of proportion of successes

Or X/n

$$\begin{aligned} \therefore \text{For YES, } p &= \frac{396}{680} = 0.582 \\ Q &= \frac{284}{680} = 0.418 \\ Z &= \frac{\underline{p} - P}{\sqrt{PQ(1/n)}} \\ p &= 0.582, P = 0.5 \text{ and } Q = 0.5 \end{aligned}$$

$$\begin{aligned} Z_{\text{Cal}} &= \frac{0.582 - 0.5}{\sqrt{0.50 \times 0.5}} \\ Z_{\text{Cal}} &= \frac{0.082}{136} = 0.082 \end{aligned}$$

$$\begin{aligned}
 & \frac{\sqrt{0.25}}{136} \\
 Z_{Cal} &= \frac{0.082}{\sqrt{0.04287464}} = 1.9125 \\
 Z_{Cal} &= \approx 1.913 \\
 Z_t &= 1.96
 \end{aligned}$$

Therefore we accept H_0 ;

Since calculated Z_c is less than the tabulated Z_t at 5% level of significance, we accept the null hypothesis H_0 and conclude that the National Directorate of employment entrepreneurial programme has no significant effect on the lives of trainers and trainee in Calabar Municipality in Cross River State.

HYPOTHESIS II

H_0 : Entrepreneurial Development programmes as implemented by NDE in Calabar Municipality of Cross River State have no significant challenges

H_1 : Entrepreneurial Development programmes as implemented by NDE in Calabar Municipality of Cross River State have significant challenges

According to table 7 in the preceding sections, item 14, 15, 16, 21 and 24 were asked to solicit information relating to the second hypothesis formulated in this study. The hypothesis is tested as presented below in table 9.

Table 4.3: SUMMARY OF RESPONSES TO HYPOTHESIS II

ITEMS	YES	NO	TOTAL
14	82	54	136
15	67	69	136
16	39	97	136
21	69	67	136
24	82	54	136
TOTAL	339	341	680

Source: Author's Computation, 2014

$$\begin{aligned}
 \text{YES (p)} &= \frac{339}{680} = 0.499 \\
 Q &= \frac{341}{680} = 0.501 \\
 Z &= \frac{p - P}{\sqrt{PQ(1/n)}}
 \end{aligned}$$

Where;

$$\begin{aligned}
 p &= 0.499 \\
 P &= 0.5 \\
 Q &= 0.5
 \end{aligned}$$

$$Z_{Cal} = \frac{0.499 - 0.5}{\sqrt{0.5 \times 0.5}} = - \frac{0.001}{\sqrt{0.25}}$$

$$Z_{Cal} = \frac{136}{\sqrt{0.001838235}} = \frac{136}{0.04287464} = -0.0233$$

$$Z_{Cal} \approx -0.023$$

Therefore $Z_t = -1.96 > Z_{cal} = -0.023$

Hence accept H_0

Since the calculated Z (-0.023) is less than the tabulated Z (-1.96), we therefore accept the null hypothesis that entrepreneur development programme as implemented by the National Directorate of employment (NDE) in Calabar Municipality of Cross River State have no significant challenges.

DISCUSSION OF FINDINGS

The research set out to assess the impact of entrepreneurial development programme on employment creation in Calabar Municipality of Cross River State. The findings reveal that the National Directorate of Employment entrepreneurial programme has no significant effect on the lives of the trainers and trainees in Calabar Municipality of Cross River State. This indicates that the different programme initiated and implemented by the National Directorate of Employment (NDE) in the local government has no significant effect on the lives of the people. This may be because only comparative few benefits from the programmes or it may be due to the fact that the indigenes and inhabitant of the area do not regard these programmes as worthy enough for their self-esteem.

Table 2.1 and 2.2 reveals the number of youth provided with tools for their different enterprises in Cross River State as well as the distribution of entrepreneurial development programmes by States. It shows that Cross River State if compared with that of States like Abia and Adamawa is very minimal. For instance, in 2008, 2009 and 2010, a total of 5, 39 and 51 youths respectively were provided with tools and equipment in Cross River State. This indicates that out of the 18 local governments in the state, only 5 benefitted in 2008 with a further reduction to 2 in 2009 while only an average of 3 local governments benefitted in the year, 2010. This number is very small and insignificant, this form part of the reason why NDE entrepreneurial programme has no significant effect on the lives of the trainees and the trainers.

According to the second hypothesis, we discovered that entrepreneurial development programmes as implemented by NDE in Calabar Municipality of Cross River State have no significant challenges. This is very critical for the government and our development partners because it reveals that the implementation of the programmes is not faulty but rather it may be that the trainees themselves do not appreciate these programmes. This may be as a result of the much emphases on paper qualification by government and other private employers of labour at the detriment of vocational training and other informal trainings which NDE entrepreneurial programmes seeks to revive in its bids to create employment opportunities in Nigeria.

POLICY RECOMMENDATION AND CONCLUSION

The establishment of the National Directorate of Employment (NDE) is an initiative of the government with the aim of employment creation for graduates, undergraduates and other youths. However, over the years, the agency has performed well based on the findings of our

research. By and large, more still need to be done to position the National Directorate of Employment very well in order for them to achieve their goals and objectives of its establishment. This is because entrepreneurial development has been identified to be very critical for employment generation in the twenty first century both in developed and developing countries. Hence, the following recommendations are vital for employment generation through the National Directorate of Employment.

- i. Government need to increase funding of the National Directorate of Employment programmes to ensure that National Directorate of Employment performed its constitution functions effectively. This can be achieved through an increase budgetary allocations to the ministry of labour and productive were National Directorate of Employment is a sub-set.
- ii. Government must review National Directorate of Employment programmes. This will avail government the opportunity to include programmes of trainees' interest. Especially if such programme are programmes that enhances further job creation.
- iii. The management team of the National Directorate of Employment programmes must be more vigilant so as to checkmate the excesses of their staffs. This will ensure that staffs of National Directorate of Employment who are found wanting in-terms of extortion of money from trainees desist from it or be shown the way out. These will also re-awaken public confidence on National Directorate of Employment programmes.
- iv. There is need for more training centers especially in the inter-lands. This will ensure that citizens in the interior part of the local government or state benefits from National Directorate of Employment entrepreneurial programmes.
- v. National Directorate of Employment should recruit more competent hands especially in areas of interest. This will ensure that needs of trainees are satisfied as far as entrepreneurial programme is concern.
- vi. The emphases on paper qualifications should be discouraged so as to encourage our youths to appreciate vocational training. By and large, if government through its agencies adopts these policies, the impact of NDE through her entrepreneurial development programmes will impact more on the lives of Cross Riverians in no distance time.

REFERENCES

- Ajayi, O. & Ademokun, F. (2010). Entrepreneurship Development in Nigeria: From Business Idea to Business Ownership. Entrepreneurship Development Centre, Lagos, Nigeria.
- Arogundale, B. B. (2011) Entrepreneurship Education: An Imperative for sustainable Development in Nigeria. *Journal of Emerging trends in Educational Research and Policy Studies (JETERAPS)* 2 (1): 26 – 29.
- Baptista, R. Escaria, V. & Madruga, P. (2003) Entrepreneurship, Regional Development and job creation: The Case of Regional Development and Job creation in Portugal. Discussion paper on entrepreneurship, growth and public policy, London, UK.

- Berghind, E. & Wennberg, R. (2006) Entry rates, the share of surviving business and employment growth: Differences of the Economic Performance of Newly founded firms in West and East Germany. *Research policy*. 24: 233 – 257.
- Bolton W. K. & Thompson J. L. (2000) *Entrepreneurs: Talent, Temperament, Technique*. Butterworth Heinemann Publisher, Oxford.
- Charmey, A. & Libelap, D. B. (2000) Impact of entrepreneurship education: An evaluation of Berger entrepreneurship programme at the University of Arizona, 1985 – 1999. Kansas City, MI: The Kauffman Centre for Entrepreneurial Leadership.
- Desjardin, H. S. (2000) Self-employment, Family Background, and Rule. *Journal of Human Resources*, 35: 670 – 692.
- GEM (2000) Global Entrepreneurship Monitor, 2000 Executive Report, Kansas City, Mo: Kauffman Centre for Entrepreneurial Leadership. *International Journal of Entrepreneurship*, Vol. 6, Pp: 19 – 32.
- Isangedighi, A. J. Joshua, M. T. Asim, A. & Ekuri A. (2002) *Fundamentals of Statistics*, Calabar, University of Calabar.
- Hansenne, A. (1995) Cross Cultural Comparison of Motivation for Entrepreneurship. *Journal of International Business Studies*. Vol. 14. No. 1.
- Kerlinger, F. N. (1993) *Foundation of Behavioural Research*. New York: Holt Reinhart and Whiston.
- Kirner, K. A. (1993) Entrepreneurship and network externalities. *Journal of Economic Behaviour and Organization*, 57: 1 – 27.
- Kurako, D. F. (2003) *Entrepreneurship: Theory, process and practice*. Mason, O. H. South-Western Publishers, New York, USA.
- Luthje, C. & Fran, N. (2002) Fostering Entrepreneurship through University Education and Training. Lessons from Massachusetts Institute of Technology. Proceeding of the European Academy of Management, Stockholm, Sweden, 9 – 11 May.
- National Bureau Statistics (2006) National Bureau of Statistics 3rd quarter job creation survey, 2012 of Directorate of employment, Abuja.
- Oga, J. I., Oko, U. S. & Oshi, J. E. (2013) An assessment of entrepreneurship involvement among Undergraduate Students of Cross River State. *European Journal of Business and Management*, Vol. 5 No. 12.

- Ogundele, O. J. (2007) Introduction to Entrepreneurship Development, Corporate Government and Small Business Management. 1st Edition, Lagos: Molofin Nominees.
- Ogundele, O. J. Akingbade, W. A. & Akinlabi, H. B. (2012) Entrepreneurship Training and Education as strategic tools for poverty Alleviation in Nigeria. *American International Journal of Contemporary Research* Vol. 2, No. 1.
- Ogunlela, Y. I. (2012) Impact of the Programmes of the National Directorate of Employment on Graduate Employment and unemployment in Kaduna State of Nigeria. *Pakistan Journal of Social Sciences* 9(1): 40 – 45.
- Osuagwu, L. (2002) Entrepreneurship in a Developing Economy, Empirical evidence from Nigeria Business Organisation.
- Schumpeter, J. A. (1996) Economic Theory and Entrepreneurial History in Aitken HG(ed.) Exploration in Enterprise. Harvard University Press, Cambridge, M. A.
- Timmons, T. A. & S. Spineli, S. (2004) New Venture Creation: Entrepreneurship for the 21st Century Boston. McGraw Hill Irwin.
- Wiklund, J. & Shepherd, D. (2003) Knowledge base and Resources and Entrepreneurial Orientation and the Performance of Small and Medium-sized. *Business Strategic Management Journal* 24: 1307 – 1314.