

ANALYSIS OF ENTREPRENEURIAL MINDSET AND SUSTAINABILITY OF MSMEs IN MUBI LOCAL GOVERNMENT OF ADAMAWA STATE

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Abstract

This study examined the role of entrepreneurial Mindset on sustainability of MSMEs in Mubi Local Government of Adamawa State with focus on the factors that shape entrepreneurial mindset from the perspective of cognition and motivation and sought to find the effort of previous experiences, orientation learning, mentorship and perception in productivity, risk management, strategy for good businesses, profitability and creativity. The study adopted a survey design with the population of 45 selected small and medium enterprises in Mubi North LGA in Adamawa state. Data obtained was analyzed using descriptive and inferential statistics of chi-square and correlation analysis. Questionnaires were used to gathered primary data from the respondent. The main instrument used for the collection of data was questionnaire and it was analyzed by using frequency distribution tables and simple percentages. The test of hypothesis was done using chi-square, The X^2 result shows P value of 0.000 which has significant impact on the entrepreneurship mindset on MSMEs sustainability in the study area, when further compare with the correlation result, it shows a strong relationship of 8.87% of entrepreneurship mindset and MSMEs sustainability which implies that entrepreneurship mindset cannot be ignored, the finding indicates that entrepreneurs experience was a key factors that significantly affected entrepreneur productivity in business of Adamawa state Nigeria. The study concluded that Business success in the new emerging market economy is merely not a function of relevant skills, but requires people with entrepreneurial mindsets.

Keyword: Entrepreneur, Experiences, Orientation, Productivity, Sustainability and MSMEs

INTRODUCTION

Developing an interest in human mind, perceptions, and motivation functional position is historically traced to Plato and Aristotle. In Greeks it considered the human condition,

in this modern study the human mind is traced to Sigmund Freud (1990) as the psychoanalytic movement. The focus of this study tends to explore both conscious and unconscious factors that propelled humans to involved a variety of behaviors in the determination of the cognition and motivation, that shape successful entrepreneur 'mindset and its effect on the survival and sustainability of business in Nigeria. Entrepreneurship is a revolving engine of business in terms of innovation, job creation, competition and economic growth (Ajike, 2016). Entrepreneurship is seen as a key vehicle for employment creation, creation of wealth, and an essential means of enhancing the innovation dynamics in the local, regional and national economies (Christ, Gerry, Carla, & Fernanda 2010)

Business success in any economy is not merely a function of relevant skills but also entrepreneurial mindset, (Ajike, 2016). Entrepreneurial mindset indicates a way of thinking about business and its opportunities, formed through formal learning, perception, personal experience, orientation, and mentorship among others. (Dhilwayo and Vuuran 2007). Establishing an entrepreneurial mindset is relevant for the sustenance of competitive of economic organizations and the economic lifestyles of the population through value and job creation. Entrepreneurial mindset focuses primarily on cognitive processes that slow down adaptive cognitions in the face of dynamic, uncertain environment (Mitchell, Busenitz, Lant, Mcdaugall, Morse & Smith, 2002), decision heuristics, Alvarez and Busenitz, (2001), (Busenitz & Barney, 1997). Similarly, Hayward, Sheperd and Griffin, (2006) argued that they are those cognitive processes that enable entrepreneurs to think beyond existing knowledge structure and heuristics. The foundation of entrepreneurial mindset is cognitive adaptability, which is simply defined as to be dynamic, flexible and self-regulating in one's cognition, considering the dynamic and uncertain task environments.

The role of MSMEs is dynamic, accelerating increase in per capita income, output, employment opportunities, and enhancing regional economic balance through industrial dispersal, effective resource utilization, development of local technology, diffusion of

management skill and stimulation of indigenous entrepreneurship (Adenuga, Ohuche & Ogujuba, 2004). The MSMEs sector accounts for about 70.0 percent of industrial employment worldwide (World bank, 2017). In Nigeria the total number of Person employed by the MSMEs sector represent 84.02% of the total work force and contribute about 50% to Gross Domestic Product (MSMSE, 2017). Despite the dynamic and important role played by MSMEs in economic development, and the various effort put in place by Nigeria government, the development of MSMEs is still constrained by exogenous and endogenous factors. Exogenous factors are those outside the control of MSMEs and they include (1) Access to Market, (ii) inconsistent and sustainable government policies for growth and business development (iii) poor infrastructures and (iv) lack of access to affordable credit. The endogenous factors are internal to the MSMEs and include; (I) weak corporate governance, poor management skills and accounting practices, (ii) poor business partnership/ alliance culture, (iii) low human capital development and (iv) low level technology (CBN Report , 2018).

Aremu and Adeyemi (2011) in their study on MSMEs as a survival strategy for employment generation in Nigeria, revealed from their finding shows that MSMEs have a multiplier effect on the economy and also noted that the engine force behind job creation, poverty reduction, wealth creation, income distribution and reduction in income disparities lies within MSMEs, it also revealed that government interventions failed intern of transformation and coordination, monitoring, and policy inconsistency. Also most MSMEs in Nigeria die within five years of its existence while few survive and grow to maturity.

Despite the enormous potential, contributions and challenges facing MSMEs sectors to sustainable economic development in Nigeria, its performance is still below expectation. The worrisome issue is the trend in MSMEs that die within five years of existence and few survive to maturity. (Aremu 2011). The sectors are also devilled by unfavorable economic conditions resulting from unstable government policies; gross undercapitalization, strained by the difficulty in accessing credits from banks and other

financial institutions; inadequacies resulting from the highly dilapidated state of infrastructural facilities; astronomically high operating cost; poor entrepreneurial and managerial skills among its operators.

This Entrepreneurship mindset help to increases perception, entrepreneurial human mind, and motivations among entrepreneurs in MSMEs. The needs to grow, to be innovative and creativity depends on how effective and efficient entrepreneur mindset to take risk, and injecting new ideas for expansion,.All over the world government and organizations are seeking new type of proactive corporate leaders who would approach these problems creatively and entrepreneurially to a better change in management practices. However in Mubi north local government of Adamawa state many MSMEs were stagnated without expansion, many youth were in one training skill or the other, ranging from tailoring, sale representatives, brick laying, welding, plumbing, hair saloon etc , it worthy of note that economic development does not come like the rain drop from heaven, rather it follows some process like Todaro (1977) sees development as a multidimensional process of change in the social structure, attitude, institution as a well as the general acceleration of economic growth through reduction of inequality and poverty. Society progresses and retrogress if training on skills and development of entrepreneurial mindset is to put into practices or given due attention. The argument here are many youths of Mubi north local government are on various skills training mention earlier, how many of them are successfully established to sustain them?. And those that established how fast are they developing through expansion for growth? How do they develop their cognitive ability to develop beyond their entrepreneurial thinking and knowledge for creativity and innovation for sustainability? This study tends to close the gap on how entrepreneurs think about their business and business risks, what shapes this thinking model, and uses a contemporary tool to determine the effect of these factors on the sustainability of selected MSMEs in MubiLGA of Adamawa state, Nigeria. This study therefore aimed at establishing the relationship between entrepreneurial experience and business sustainability in Mubi local government area of Adamawa state, Nigeria

LITERATURE REVIEW

Concept of Entrepreneurship

Entrepreneurship is a way of thinking and doing things, it involves ‘building something from nothing’ and successful entrepreneurs known how to manage and mitigate uncertainty and risk. Thinking about starting a business or who are already in business – large or small, those who are interested in commercializing their own innovations or of others, and those who advise entrepreneurship area. Developing an entrepreneurial mindset and enterprising skill set critical for constantly changing markets or workplaces for sustainability of businesses. The concept of entrepreneurship as an act of new venture creation could be traced to Schumpeter’s(1934) definition of entrepreneurs as, people who see opportunities and create new market. Similarly, Easton (1977) also describes it as the act of new venture initiation including acquisitions of either large or small firms, whereas, Gartner (1998), defined it as the creation of new organization. By grave and Hofer (1991) in their definition of an entrepreneur, described entrepreneur as someone that recognises and take opportunity to form an organization. Low and MacMillan (1988) creation of new enterprise, while Dess and Lumpkin (1996) new entry. Drucker (1985), and Act of innovation (McDaniel & Sharpe, 2002; Van Praag & Versloot, 2007). Also, as creation of wealth (Morris et al., 2008).

Entrepreneurs are characterized with perseverance, flexibility, high internal locus of control, learning and iteration, curiosity and optimism. Fundamentally, entrepreneurs believe that change is possible, a view that is similar to Dweck’s (2012) that incremental mindset’ the ideas that core qualities can be developed. Therefore, Entrepreneur Cognitive strategy development is seen as act of cognition according mintzberg et al (1988) proposed four aspect of cognition ranging from perception, concept attainment, re-conception and cognitive style. In Perception, the cognitive capability of entrepreneur is limited to the complexity of the environment. In concept attainment

suggested that strategy were formulated in the mind of the entrepreneur in the form of concepts, map, schemes and frames that shape how people dealt with input from the environment. Reconception refers to changing of strategies that had already been formed in the mind while cognitive styles stated that entrepreneur vary in their cognitive orientation in adapting strategic styles. Although a key focus of midset is cognition therefore the behavior that predict entrepreneurial success need to be captured in the variety of fields- cognition, pshchology, behavioural economics, entrepreneurship to name few. By identifying and collating the specific characteristics connected to an accepted scientific theory such as confidence, diligence, entrepreneurial desire, focus, innovation, leadership, motives, resilience and self control

Entrepreneurial Mindset

Business success in the new emerging market economy is merely not a function of relevant skills, but requires people with entrepreneurial mindsets. As much as entrepreneurial mindset is important for business success, it is also vital to understand the current level in each entrepreneurial community by identifying which factors are lacking that needs to be improved as a means to foster the success of entrepreneurs. A mind set is a person way of thinking about various available business options. An American psychologist Howard Gardner (2006), in his work "five Minds for future" describe a person's mindset as made of five minds namely; the disciplinary mind, which is self-control mind, The synthesizing mind which is the ability to integrate ideas, the creative mind which is the capacity to uncover and clarity both new problems and opportunities, the respectful mind for new problem and opportunities, the respectful mind which focuses on awareness or appreciation of differences among people, and the ethical mind which hold the fulfilment on one's responsibilities as a working person and citizen.

Entrepreneurial mindset as the ability to quickly sense, takes action, and gets organized under uncertain. This include the ability to persevere, accept and learn from failure and

get comfortable with a certain level of discomfort. Robert Donat, (2017). Entrepreneurial mindset describes the innovative and energetic pursuit of opportunities and facilitates action aimed at exploiting these opportunities (Segnes, 2007). McGrath and MacMillan (2000) argue that strategies/firms should adopt an entrepreneurial mindset to sense opportunities, mobilize resources, control and exploit opportunities. On an individual level, an entrepreneurial mindset is a life philosophy, while to an organization level it forms an intangible part of a firm's culture and climate. The role of the entrepreneur, innovation and technology in the entrepreneurial process. It is not only for small business or life style businesses but instead the development of growth orientation businesses whether profit making venture or not - not –for profit venture.

Types of Mindset

Entrepreneurial Cognition- cognition is defined as the way and process in which knowledge and understanding is developed in the mind. It is the way entrepreneurs perceive environmental stimuli. The way people organize and use information from their environment and how this information's guide their actions (Santchez, Carballo & Gutierrez, 2011). Cognitive mechanisms can have a critical role in all aspects by which people think, say, and act. Particularly, entrepreneurs; knowledge, susceptibility to cognitive bias and the use of cognitive strategies have a significant influence on pursued opportunities (Baron, 2002).

Cognitive Resources- the level of cognitive awareness activated in response to an entrepreneurial task will determine the extent to which cognitive resources are employed in the process of formulating a strategy to 'think about specific entrepreneurial tasks.

Aspects of Entrepreneurial Cognition

Over the years, entrepreneurial scholars have tried to develop some studies on the thinking and decision making of entrepreneurs, especially in examining the cognitions relating to entrepreneurial decision making. Entrepreneurial cognition includes all

aspects of cognition that can potentially play an important role in certain aspects of the entrepreneurial process, such as (i) self-efficacy: which is the ability to perform certain performance or desired outcomes that influence situations that affects their live (Banduru 1994).(ii) Schema: as knowledge structure concerning actions themselves which are to be taken by individuals (Busenitz&Lau,1996).(iii) Cognitive styles- an approach to information processing and way of thinking about and processing vital information upon which decisions are made, Allison and McCarthy (2000).(iv) Heuristic –based- a strategy that individuals use to manage information and reduce uncertainty in decision making (Tversky & Kahneman, 1973) for this study these four cognitive is considered.

Factors that Shape Entrepreneurial Cognition

Entrepreneurial experience is an important factor in entrepreneurial success, especially if the experience is in the specific industry sector of the proposed business venture. Most literature confirmed a positive relationship between the entrepreneur's experience, a firm growth and survival of their businesses. Pihie and Sani (2009) adopted three techniques in conducting a study on entrepreneurship as running a real business, visit to business location, interview with an entrepreneur.

The outcome of the study demonstrated that running a real business technique enable the operators to obtain real business experience; it allows them to recognize and experience the sense of responsibility in understanding the risks rewards of setting up a business as well as gain a real experience in raising money; and planning all the business management functions. Also, research suggests that people with more start-up experience are more likely to have gathered much of the valuable information relating to business creation and growth (Politis, 2005, Unger 2009). According to Unger 2009 opined that the most frequently experience in literature are entrepreneurial experience, management experience and industrial experience.

Entrepreneurs with more management experience tend to form ventures that have greater employment and sales growth than founders with less management experience (Duchesneau & Gartner, 1990; Lee & Tsang, 2001; Bigsten & Gebreeyesus, 2007; Unger et al 2009). These entrepreneurs are able to manage their firms more effectively because previous experience from managing a business provides training in many of the skills needed for recognizing and acting on entrepreneurial opportunities, including negotiation, decision making styles, ways to serve markets, and methods for dealing with customers and employees (Shane 2007).

The Relationship between Entrepreneurial Experience and Optimism

The nature of entrepreneurial experience can shape how entrepreneurs adapt, and business failure was linked with entrepreneurs who are less likely to report comparative optimism (Ucbasaran, 2009). (Ucbasaran, 2009 & Esan, 2010) argue that there is a difference in the relationship between entrepreneurial experience and optimism because in their research, Ucbasaran, 2009 found out that some entrepreneurs who had failed believed that they were too optimistic and that they tended to adjust their thinking and report a more realistic outlook towards a subsequent venture because experience from a failed business enterprise resulted in less optimistic entrepreneur. Entrepreneurs who had not experienced failure are more likely to report comparative optimism than novice entrepreneurs, juxtaposing the positions. Hall, (2010) conducted a study on how some entrepreneurs responded to business failure and whether or not the outcome had any effect on their entrepreneurial mindset.

Theory on the Growth of Small Firms

Penrose (1959) argued that there is no optimum size of a firm. She suggested that firms have a natural reason to grow; the economies of growth. The size of a firm is only a by-product of the process of growth. Internal inducements on expansion arise when some specialized service required for the operations of the firm demands resource. Having acquired resources for actual and contemplated operations, a firm has an incentive to use

as profitably as possible the services obtainable from each unit of each type of resource acquired at the limit of growth, Penros (1959) suggests that firms managerial ability, the rate of growth and the effectiveness in the use of a large enterprises resources has been found to rest upon ability and ingenuity of its administrators to build, adjust and apply its personnel and facilities to brad population, technological and income changes. The theory was based on the assumption that experienced entrepreneurs have learned more capabilities to manage and to achieve their objectives than inexperienced ones. Experience may also have an effect on the entrepreneur's analysis of his environment and company potential. But the assumption does not necessary hold true in all cases all the time. Inexperience can also bring a more biased view of potential.

This study adopted this theory because of it role to economic development and social wellbeing of the people. Empirical evidence shows that small business owners do not come from a particular social background and education, rather their business experience is developed through opportunities provided by social background, and family links in their locality (Liedholm,2001) This theory as it related in this paper focuses on learning process, either active or passive, according to Jovanic 1982 cited in Liedholm 2001) a firm enters a market without knowing its own potential growth, only after entry does the firm start to learn about distribution of its own profitability based on information from realized profits by continuing updating such learning , the enterprises decides to expand , contract , or to exit. This learning model states that firms and managers of firm learn about their businesses and their potential through cognitive knowledged of the entrepreneur.

Empirical Review

There is paucity of empirical evidence on assessing the factors that shape the mindset of successful entrepreneur in Adamawa state. Nigeria; hence the motivation to research on it. Some research similar to this study include. Lopev and Kwanum (2012) conducted a study on assessment of risk management by MSMEs in Nigeria, with emphasis on

level of accounting record maintained by MSMEs in Benue state, a survey method was adopted, and 110 MSMEs were selected for the study from eleven sectors. The findings reveal that most MSMEs do not maintain proper account practice. Jenifer, Jeremi, Dong, Magot and Julia, (2018) Why entrepreneurial mindset?. The potential benefit of installing an entrepreneurial mindset. The objective of the study was to examine entrepreneurial mindset benefit to the community and education in a college curriculum. Their findings show that entrepreneurial is essential to student future as their knowledge of mathematics, their skill in communication and their abilities to design solutions that benefit others. Idah, (2017) studied entrepreneurial mindset self-regulatory mechanism for goal attainment. The objective was to explore the component and dynamic process of entrepreneurial learning, the study was with a multiple case study, in their findings, it shows that entrepreneurial learning is the simultaneous and active regulation of cognitive, emotions and motivation to achieve goals. It also elaborates on both individual and potential entrepreneurial development of societies. It also shows that there is simultaneous and active regulation of cognition, emotion and motivation develops entrepreneurial mindset and actions.

Thabani (2015) explored the causal failures of emerging manufacturing SMEs in Johannesburg. The study attributed the untimely death of young manufacturing SMEs in Johannesburg to lack of government support in terms of policies and poor financing. Descriptive research methods were used, 233 respondents made up of 191 nascent SMEs and 42 failed SMEs, using linear regression statistical tool. Wilhemus (2014) conducted a study on an entrepreneurial mindset and factors effect on entrepreneur's spirit in Indonesians. The research examined the spirit that elevated the community of Indonesia to increase in great value. Quantitative research on multiple linear regression test was used with the factors as predictor's effect of the entrepreneurial spirit using SPSS tool. Wilhemus concluded that, age and knowledge have great effect in building the entrepreneurial spirit in Indonesia. In their recommendation, government should increase input into learning and working of successful entrepreneurial spirit to enhance

the nation's competitiveness in the world of free trade. However, these studies dwell more on the relationship and impact of entrepreneurship mindset on SME using various methods and tools of analysis but left out its implication on sustainability of MSMES in the country which is the focus of this paper using MSMES in Mubi North LGA as a case in point.

METHODOLOGY

The Descriptive research technique was adopted for the study through the use of survey method. The study population is forty five (45) MSMEs business owners in Mubi north local government. Data obtained was analyzed using descriptive and inferential statistics of chi-square and correlation analysis. Questionnaire was used to gathered primary data from the respondent. Questionnaire that pertained to entrepreneurial mindset were developed based on Ajike (2016). In this research population of forty five (45) selected MSMEs from Mubi North Local Government in Adamawa state were used for the study each of the respondent is given an equal chance of being selected

RESULT AND DISCUSSION OF FINDINGS

Table 1. Effect of Entrepreneurial mindset on sustainability Growth of MSMEs Businesses

S/N	QUESTIONNAIRE	SD	D	A	SA	TOTAL
1	An entrepreneur cognitive experience affect output in business	1(2.2%)	6(13.2%)	10(22.2%)	28(62.2%)	45(100%)
2	An entrepreneur's meta cognitive knowledge of the MSMEs sector effect output in business	3(6.7%)	2(4.4%)	8(17.8%)	32(71.1%)	45(100%)
3	Intuitive decision making has proved to be successful in increasing output	5(11.1%)	7(15.6%)	23(51.1%)	10(22.2%)	45(100%)
4	Counter factual thinking has significant positive relationship with entrepreneur's productivity in business	3(6.7%)	7(15.6%)	17(37.8%)	18(40.0%)	45(100%)

Source; Study February, 2020

Analysis in table 1 shows that majority of the respondent 62.2% strongly agreed that entrepreneurial experience has affect business output, investigating into the impact of meta cognitive knowledge business output shows that a proportion of 71.1% agreed that cognitive knowledge affect MSMEs business output for sustainability. Consequently, data contained in the table on intuitive decision making of the business owners demonstrate that Intuitive decision making has contributed to the success of their increasing output as indicated by 51.1% of the respondent. Furthermore, exploring into the effect of counter factual on entrepreneurial productivity thinking among MSMEs in Mubi North LGA it was discovered that counter thinking has significant impact on MSMEs sustainability as cumulative response of 77.8% of the respondent. This shows that for a MSMEs to be sustained the proxy of entrepreneurial mindset such as cognitive thinking, experience, intuitive decision, counter thinking are necessary ingredient for successful entrepreneurship. This finding is in consonance with the finding of Tijani (2019) who argued that the level of pro-activeness, innovation, risk taking and environment significantly affect performance of MSMEs in north central Nigeria. The finding is also consistent with Jeniferm, Jeremi, Dong, Magot and Julia, (2018) findings that entrepreneurial is essential to student future as their knowledge of mathematic, their skill in communication and their abilities to design solution that benefit others and Idah, (2017) findings which shows that entrepreneurial learning is the simultaneous and active regulation of cognitive, emotions and motivation to achieve goals.

Furthermore, in line with findings from the table, it is obvious that entrepreneurial mindset is very important in a nation economic development especially if it is views through the simulation of the MSMEs. This mindset provides the ability to development relevant sustenance for competitiveness as a lifestyle given the dynamic and uncertain business environment. Entrepreneurial mindset distinguishes one entrepreneur from the other through the exhibition of a critical resource of cognitive adaptability which primarily enables the entrepreneur with the right mindset to sense and adapt to

uncertainty and think be young existing knowledge structure and heuristics. Entrepreneurs are not merely managerial or strategic, but also entrepreneurial, because they think effectually. They believe in yet-to-be- made future that can be substantially shaped through human action. An entrepreneur's mindset is shaped through the activation of the endogenous as well as the exogenous factor. the endogenous factors are those within the entrepreneur for instance, his innate tendencies which include his temperament, intelligence quotient, self- efficacy, perception., among other and the exogenous factors of gait, knowledge (acquired through learning and mentorship), experience, orientation, innovativeness among others. These factors are complete psychological forces that form a person's cognitive level, drive his behaviour, level of effort, level of persistence in the face of uncertainties. They determine how a person views opportunities, manager's risk and business growth as well as the level of efforts towards them.

The finding allow the research to conclude with the assertion that entrepreneurial mindset is indispensable among entrepreneurs and MSMEs operators in Nigeria. These findings are quite revealing because they are based on series of critical research which are; (1) that experience is a key factor that significantly affects entrepreneur's business growth and sustainability of MSME in Mubi North of Adamawa state.

Test hypothesis

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	69.466 ^a	9	.000
Likelihood Ratio	63.557	9	.000
Linear-by-Linear Association	33.950	1	.000
N of Valid Cases	45		
14 cells (87.5%) have expected count less than 5. The minimum expected count is .33.			

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.878	.030	12.052	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.845	.045	10.348	.000 ^c
N of Valid Cases		45			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

The result of the hypothesis using correlation analysis shows that 87.8% strong relationship between entrepreneurial mindset and MSMEs sustainability. Furthermore the chi-square test reveals the significant effect of entrepreneurial mindset sustainability with the calculated value of 69.466 with df of 9 and $P < 0.000 < 0.005$. This further upholds that there is significant effect between entrepreneurial mindset and MSMEs sustainability in Mubi North LGA of Adamawa state.

CONCLUSION

Experience appears most pertinent to successful entrepreneurship. Failure and mistakes should not be seen as negligence but opportunities to learn the ropes of running business successfully. With regards to MSMEs operators who have had previous business failure should be encouraged to restart through an intervention funds provided by the government and monitored by it agencies under the oversight function of more experienced entrepreneurs. This is to provide a platform that enables leverage on previous entrepreneurial experience and reduce the number of moribund businesses in Nigeria.

RECOMMENDATIONS

From the findings, the following recommendations were made for Small and Medium enterprises:

- i. From the study, it has been established that entrepreneurialmindsect should be encouraged and enhanced by learning, developing through expansion for growth, developing cognitive ability to develop beyond entrepreneurial thinking and knowledge for creativity and innovation for sustainability.
- ii. There is need for entrepreneurs to think about their business and business risks, what shapes this thinking model, and uses a contemporary tool to determine the effect of these factors on the sustainability of selected MSMEs in Mubi LGA of Adamawa state, Nigeria.
- iii. There is need for Entrepreneurship mindset and practical training which has been integrated into capacity building should be improved and promoted further to elicit the resilience in pro-activeness, risk-taking propensity and innovativeness needed by the entrepreneur to survive the turbulent socio-economic environment for improved productivity.

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