

EFFECT OF SELF-AWARENESS AND SELF-MOTIVATION ON THE SURVIVAL OF WOMEN-OWNED SMALL AND MEDIUM ENTERPRISES (SMEs) IN NORTH CENTRAL NIGERIA

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Abstract

This study aimed to investigate the effect of self-awareness and self-motivation on the survival of women-owned small and medium enterprises (SMEs) in North Central Nigeria, which have been struggling despite various efforts and support. The study used self-awareness and self-motivation as independent variables and survival of women owned SMEs as the dependent variable. A survey research design was adopted, and data was collected through a structured questionnaire from 400 women-owned SMEs selected through purposive and stratified sampling techniques. Descriptive and inferential statistics of ordinal regression technique were used for analysis, and the study found a positive and significant effect of self-motivation on the survival of women-owned SMEs. However, self-awareness had a positive but insignificant effect on their survival. The study concludes that inadequate self-awareness could be responsible for the poor performance and survival issues faced by women-owned SMEs in North Central Nigeria and recommends that women entrepreneurs should work on improving their self-awareness seeking feedback from customers, employees, and mentors to gain a better understanding of their strengths and weaknesses. These should enhance the survival of their businesses.

Keywords: Self-awareness, Self-motivation, Survival, Women-owned SMEs, North Central Nigeria

INTRODUCTION

Women are becoming increasingly important in the socio-economic development of both developed and developing economies as they account for significant percent of the operators of Small and Medium. Women entrepreneurs make a substantial contribution to national economies through their participation in start-ups and their growth in small and medium businesses (United Nations. 2006). Women entrepreneurs' activities towards the economic growth and development especially in the area of SMEs have received attention of researchers. Global Entrepreneurship Monitor (GEM) (2005) confirmed that women participate in a wide range of entrepreneurial activities across the world and their activities in different countries have paid off in form of new-established enterprises for job and wealth creation.

In the hypercompetitive global economic environment, organizations in their quest to survive, require managers with a unique set of education and skills to effectively and efficiently utilize both the human and non-human resources towards achieving competitiveness and sustainability (Njoroge & Yazdanifard, 2014). Similarly, with the rapid growth of globalization in the world of business, organizations must adopt variety of strategies and fresh regulations in all-inclusive and innovative way in order to accomplish efficient and effective work (George, 2012).

Emotional Intelligence (EI) as a concept has only received noteworthy attention in the past decade but the traces of concepts relating to it were already discussed as early as the 1920s. According to Goleman (2000), in the 1920s Thorndike became the first psychologist to explore social intelligence, which with time and additional information became known as emotional intelligence. The focus on emotional intelligence started in 1990, when Salovey and Mayer came up with their theory of EI (Goleman, 2000). The public became widely aware of the concept in 1995 after the publication of Goleman's book on the subject (Geher & Renstrom, 2004). The main interest in EI emanated from an increasing awareness that it has an impact on job performance, subjective wellbeing, motivation and many other areas of one's life (Bar-On, 2007). EI is important in the work context and should therefore be the focus of any competitive company (Bar-On, 2007).

This study aligns with the Goleman (2001) model of emotional intelligence that has been widely adopted and used. Goleman (2002) used this model to define emotional intelligence as the ability to identify and manage our feelings and those we associate with through appropriate ways of dealing and associating with five domains of EI which include; self-awareness, self-motivation social awareness (empathy), and relationship management (social skills) which are shared by all the different theories developed by different researchers, scholars and authors about EI even though vocabulary varies from one theory to another (Nwokah & Ahiauzu, 2009). Nwokah and Ahiauzu (2009) stated that many researchers compare social and emotional intelligence by looking at the number of people it involves for example emotional intelligence is mainly individual while social intelligence is more of relationship management.

According to Peter (2016) self-awareness refers to understanding ourselves on different levels, our body and our physical reactions, our emotional preferences and intentions, our goals and value, and our knowledge about how we see others. The more self-awareness we have, the more easily we can adjust our responses to others and the more mutually satisfying our interactions and transactions. Turning into ourselves and becoming more aware of what we are experiencing as we are experiencing it improves emotional intelligence. Peter (2016) stated that to have self-awareness there must be consciousness of one's short term and long-term goals. A Self-aware individual acknowledges his weaknesses and strengths and is able to see all those factors which can influence him.

Self-motivation is a person's confidence in his or her ability to organize and perform certain course of action to solve a problem or accomplish a task. Self-motivation is also the Awareness of one's own thinking, knowledge of the content of one's conceptions, an active monitoring of one's cognitive processes, an attempt to regulate one's cognitive processes in relationship to further learning, and an application of a set of methods as an effective device for helping people organize their methods of attack on problems in general (Hennessey, 1999).

Karimi (2014) argues that managers with positive mood or mindsets are more likely to make or respond to challenging issues in a more positive and informed manner than those whose judgments are clouded by negative emotions. Emotional Intelligence is necessary to better understanding of the service proposition and more especially how it reflects in emotional response of customers' understanding which would then guide management in identifying or developing organizational culture towards achieving set organizational goals (Karimi, 2014).

Kaura (2011) mentions in a study that to improve and increase in sales volumes or organizational output in general, there is need to put more emphasis on EI state of members of the organization. A lot of research has been done to find out the impact of EI on employee performance but the present study seeks to assess the effect of emotional intelligence on survival of women owned SMEs in North Central Nigeria.

Statement of the Problem

The researcher has observed that women owned SMEs in North Central Nigeria have generally not been performing up to expectation in terms of their survival or sustainability. This can be seen in the fact that many women owned SMEs do not last long as many fails to continue beyond the first few months or years. This is despite all management, marketing, human resource, financial and operational efforts made by these businesses, as well as available support to these business from government and its agencies. This calls for an empirical assessment into the phenomenon of poor sustainability rate of women owned SMEs in the region.

In addition, previous similar studies that the researcher came across did not provide the needed solution to the aforementioned problem as many of the studies such as Munir and Azam (2019), Oriarewo et al. (2019), Baloch et al. (2018), Santoso (2018), Hendrawijaya et al. (2018), Krishnan et al. (2018), and Dost et al. (2017) were conducted with different scopes and methodologies, but none of the studies were recently done addressing the

issue of survival of women owned SMEs in North Central Nigeria to the knowledge of the researcher. The study therefore seeks to ascertain the effect of emotional intelligence on sustainability in women owned SMEs in North Central Nigeria with particular reference to self-awareness and self-motivation.

Research Objectives

The broad objective of the study is to ascertain the effect of self-awareness and self-motivation on survival of women owned SMEs in North Central Nigeria. Specific objectives include to:

- i. determine the effect of Self-Awareness on survival of women owned SMEs in North Central Nigeria;
- ii. evaluate the effect of Self-Motivation affect survival of women owned SMEs in North Central Nigeria;

Concept of Self Awareness

According to Duval and Wicklund (1972) who first defined the term saw self-awareness as focusing attention on one's self, rather than on the external environment. Forsey (2018) added that self-awareness is the ability to focus on one's self and how their actions, thoughts or emotions do or do not align with their internal standards. Self-awareness is the most relevant aspect of personal development. Victoroff and Boyatzis (2012) stated that self-awareness is knowing one's internal state, preference, resources and intuition. Baloch et al., (2014) stated that self-aware means being in touch with our own emotions and knowing their impacts on our decision making, actions and behaviors and being able to be in charge of them while constantly analyzing how we have been acting so as to maintain our confidence levels at a high level. Self-awareness also refers to understanding of both the inner and external self and being able constantly evaluate the effects of this self on persons around us. Self-awareness is a key factor that contributes to the development of authentic leadership. Leaders who have self-awareness behaviour are familiar with both how they view themselves and how others see them (Waida, 2021). Leaders with high self-awareness promote healthy relationships with others at the workplace (Abidin, 2017).

Ateke and Amangala (2021) conceive self-awareness as individuals' conscious experience of their emotions; and their ability to recognize and make sense of theirs' and others' thoughts and emotions. Self-awareness is the most important skill related to workplace emotional intelligence; and involves individuals' insightfulness of their inner beliefs, emotions, strengths and weaknesses (Ateke & Amanagala, 2021). Grayson (2013) described self-awareness as the ability to detect and distinguish one's feelings, to understand what one is feeling and why, and to understand what generated the sensations.

Concept of Self-Motivation

Mcpheat (2010) defined self-motivation as a person's motive to action. He further explained that one can have a low level of motivation to perform an action, for example when you are taking a long time to complete a project or even to complete it. Motivation has to do with a set of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both.

Self-motivation is the force that keeps pushing us to go on - it's our internal drive to achieve, produce, develop, and keep moving forward. When you think you're ready to quit something, or you just don't know how to start, your self-motivation is what pushes you to go on. It is noted that work motivation has positive effect on employee performance (Efendi et al., 2020; Herdian et al, 2020). Self-motivation among the employees has most critical role among the organizations (Asadullah, *et al*, 2019; Brantschen, *et al*, 2014). Previous investigations have assessment that the motivation is characterized as a willingness to give high level of effort for the company objectives, modified by the effort's along with capacity to meet the individual requirements of something. If an individual is encouraged, consequently somebody will effort strongly to achieve the objectives. Because motivation among the employee has vital role in the organization as motivated employee effect positively on the performance (Asadullah et al., 2019; Widokarti, *et al*, 2019). Self-motivation is the internal

element that drives an individual to carry on or to achieve somewhat that fits the motivation of the employees and achieve the organization goals.

Concept of MSMEs Survival

According to Adeoye (2012) sustainability of businesses is also known as business survival, which refers to the ability to remain in business. It implies the ability of a business to continue to remain in operation despite various challenges it faces. Akindele, et al., (2012) explain sustainability or survival of business as the process of regularly managing the affairs of a business on a going concern basis and meeting the needs of all stakeholders. Most businesses function in a dynamic environment characterized by changing technology, competition, uncertainty, etc., that exert significant impact on their operations, and thus, these organizations are in a constant process of structuring and restructuring to stay relevant in their market (Adeoye, 2012).

Such restructuring, according to Akindele, et al., (2012) involve strategic planning and the development of a suitable system that would allow for effective utilization and maximization of resources for the ultimate aim of achieving the objectives of the organization. Ensuring survival is to prevent business failure, or where the business ceases operation or go into bankruptcy, which usually involves losses, as well as the inability of the business to meet financial commitment to creditors (Dun & Bradstreet, 1979, cited in Obasan, 2014).

EMPIRICAL REVIEW

Self-Awareness and Survival

Bethuel et al., (2022) investigated the effect of Self-awareness on the organisational survival of commercial banks in Kenya. Organisational survival was measured by efficiency, productivity, turnover and quality of work output, which are all covered in literature review. The theory underpinning the study is Objective Self-awareness Theory. A cross-sectional descriptive research design was used. The population was 31,605 employees of 38 commercial banks in Kenya. The study sample was 395 respondents, which was attained using proportionate stratified sampling method. Reliability and validity of the data collection instrument was tested. A structured questionnaire was used to collect primary data from respondents. The theory underpinning the study was hierarchy of needs theory. The study formulated the null hypothesis and tested it using the spearman correlation coefficient aided by the statistical package for social sciences. The analysis results at 0.05 level of significance showed that self-awareness has a statistically significant influence on the organisational survival of commercial banks in Kenya. The findings would be useful to commercial banks in Kenya and other organizations in evaluating their leaders' self-awareness in order to improve performance of the employees, the organisation and overall survival.

Godspower et al., (2022) examined the influence of self-awareness on sales reps' performance. The survey research method was adopted for the study on a population comprising twenty-five (25) insurance firms in Port Harcourt. The simple random sampling technique was adopted and executives (marketing manager, customer relationship manager and supervisors) and six (6) staff was drawn from each of three departments of these insurance companies to serve as test units. A total of 225 respondents thus participated in the study. However, data discerned from 200 copies of questionnaire were utilized in the final analyses. These 200 copies of questionnaire represent 98 per cent response rate. A 5-point Likert scale questionnaire served as the research instrument. The study adopted descriptive statistics and simple regressions statistics to examine the influence of self-awareness on sales reps' performance. The results showed that self-awareness has a moderate, positive and statistically significant influence on customer expansion, but a strong, positive and statistically significant influence on customer service. The study concludes that self-awareness drives performance of sales reps of insurance firms in Port Harcourt, and recommends that managers of insurance firms in Port Harcourt that desire to spur improved performance of salespeople should orchestrate learning opportunities that enable them improve self-awareness.

Dost et al. (2017) investigated the effects of self-awareness instruction on Iranian pre-university students' English achievement. It was also designed to see whether Iranian pre-university students' self-awareness was affected by instruction of self-awareness activities or not. To fulfill the objectives of the study, 60 female students from Efaf pre-university school, Ahvaz, Iran, were selected and divided into two groups- one control group and one experimental group. Then a self-awareness questionnaire and a pre-test- Final English Exam of Third Grade High School- were given to both groups. The experimental group received the instruction on self-awareness but control group did not receive it. After the treatment which lasted six weeks, a post-test and the previous self-awareness questionnaire were administered to both groups. The data were analyzed through Kolmogorov-Smirnov (K-S) Test, Independent T-Test and Paired T-Test and the findings showed that instruction of self-awareness had positive impacts on Iranian pre-university students' English achievement. The results indicated that their self-awareness improved through instruction of self-awareness activities.

However, the study was carried out in Iran in the year 2017 on academic performance of students. Its findings and recommendations cannot be generalizable to the women SMEs Sector in Nigeria. The present study contributes to the body of empirical academic literature by providing more recent survey findings and recommendations regarding the effect of emotional intelligence on survival of women owned SMEs in North Central Nigeria.

Peter (2016) examined an assessment on the effect of emotional intelligence on leadership performance in local government administration in Delta State Nigeria, with a sample size of 130 using correlation and multiple regression to analyze data. The study found that self-awareness as a dimension of EI exhibited the strongest direct effect on leadership performance in the local government administration, which indicates that self-awareness is important psychological insight and key to self-control that fosters EI. The study was limited to the local government administration in Delta state, as such it cannot be used outside the state.

Okpara and Edwin (2015) investigated the relationship between self-awareness and organizational performance in the Nigerian banking industry. The study was a survey and the sample for the study consisted of two hundred and ten bank managers in South-South area of Nigeria. Data were collected mainly in the cities with high concentration of the banks through interview and questionnaire instrument found to be reliable with cronbach Alpha values of 0.7 and above. Four hypotheses were formulated and tested using the spearman rank correlation coefficient with the aid of statistical package for social science. The results of their analysis at .05 level of significance showed that self-awareness is positively related to net profit and return on investment, but no strong relationship was found between self-awareness and market share.

However, despite the fact that the study was carried out in Nigeria, it was carried out on the banking industry in the year 2015. Its findings and recommendations cannot be generalizable to the women SMEs Sector in Nigeria. The present study contributes to the body of empirical academic literature by providing more recent survey findings and recommendations regarding the effect of emotional intelligence on survival of women owned SMEs in North Central Nigeria.

Self-Motivation and Survival

Baloch et al. (2018) examined the impact of emotional intelligence on organisational survival in Islamia College University Pakistan. The study employed the use questionnaires to obtain data from a sample of 90 respondents among different department in Peshawar 54 and Islamia college university peshawar 36; data were analyzed using regression model. The study found that EI (measured by self-Awareness, Self-motivation, social awareness and social responsibility) has effect on organisational survival. The findings were limited only to Pakistan and as such cannot be used outside Pakistan.

In a similar manner, Rai (2017) examined emotions and performance: role of self-motivation in Bangalore, India. The study showed the influence of emotional intelligence on organisational survival in automobile

industry in Bangalore. The study employed the use of questionnaire to obtain a sample size of 82 employees, using correlation to analyze data. The study also found there is a positive relationship between EI dimension (self-awareness, self-regulation, self-motivation and empathy) and organisational survival. The study was limited to just Bangalore and as such cannot be used outside India.

Aloysius (2012) investigated the influence of employees' self-motivation for achievement on their organisational survival and satisfaction. The sample employees for the study were randomly selected from primary organizations in Jaffna. The sample covered sixty-two (62) school organizational personnel from six primary organizations. Pearson's correlation-coefficient, correlation determinant and simple regression were calculated to find out the relationship between independent and dependent variables and their significance. Two hypotheses were tested. H_1 - There is a positive relationship between self-motivation for achievement and job satisfaction and organisational survival. It was accepted. The second hypothesis (H_2) was the relationship between self-motivation for achievement and performance is stronger than the relationship between self-motivation for achievement and satisfaction. This was also accepted. However, the study was carried out in the year 2012 without a clear scope. Its findings and recommendations cannot be generalizable to the women SMEs Sector in Nigeria. The present study contributes to the body of empirical academic literature by providing more recent survey findings and recommendations regarding the effect of emotional intelligence on survival of women owned SMEs in North Central Nigeria.

Theoretical Framework

Resource-Based View Theory

The theory that underpins and guides this study is the resource-based view theory of the firm. The resource-based view (RBV) is a managerial framework used to determine the strategic resources with the potential to deliver comparative advantage to a firm. The firm can exploit these resources in order to achieve sustainable competitive advantage. Barney's (1999) article "Firm Resources and Sustained Competitive Advantage", is widely cited as a pivotal work in the emergence of the resource-based view. However, some scholars argue that there was evidence for a fragmentary resource-based theory from the 1930s. RBV proposes that firms are heterogeneous because they possess heterogeneous resources, meaning firms can have different strategies because they have different resource mixes. The RBV focuses managerial attention on the firm's internal resources in an effort to identify those assets, capabilities and competencies with the potential to deliver superior competitive advantages. RBV focuses attention on an organisation's internal resources as a means of organising processes and obtaining a competitive advantage. Barney stated that for resources to hold potential as sources of sustainable competitive advantage, they should be valuable, rare, imperfectly imitable and not substitutable (now generally known as *VRIN* criteria) (Barney, 1999).

The resource-based view suggests that organisations must develop unique, firm-specific core competencies that will allow them to outperform competitors by doing things differently (Prahalad & Hamel, 1990). Although the literature presents many different ideas around the concept of the resource-advantage perspective, at its heart, the common theme is that the firm's resources are financial, legal, human, organisational, informational and relational; resources are heterogeneous and imperfectly mobile and that management's key task is to understand and organise resources for sustainable competitive advantage (Makadok, 2001).

In accordance with the RBV, Grant (1991) posits that while resources are the source of a firm's capabilities, capabilities are the main source of competitive advantage. Therefore, it has been emphasized that the key to achieving competitive advantage from the firm's stock of resources lies in the ability to integrate different resources to form strong organizational capabilities (Grant 1996; Verona & Ravasi 2003; Zollo & Winter 2002). It is a firm's core capabilities, those that create major value (Robbins, Bergman, Stagg & Coulter, 2000), that make the most significant contribution to competitive advantage and performance (Prahalad & Hamel, 1990). Resource based view theory emphasizes organizational resources as the main sources of gaining competitive advantage and performance. Organizational resources are its assets and the strength which enables it to plan

and implement operation strategies that improve organizational efficiency. These resources are seen to be the most important sources for establishing and sustaining a competitive advantage provided they meet the criteria of possessing value, in that the resources must exploit opportunities or neutralize threats from the competitors. This then emphasizes that the organizations owned resources especially the internal resources which include the intangible assets of the organization are the building blocks that help an organization to achieve its mission, vision and objectives if they are intending to be a leading company in attendant. These resources include patent right, brand names, trade mark, corporate image, networking system of the organization, employee's expertise/skills which are classified as intellectual capital drives. The theory emphasizes that, if these resources are put into use effectively by organizations, competitive advantage and performance will be achieved, hence, linking emotional intelligence with organizational performance.

METHODOLOGY

The research design adopted in this study is survey design as it focuses on large populations. The special interest in survey design lies in the breath of coverage and representativeness of the population under study. The population for this study comprises the 12,621 registered owners and managers of Women owned SMEs in North Central Nigeria according to SMEDAN (2020). The study adopted the use of purposive sampling technique to select the respondents after identifying a minimum sample size. The minimum sample size for the study is ascertained using the following formula proposed by Taro Yamane for statistically attaining sample size from a given population (Yamane, 1973), which is 12,621 for this study. Calculations are made at 5% significance level as follows:

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

Where:

n = Sample size

N = Population size (12,621)

e = Significance level (5% or 0.05)

Therefore,

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

$$n = \frac{12,621}{1 + 12,621 (0.05)^2}$$

$$n = \frac{12,621}{1 + 12,621 (0.0025)}$$

$$n = \frac{12,621}{1 + 31.5525}$$

$$n = \frac{12,621}{32.5525}$$

$$n = 400$$

Thus, a minimum sample size of 400 is required. The researcher considers this minimum sample size large enough for the study as Roscoe (1975) in Sekaran (2010) posits that a sample size larger than 30 is appropriate for most research in management and social sciences.

The study used purposive sampling to collect data for the study following specific criteria set by the study in line with its objectives. The criteria include: a) women who own and operate SMEs in North Central Nigeria were selected from each local government area in all the states of North Central Nigeria and the FCT, Abuja,

and b) women who are available, able and willing to take the survey were selected, c) the survey stopped once the sample size is reached; The sample distribution is as follows:

Table 1: Population and Sample Distribution of the Study

STATE	Population	Percentage (%)	Sample Size
Benue	1951	15.46	62
FCT	2577	20.42	82
Niger	1546	12.25	49
Kogi	1345	10.66	43
Plateau	1644	13.03	52
Kwara	1679	13.30	53
Nasarawa	1879	14.89	60
TOTAL	12,621	100.00	400

Source: Researcher's Computation, 2023

The data for this study was collected from primary source using a structured questionnaire. Primary source involves going to the field to obtain data from the respondents through the use of questionnaire. The questionnaire was designed with close ended questions of 5-point Likert format. The questionnaire was designed to elicit information covering the objectives of the study. The scale items are derived from existing studies such as Self-Awareness (Ojo & Adegbite, 2017), Self-Motivation (Uzoka & Enekwe, 2018), and SMEs survival (Abubakar & Yusuf, 2016).

Ordinal Method of Multiple Regression technique was used to determine and analyze the effect of emotional intelligence on the performance of women owned SMEs in the study. In line with the fulfilment of the regression assumptions, the study ran the pre diagnostic test such as descriptive statistics to describe the characteristics of the data, as well as know the direction of the normality; and correlation matrix to know the individual relationship between the variables, as correlation was used for the test of Multicollinearity of the explanatory variables. The Regression Model used is as follows:

$$SWE_i = \alpha + \beta_1 SAW_i + \beta_2 SMO_i + \mu_i$$

Where:

SWE = Survival of women owned SMEs

SAW = Self-awareness

SMO = Self-motivation

α = Intercept or Constant

β = Slope of the regression line with respect to the independent variables

μ = error term

i = Cross sectional data type

The outputs show the t statistics and p values for the coefficients which resulted in either rejecting or failure to reject the hypotheses at 5% level of significance. The p value is a probability of getting a result that is at least extreme as the critical values (0.05). The null hypotheses is rejected if the p-value is less than or equal to the critical value (0.05). Also, the outputs show the coefficient of determination, which measures the proportion of the dependent variable that can be explained by the independent variable. At the p-value of less than or equal to critical value the null hypothesis is rejected that there is a slope between the variables.

RESULTS AND DISCUSSIONS

The questionnaire administration continued till four hundred copies of the questionnaire were successfully administered, retrieved, and deemed valid. The responses are analysed in the following sections.

Table 2: Descriptive Statistics for the Variables

Stats	SWE	SAW	SMO
Mean	3.23	4.28	3.96
p50	2	4	4
Min	1	2	1
Max	5	5	5
Sd	0.56	0.78	0.81
N	400	400	400

Source: Researcher's Computation, 2023

Table 1 above shows the descriptive statistics for all the variables used in this study. The total number of observations for each of the variables is 400. The descriptive statistics for Survival of women owned SMEs (SWE) in North Central Nigeria shows the mean value is 2.23 and median of the responses is 2 implying that average of the responses on Survival of women owned SMEs were disagreed. The minimum and maximum 1 and 5 respectively indicating that minimum response was strongly disagreed while the maximum response was strongly agreed. The standard deviation is 0.56. There is no indication of outliers in the data on SWE meaning there is no response in the data that would have dragged the mean value to an unrealistic figure deviant from the median. For Self-awareness (SAW), the mean value is 4.28 and the median is 4 indicating that the average responses for Self-awareness was agreed. The minimum and maximum are 2 and 5 respectively indicating that minimum response was disagreed while the maximum response was strongly agreed, and the standard deviation is 0.78. There is no presence of outliers. For Self-motivation (SMO), the mean value is 3.96 and the median is 4 indicating that the average responses for Self-motivation was agreed. The minimum and maximum are 1 and 5 respectively indicating that minimum response was strongly disagreed while the maximum response was strongly agreed, and the standard deviation is 0.81.

Correlation Matrix

The following describes the correlations exhibited between the independent variables of the study as analyzed and expressed in the table below with a view to assess the likelihood of the presence of multicollinearity problems with the data analysed.

Table 3: Correlation Analysis of Independent Variables

	SAW	SMO
SAW	1	
SMO	0.2116	1

Source: Researcher's Computation, 2023

Correlation table 3 shows a positive relationship between Self-awareness and self-motivation with a coefficient of 0.2116. The correlation results indicate that there is no likelihood of multicollinearity problem associated with the data of the study as none of the correlation coefficients between the independent variables displayed any high relationships close to 1, meaning that all the variables are not repetitive in nature or duplicates of each other.

Test of Hypotheses

The data collected were analysed with regression technique after the descriptive and multicollinearity tests deemed the data fit for further analyses. The results are shown below.

Table 4: Regression Results Extract for Model Fit and R²

F- Stats	P-Value	R ²	Adjusted R ²
768.125	0.000	0.846	0.845

Source: Researcher's Computation, 2023

The F-stat is 768.125 with a p-value of 0.000 which shows that the model is in good fit. The R² value of 0.846 shows that the model explains about 85% of the dependent variable, the remaining 15% may be explained by other factors not captured in the study's model.

Table 5: Regression Results Extract for H₀₁

Hypothesis	Coefficient	T- Stats	P-Value
Self-awareness => Survival of women owned SMEs	0.798	2.143	0.087

Source: Researcher's Computation, 2023

The regression results for hypothesis one shows coefficient value of 0.798. This means there is a positive effect of Self-awareness on Survival of women owned SMEs in North Central Nigeria. In addition, p-value of 0.087 which is greater than 0.05 indicates that the effect is insignificant. These values show there is a positive and insignificant effect of Self-awareness on Survival of women owned SMEs in North Central Nigeria. The results agree with the null hypothesis one (H₀₁) of this study that states that Self-awareness has no significant effect on Survival of women owned SMEs in North Central Nigeria. The finding suggests that so far, self-awareness may not be a factor that has contributed to the survival of women-owned SMEs in the region studied. This finding is inconsistent with those of Baloch et al. (2018) who examined the impact of emotional intelligence on performance in Islamia College University Pakistan and found that self-awareness has significant effect on performance.

Table 6: Regression Results Extract for H₀₂

Hypothesis	Coefficient	T- Stats	P-Value
Self-motivation => Survival of women owned SMEs	0.279	3.871	0.003

Source: Researcher's Computation, 2023

The regression results for hypothesis two shows coefficient value of 0.279. This means there is a positive effect of Self-motivation on Survival of women owned SMEs in North Central Nigeria. In addition, p-value of 0.003 which is less than 0.05 indicates that the effect is significant. These values show there is a positive and significant effect of Self-motivation on Survival of women owned SMEs in North Central Nigeria. The results disagree with the null hypothesis one (H₀₂) of this study that states that Self-motivation has no significant effect on Survival of women owned SMEs in North Central Nigeria. The finding that self-motivation has a positive and significant effect on the survival of women-owned SMEs indicates that entrepreneurs who are self-motivated are more likely to achieve long-term survival for their businesses. This finding is consistent with that of Santoso (2018) who examined emotional intelligence and performance at Sebelas Maret university in Indonesia and found that emotional intelligence has a positive significant influence on performance.

CONCLUSION AND RECOMMENDATIONS

Based on the finding that self-motivation has a positive and significant effect on Survival of women owned SMEs, this study concludes that women entrepreneurs in northcentral Nigeria do not have inadequacies in self-motivation. The problem of poor performance and survival issues faced by women owned SMEs in north central Nigeria cannot be attributed to the self-motivation of the owners. However, based on the finding that self-awareness has a positive and insignificant effect on Survival of women owned SMEs, the study concludes that self-awareness is lacking in women entrepreneurs in north central Nigeria. The study further concludes

that inadequate self-awareness in the women entrepreneurs in north central Nigeria could be partly responsible for the problem of poor performance and survival issues faced by the SMEs they own.

In line with the findings and conclusion drawn from the study, the following recommendations are made to women-owned SMEs in North Central Nigeria:

- i. The women SME owners should improve on their self-awareness for the survival of their SMEs. Women entrepreneurs can seek feedback from customers, employees, and mentors to gain a better understanding of their strengths and weaknesses. They can attend networking events and conferences to learn from other entrepreneurs and gain new perspectives on their businesses. Keeping a journal to reflect on their experiences and identify areas for improvement, taking personality and leadership assessments to gain a deeper understanding of their personality traits and leadership style, and seeking out a business coach or mentor who can guide them in developing their self-awareness can also be helpful.
- ii. The women SME owners should maintain their level of self-motivation for the survival of their SMEs. Women entrepreneurs can continue to set clear goals and continue to develop plans to achieve them. Celebrating small successes along the way to stay motivated, surrounding themselves with positive and supportive people, staying informed about market trends and innovations in their industry, and taking breaks and prioritizing self-care to avoid burnout can also be effective strategies.

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QUESTIONNAIRE

Key: Strongly Agree (5/SA), Agree (4/A), Undecided (3/U), Disagree (2/D), Strongly Disagree (1/SD)

S/ N	Questions	S A	A	U	D	S D
		5	4	3	2	1
	Self-Awareness					
1	I am aware of my strengths and weaknesses					
2	I regularly reflect on my actions and decisions					
3	I seek feedback from others to improve my self-awareness					
4	I am willing to invest time and resources to improve my self-awareness					
	Self-Motivation					
1	I am highly motivated to succeed					
2	I am persistent in the face of challenges and setbacks.					
3	I am proactive in seeking out new business opportunities.					
4	I am willing to invest time and resources to improve my self-motivation					
	SMEs Survival					
1	My SME has been in operation for more than three years.					
2	My SME has experienced consistent revenue growth over the past year.					
3	My SME has a positive cash flow and is able to meet its financial obligations.					
4	My SME has a strong competitive position in its industry.					
5	My SME is likely to survive and remain in operation for the foreseeable future.					

- Thank you for your time and cooperation –