

**An Analysis of the Enterprising Tendencies and
Personality Dimensions of the Independent
Petroleum Marketers of Nigeria**

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ABSTRACT

Entrepreneurship has been a widely discussed subject in recent years. The individuals and persons who are involved in the act of entrepreneurship known as the entrepreneurs are very critical actors in discussing the concept of entrepreneurship. There are various characteristics which the entrepreneur is expected to possess. However, following the concept and phenomenon, the expected actions and reactions of the entrepreneur can and is influenced by many and different factors.

The personality of an individual is also seen as an important factor in the critical examination of who the entrepreneur is. Different individuals with different personalities tend to act differently, as well as individuals with multiple personalities. This thesis will basically focus on the Big Five personality traits/dimensions of individuals.

This thesis deals with the tendencies which are expected of an enterprising individual as well as the personality of the individual. The study basically will try to link the enterprising tendencies of petroleum marketers of Nigeria with their personality traits. This is to understand whether or not the enterprising tendencies are or can be affected by the personality of an individual. Understanding what and which of the general enterprising tendency the individual possesses as well as the personality does. The primary data which was used for this research was obtained from the population samples for the study. However, the secondary data was obtained from already researched works of many different researchers and authors

around the world. The basic priority of this thesis is to measure and find out the enterprising tendencies and personality dimensions of the independent petroleum marketers in Nigeria, and linking both to see if there is a relationship.

Keywords: Independent Petroleum Marketers, General Enterprising Tendencies, Personality dimensions, Relationship.

ÖZ

Girişimcilik kavramı son yıllarda akademik alanda sıkça tartışılmaya başlanmıştır. Girişimcilik faaliyeti içerisinde olan veya girişimcilik davranışı sergileyenlere “girişimci” denmektedir. Girişimcide olması beklenen bir çok özellik mevcuttur. Ancak, girişimcilik kavramı, girişimci olmayı etkileyen bir çok etken bulunmaktadır.

Bireyin sahip olduğu kişilik yapısı girişimci olmayı etkileyen etkenlerden biridir. Farklı kişiliklere sahip olan bireyler girişimcilik açısından da yine farklı davranışlar sergilemektedirler. Çalışmamızın amaçlarından birisi literatürde geçen “Beş Kişilik” boyutunu incelemek ve bu boyutların girişimciliğe etkisine tesbit edebilmektir.

Çalışma Nijerya’da faaliyet gösteren “petrol pazarlayıcıları” nı kapsamaktadır. Çalışmamız petrol pazarlayıcılarının kişilik karakterleri ile girişimcilik özellikleri arasındaki ilişkileri incelemektedir. Bu inceleme sonucunda ise girişimcilik özelliklerini etkileyen etkenlerinin hangi kişilik yapısında daha etkili olduğunu saptanmış ve politika uygulayıcılarına öneriler getirilmiştir.

Çalışmadaki veriler Nijerya’da toplanmış ve tez amaçları doğrultusunda analiz edilmiştir.

Anahtar kelimeler: Bağımsız Petrol Pazarı, Genel müteşebbis eğilimleri, Kişilik boyutları.

Dedicated to my father, mother, and entire family.

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LIST OF ABBREVIATIONS

IPMs: Independent Petroleum Marketers

GET TEST: General Enterprising Tendencies TEST

ET: Enterprising Tendency(tendencies)

BIG FIVE: Personality Dimension

Chapter 1

INTRODUCTION

The word and world of the entrepreneur has in recent years gone wide. It has been made known by notable authors and researchers that the world of the entrepreneur is worth studying and thus holds great findings. It is understood that from researches carried out that an absolute larger thought of entrepreneurship exists and relating it with an organization in such a way that showcases the easygoing, creative and dramatic traits and characteristics of the entrepreneurial activity; is indeed a huge problem (Hjorth, 2000). Owning or establishing a business venture or say a business enterprise can be done by anyone. However, the big question is; “can anyone and everyone make a business venture to be successful”? “Can any and everyone build something out of nothing in the business world”? There could be many answers to the questions with many back-ups. Nevertheless, the truth in reality is that; not everyone possesses the characteristics required to be a successful entrepreneur.

Venturing into the world of the entrepreneur, it is imperative to duly understand what it entails to be an enterprising person. There exists well structured tendencies which an enterprising individual is expected or viewed to possess it totality, or basically to a reasonable and measurable level.

Furthermore, personalities of individuals tend to be a very important aspect of human existence. Everyone has a personality and some individuals have more than

one personality. However, there are different dimensions of individual personality. These dimensions are possible catalysts of our daily actions and reactions of human beings.

This study aims to find out the enterprising tendency of individuals as well as the personality dimensions.

The study is carried out in West Africa; precisely Nigeria. The Independent Petroleum Marketers are taken into consideration. The enterprising tendencies and personality dimensions of the Independent Petroleum Marketers will be explored and analyzed.

The literature gives an indebt and reasonable explanation of the basic concepts and key points for this research.

Data is collected from participants by using interesting methods such as the General Enterprising Tendency Test (GET TEST) and questionnaire for personality which outlines the BIG FIVE personality dimensions. The data is analyzed statistically to yield results which are hence used to draw a reasonable conclusion for and about the subject matter.

Furthermore, the results for the personality dimensions of the responds are linked with the results from the GET TEST to know whether or not there is a relationship.

The study includes many interests and at such would be an interesting piece for IPMs in general, governments and future business men and women who have

interest in becoming petroleum marketers and owning their own businesses. Furthermore, every other individual (entrepreneur or not) should be interested in this research as it clearly outlines and explains beneficial facts in the literature about an individual's personality and enterprising tendencies.

Chapter 2

LITERATURE REVIEW

2.1 Entrepreneurship

There have been many attempts to define and explain the concept of entrepreneurship so to suit the various views and conceptions of people around the world. It is understood that from researches carried out that an absolute larger thought of entrepreneurship and relating it with an organization in such a way that showcases the easygoing, creative and dramatic traits and characteristics of the entrepreneurial activity; is indeed a huge problem (Hjorth , 2000). Furthermore, Hjorth further explained that, a challenge thus exists in moving towards various ways of opportunity creation as a part of individuals' daily activities, and however, avoiding it.

Many ideas on the concept were established and discussed. Thus, an idea came up with the statement that; entrepreneurship be defined as the “creation of new enterprise.”(Low and MacMillan *in* Davidson and Wiklund, 2001) They furthermore argued that researches that are centered on the theme of entrepreneurship should basically be in order to “explain and facilitate the role of new enterprise in furthering economic progress.”(Davidson and Wiklund, 2001)

There is however an understanding that entrepreneurship is to a largest extent, the fastest growing subject in the curriculum of most business schools around the world (Thompson , 1999). Moreover, the majority of students and many others around the

world in this twenty-first century have come to realize, that they need to make jobs available for themselves and “not” depend of the big organizations that in turn offer a secure employment (Thompson, 1999). Due to the many concepts and ideas which are agreed upon and sometimes disregarded, it is imperative to really understand that, the main concept of entrepreneurship does not have a worldwide definition. Needless to say, attempts have traditionally been made and efforts put into describing entrepreneurship in relation to: an economic function; ownership structure of a person; heights and levels of entrepreneurial activity; volume of the life-cycle of the firm and a base of resources (Morrison et al., 1999:5).

Clearly, it is a rather overly tasking or impossible to define the concept of entrepreneurship to fully fall and be precise upon one specific area or view. Therefore, a combination and general understanding of most of the intelligent and very meaningful descriptions is indeed a necessity in this research. The subject matter has also long been described by researchers and writers with terms such as *new, innovative, flexibility, dynamic, creative, and risk taking*.(Coulter, 2001:3).

Entrepreneurship is hence; “the inventory process involved the creation of economic enterprise based on a new product or service which differs significantly from products or services in the way its production is organized, or in marketing.”(Curran and Burrows. 1986:269 *in* Morrison et al., 1999:8).

Coulter (2001), did highlight the research outcomes of many researchers and thus came up with the suggestions that; “Many authors have said that identifying and pursuing opportunities is an important part of entrepreneurship.” However, Coulter went on to define entrepreneurship as the human process whereby an individual or a

group of individuals use organized efforts and various means to pursue opportunities to create value and grow by fulfilling wants and needs through innovation and uniqueness, no matter what resources are currently controlled.”

2.2 The Entrepreneur (What is and who is?)

Developments in the concept of Entrepreneur

It is without doubt very evident that in recent years, much attention has been placed on the concept of the entrepreneur. Many books and articles are being written by researchers, conferences and more are being organized to throw more light on the concept. The word ‘entrepreneur is French a word which might be said to mean ‘one who takes between’ (Deakins, 1999:10).

Over the years, more modern concepts of actual phenomenon of the entrepreneur were created and realized. A couple of these views were based with the Austrian school of thoughts, but it is imperative to know that, the concept is a very wide one in which no actual school of thought can pin point its findings to be the accurate one (Deakins, 1999:10). Nevertheless, Deakins (1999) stated that, the findings and outcomes of the researches about the entrepreneur, which were conceptualized by various schools of thought happens to be the most modern theories of the subject matter. He further listed these researchers/approaches to be; Kirzner, Shumpeter, Knight, Shackle and Casson. These researchers and economic writers basically explored the concept from different angles and traditions, thereby leading to various presumptions about the role of the entrepreneur (Morrison *et al*, 1999:7).

According to Deakins (1999), the Kirznerian entrepreneur is focused and alert about various opportunities which will lead to and involve trade. He explained that, when

focusing on the Kirznerian entrepreneur, it is paramount to observe and note that the individual does not necessarily possess resources and therefore profit is being generated by the 'middleman' activity which the individual partakes in. He further explained that he or she tends to look for suppliers and customers and acts as the intermediary between both. The activity of the entrepreneur as viewed by Kirzner is however not deliberately introduced (Morrison et al., 1999:7). Imperfect knowledge in this context happens to be the push which leads to the existence of profitable exchange by the entrepreneur. This is because, the entrepreneur possess more knowledge about a certain gap between the supplier and the customer and proceeds to take advantage of it or a recognition of opportunities which were probably present the whole time (Deakins, 1999:11). 'Information' as further explained by Deakins (1999) is indeed a very important factor which is considered by the Kirznerian entrepreneur. He emphasized on the point that individuals can profit from the exchange or trade due to the gaps of information in the market. Therefore, he finally explained that Kirzner makes us understand that knowledge and information works together and leads to creativity because additional knowledge and information leads to creative discoveries.

Moving forward into the approach of Schumpeter, the entrepreneur in this context is basically an innovator who changes the course of things by the introduction of new concepts, products and technologies all through innovation and thus; as important as such a person may be, he or she is seen as temporary in whichever field they are found in (Deakins, 1999:11). He made it known that the Schumpeterian entrepreneur is to a large extent involved in monopoly.

Another view of the entrepreneur which is by Knight, who view the entrepreneur as a person who takes risk in a well calculated manner and which brings about a reward of profit, for being able to bear risk which is uninsured and also uncertainty bearing that risk (Deakins, 1999:12). Deakins also noted that there exists a difference between risk and uncertainty when talking about the Knight entrepreneur because risk is evident when our outcomes tend to be uncertain but the said outcome can probably be foretold.

Shackle's entrepreneur on another hand is an individual so is creative and innovative (Deakins, 1999:14). Deakins explained that, Shackle's only imagines the opportunities and it is important to note that, in contradiction to the Kirznerian entrepreneur, the Shackle's takes uncertainty and imperfect information very seriously. He outlined that the lack of perfect information gives room for better creativity of the entrepreneur and believes that creativity is one element which is very important when talking about the phenomenon of entrepreneurship.

Lastly but not the least, Casson's entrepreneur happens to be a possible blend of the various concepts that have been discussed in other approaches (Deakins, 1999:14). According to Deakins, the Casson entrepreneur possessed various skills which helps him or her to make valid judgments in order to co-ordinate resources which are scarce. He furthermore explained that the Casson's entrepreneurial view is not far from that of the view of Knight. This is because the entrepreneur operates within several of technological states by taking risky paths and reaping the rewards, and thereby making the unsure co-ordination of demand and supply easy.

The Entrepreneur

Based on the numerous researches over decades, there have emerged various definitions of the entrepreneur fitting modern day activities. All of these definitions have a basic explanations and understanding of the concept and therefore can be suggested as valid to a high extent. Most of the recent and widely accepted definitions of an entrepreneur are thus discussed.

Blanchflower and Oswald (1998) suggested that the likelihood of self-employment (which is mostly viewed as the basis of being an entrepreneur) is highly based on whether the person involved ever received an inheritance or gift. They furthermore explained that, most individuals who want to own their own business mostly identify the raising of capital as a major problem. Entrepreneurs can be seen as different from others because of the intentions they have, but however, the intentions of entrepreneurs and non-entrepreneurs is not always feasible in the performance that leads to the entrepreneurial results (Chell and Hayes, 2000).

The critical examination of various economic theories have lead to the observation that the term ‘entrepreneur’ is mostly used in its absence; therefore, if recognized at all, is an absolute risk taker, who is rewarded for his or her abilities to appropriate profits (Deakins 1999:10). Thompson (1999) additionally shared the view that; an entrepreneur is an individual who possesses a vision to adequately discover a new opportunity and most likely decides to explore it and start a business.

The view that the entrepreneur is an important figure in the development of economy has been bread by many authors and writers even outside the faculties of economic thinking (Deakings, 1999:10). This awareness consequently leads to many more definitions of the entrepreneurial individual.

Dincer et al (2011) went on to cite various basic researchers in an attempt to define the entrepreneur. They explained the entrepreneur to be an undertaker who makes profit by market exchanges at their own risk, and a person who manages and organizes a business venture and takes the risk in order to make a profit.

An entrepreneur is an individual who finds or establish a new business even in its riskiness and uncertainty for an objective which is mostly the accumulation of profit and growth; done by spotting of new opportunities and the putting together of the necessary resources to build on them (Zimerer and Scarborough, 1998:3).

2.3 The Entrepreneurial Characteristics

From vast readings and much understanding about the entrepreneur, I have come to understand that, many authors or books and articles around the world actually do have huge and quite different views and discoveries about the characteristics of the entrepreneur. Nevertheless, a few of these characteristics which are seen as important are briefly listed and described in this research.

Commitment and determination, leadership, opportunity obsession, tolerance of risk, ambiguity and uncertainty, creativity, self-reliance and ability to adapt and motivation to excel are basic desirable and acquirable attitudes and behaviors of the entrepreneur (Morrison et al., 1999:43). Thompson (1999) briefed that some characteristics and traits of the entrepreneur involves the showing of initiative, imagination, creativity and flexibility.

A further analysis of the entrepreneur revealed some qualities which are though related but adequately more precise. A high level of drive and energy, enough self-

confidence, clear idea of money, confidence in the ability to work, belief of control, responsibility (family birth order), highly realistic, need for achievement, ability to make a difference, spotting and exploiting opportunities, networking, having “know-how” and “know-who”, capital creation and risk management, readiness to learn from mistakes, long-term vision, organizing skills, immediate feedback desires, autonomy and independence seeking, quick actions, clear options and values, and aggressive pursuit of goals; all fall within the demographic, personal and intuitive characteristics of an entrepreneur.

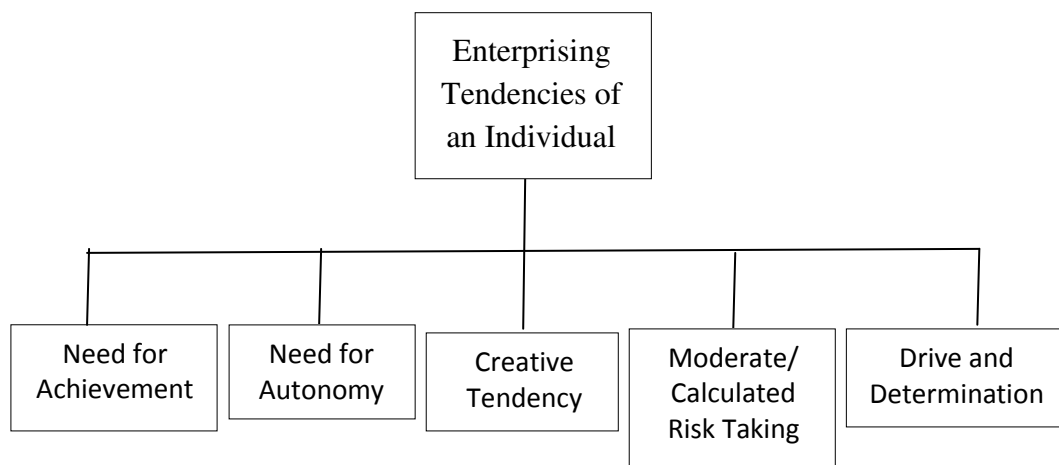


Figure 2.1: Outline of General Enterprising Tendencies

Categorically, all these attributes and characteristics of the entrepreneur can be streamlined into main headings as: Need for achievement, Locus of control, Ambiguity tolerance, Self.-confidence, Creativity and Innovation, Risk Taking Propensity and Self-Sufficiency/Freedom (Bezzina, 2010).

2.4 Typologies of Entrepreneur(ship)

When talking about the entrepreneurial typologies, it is imperative to outline that; there exist numerous classes of entrepreneurial studies which encompass the subject

matter in their literature (Dincer et al., 2011). This boils down to the recognition of the fact that there is no worldwide definition of the entrepreneur which is accepted as paramount; hence leading to difficulty comprehending the notion of the entrepreneur is (Morrison et al., 1999:30).

The huge difference in identifying entrepreneurship has led to the vast upspring of different typologies of the subject matter (Dincer et al., 2011). To gain proper understanding of the issue, various researchers came up with typologies with different typologies focusing on the differentiation of the entrepreneur from other individuals (Morrison et al., 1999:30). Morrison *et al* (1999), went on to explain that there are seven stances from which the categorization and typologies of an entrepreneur is approached. These are;

- Managerial orientation and vocational attachment (Goss, 1991);
- Business format (Smith, 1967);
- Management-style behavior (Stevenson et al., 1989);
- Business stage model and development relationship (Chell et al., 1991);
- Growth orientation (Chell et al., 1991);
- Social variables (Stanworth and Gray, 1991);
- Dependence degree to other firms (Rainnie, 1989).

Broadening of the typologies of entrepreneur further brings about the discovery of more typologies which are some worth linked to those listed above. Dincer et al (2011) listed the typologies to be

- Craftsman and opportunistic entrepreneurs (Smith, 1967);

- Caretakers and managers (Braden, 1977);
- Craft, promotion and administrative entrepreneurs (Filley and Aldag, 1979);
- Craftsman, growth-oriented and independent entrepreneurs (Dunkelberg and Cooper, 1982);
- The ready entrepreneur, ready reluctant, ready feasible, and the ready unconvinced entrepreneur (Erikson, 2001)
- Naïve novice, Transient over-achiever novice, Long-term novice, Transient novice, biased habitual, Transient habitual, Routine habitual, and Expert habitual (Ucbasaran et al., 2004).

Various aspirations, motives and characters exists hand in hand when talking about the entrepreneur, and there is an understanding that the pin-pointing of various terms of the notion is risky and may possibly lead to the search of a Lupe-hole in the hypothesis of a non-existent entrepreneur (Morrison *et al.*, 1999:30).

Morrison et al., (1999) developed a model to differentiate the sub-groups of an entrepreneurship, which makes it easy to develop a worthy understanding of the subject. They further explained these sub-groups to be the:

- The **Independent entrepreneur**- The founder or acquirer of a firm; in a quest for independence.
- The **Intrapreneur**- The individual who is an executive in a firm, with minimal shareholding, hence motivated rise in corporate levels in the organization.

The above mentioned sub-groups of entrepreneurship were further narrowed down into sub-sets which make it easier to understand.

The **independent entrepreneur** is sub-divided into the *Ubiquitous entrepreneur* who is a person operating a small business with very low growth desire and potential; and the *Elite entrepreneur* who is the large scale business leader with large operations and high growth desires and potential (Morrison et al., 1999:31).

The intrapreneur is narrowed down to the *Elite intrapreneur* is a corporate leader within a firm or organization with a fairly high percentage shareholding in the operation of either a family business or has risen high to be a corporation's top executive (Morrison et al., 1999:31).

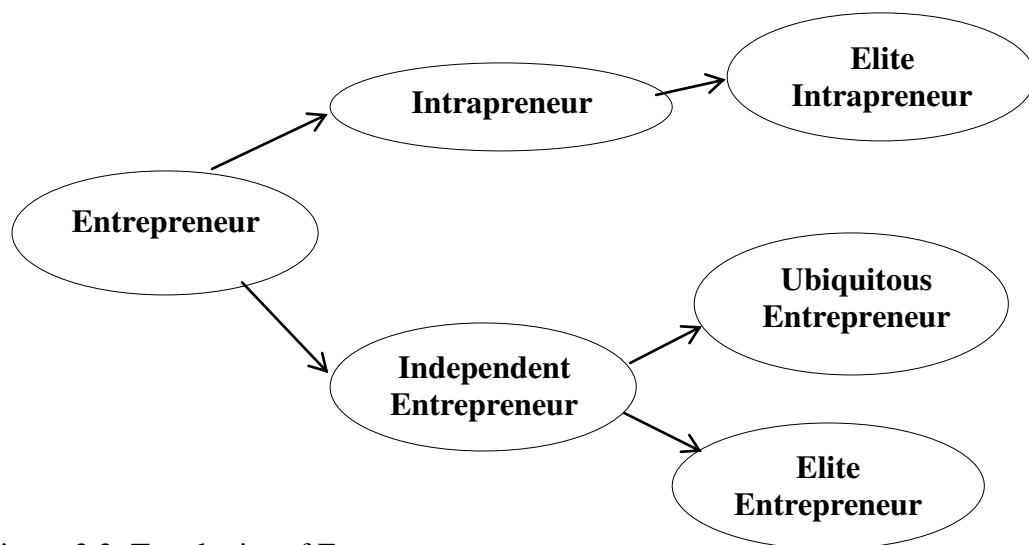


Figure 2.2: Typologies of Entrepreneur

Morrison et al., (1999) went on to note that the sub-sets of both the Independent entrepreneur and the Intrapreneur includes the *Team entrepreneur* who discovers and

puts together the important contributions of employees and business partners; all for the aim of achieving the growth potential of the firm.

It is important to note that entrepreneurship research has extended deep into the entrepreneurial activities that can and does take place in big organizations (Pearce and Carland, 1996).

2.5 Innovation/ Innovativeness

The topic of innovation has gained high interest within the services sector (Nybakk and Hansen, 2008). They also ascribed that from the view of an entrepreneur according to Schumpeter (1934), “an entrepreneur is a person who carries out new combinations”. Shearmur (2012) thus added that; innovation as a process has been explained in various concepts and ways, based on the theories which are gotten from case studies. However, innovation is indeed a concept which contributes greatly to economic growth and if in a proper and aggressive form, can give an upper hand (Damanpour and Wischnevsky, 2006).

Nevertheless, Damanpour and Wischnevsky (2006) stated that definition of innovation is “the development and use of new ideas in an organization”. They went on to explain that, highlighted that “Newness” is a definite property of innovation and is however a relative term and that innovation leads to a product, service or technology. Innovation is furthermore viewed as a process (Damanpour and Wischnevsky, 2006). Innovation haven been adopted so far is geared towards a better effectiveness and performance of a firm (Hult et al., 2004).

2.6 Creativity

In explaining the concept of entrepreneurship, in is paramount to highlight the point of creativity. Many authors who have discussed the concept of entrepreneurship has

outlined that the phenomenon goes *pari passu* with creativity because it adds up in the skills of opportunity creation (Gielnik et al., 2012). Entrepreneurship which is viewed as the identification and takeover of opportunities which helps in fostering business growth (Gielnik et al., 2012) should be understood in a way that, if to a large extent there is no creativity, the entire phenomenon might just be extraordinarily plain.

Creativity in entrepreneurship is made up of various factors. The combination of social networks, alertness to opportunities, prior knowledge and experiences; leads to an associative and/or bisociative thinking and hence results in entrepreneurial creativity (ko and Butler, 2007).

Figure 1 shows the framework for entrepreneurial creativity; which is the connection between social networks, alertness to opportunity and prior knowledge and experiences leading to associative or bisociative thinking in a link to creativity in entrepreneurship as outlined by ko and Butler (2007).

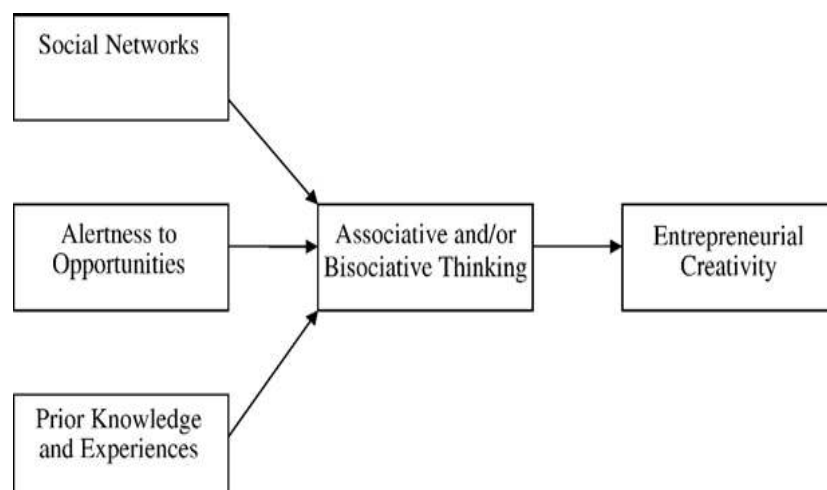


Figure 2.3: Framework for entrepreneurial creativity
Source: Ko and Butler (2007).

Ko and Butler (2007) went on to explain that the enhancement of social networks and being very aware various opportunities and a niche market together with life and business experiences and vital knowledge from the past thus leads to entrepreneurial creativity.

However, Ko and Butler (2007) further clarified that the proper utilization social networks, opportunity alertness and past knowledge and experiences leads to both or either associative thinking or bisociative thinking.

2.7 Personality Traits of the Entrepreneur

Many authors discussed about the entrepreneur; the importance and impact of the entrepreneur to the economy for many decades. Nonetheless, a search for the personalities that are exclusive to the entrepreneur was focused upon, however; it was one of success (Brandstätter, 2011).

Before discussing and giving clearer insights about the personality traits of an individual (the entrepreneur), it is important to know what personality means. Of all the definitions of personality, Gordon Allport came up with the very definition about seven decades ago, which has been used frequently (Robbins, 1996:100). Furthermore, Robbins (1996) explained that; personality the psychological systems within the individual which are dynamically organized and thus determines the individual's peculiar adjustments to the surrounding environment.

Research and finding in the past revealed that; personality traits is one of the most common psychological theories which could be used to examine, explain and predict human behavior, and at such, that of the entrepreneur (Ahmad, 2010).

Brandstätter (2010) suggested that, in a broad sense, the personality traits of an individual includes abilities, motives, attitudes, and characteristics of temperament as the most dominating style of the individual. Personality traits however became some worth fashionable and thus popular in the explanation of the behaviors and intentions of the entrepreneur during the middle of the last century (Llewellyn and Wilson). He further explained that the personality traits however, all fall within five main one of the entrepreneur; Openness to experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism, called the Big Five with the acronym OCEAN.

Various researches over the years have suggested that the Big Five traits (Neuroticism, Extraversion, Openness, Conscientiousness, and Agreeableness) showcases core aspects of the individual's personality and have strong influences on behavior (Komaraaju and Karau, 2005). Different researchers from over the word reviewed a textbook on personality (Cervone and Pervin, 2008) and suggested that, there are basically well over fifteen theoretical views which is focused on one or more aspects of personality (McCreery et al., 2012).

2.7.1 The Big Five

McCreery et al., (2012) confirmed that the Five Factor Model is spectacular is original and gives way to more research on personality because it curtails the human idiosyncratic behavior and dynamisms.

- **Openness to experience** – The openness to experience trait is seen as a traits which has to do with being imaginative, creative, curious, intellect and artistically sensitive (Ciavarella et al, 2004). Results from past studies included in their results of openness to experience to include fantasy, aesthetics, feelings, actions, ideas and

values (Nicholson, 1998). For example, when an individual possesses ‘openness to experience’ as a personality trait, he or she tends to be explorative, tries to solve problems by asking questions of applications of various external ideas, can condone illegal or immoral activity, can be close-minded: stereotypical, and more (McCreery et al., 2012). McCreery et al., (2012) also stated categorically that openness to experience curious, imaginative and artistic. Grumm and Collani (2007) also added that sophistication, and wittiness are both components of openness as a personality dimension which also goes hand in hand with being cultured and educated.

- **Conscientiousness-** This is a trait seen in an individual who is efficient, organized and thorough (McCreery et al., 2012). Nicholson (1998) added in his findings to conscientiousness; competence, order, dutifulness, achievement striving, self discipline and deliberation. It is seen as the obsessive personality factor (Vullrath and Torgersen, 2000). Being tidy, punctual, thorough, diligent, and dependable are also some attributes which are linked with conscientious persons (Grumm and Collani, 2007). Additional facets are linked to conscientiousness with examples as highlighted by McCreery et al., (2012). These are; situational evaluation- includes situational assessments to get the best proximity; impulsivity- includes thinking of the possible consequences of certain actions which are to be taken, etc.

- **Extraversion-** According to McCreery et al., (2012), individuals with this personality type are sociable, energetic, and enthusiastic. Furthermore, extroverts are also warm tend to be gregarious, possess assertiveness and are active individuals, excitement seeking and have positive emotions (Nicholson, 1998). Extraversion further has to do with an individual who values grouping, one who is always wanting to assume role, assign roles and tasks, and generally likes to lead; engaging in social

conversation; and following- which has to do with the acceptance of roles or tasks which are given to them (McCreery et al., 2012).

- **Agreeableness-** Nicholson (1998) explained that, trust and straightforwardness are among the six facets which make up agreeableness as a personality trait of individuals. Furthermore, he added other attributes which are; altruism, compliance modesty and tender-mindedness. Altruism was exemplified by McCreery et al., (2012) to involve the individual meeting the aids of others; cooperativeness (compliance) to involve sharing with others and putting need before greed; and lastly stated competitiveness as a basic facet of agreeableness.

- **Neuroticism-** This according to Nicholson (1998) has to do with an individual's level of anxiety, anger and hostility, depression, self-consciousness and impulsiveness. McCreery et al., (2012) stated that neurotic individuals tend to be tensed, irritable and moody. They went on to explain that neuroticism as a personality dimension has to do with smaller facets such as: adjusted behaviors, positive emotions, maladjusted behaviors, repetitive behaviors, negative emotions and solicitation of recognition.

Chapter 3

METHODOLOGY

3.1 Introduction: An Overview of the Aims and Objectives of the Research

The literature review of this research has adequately outlined the focus of the methodology; which is the entrepreneur and the personality he or she possesses. Hence, it is well understood that an entrepreneur possesses certain characteristics and traits which are in one way or the other, able to affect the business. Taking the basic motivations and gears of an entrepreneur into consideration and linking it with the individual's personality as the case may be (outlined in the BIG FIVE), definitely arouses the curiosity in wanting to understand whether or not the personality of an entrepreneur tends to affect entrepreneurship as an act.

Nevertheless, to comfortably understand the entire research, a critical evaluation of the literature review leads the research to revolve around the following research objectives:

- To understand the relationship between personality and the entrepreneur.
- To measure the enterprising tendency of the IPMs of Nigeria.
- To investigate the BIG FIVE personality traits of Nigerian IPMs

- To conduct a GET TEST and BIF FIVE analysis of the entrepreneurs and intrapreneurs in petroleum marketing firms in Nigeria and linking them together.
- To spread the results of such understanding into recommendations for policy makers and entrepreneurs to help understand personality traits and link it with venture growth in the future.

Furthermore, this study will basically revolve around three specific research questions:

- What BIG FIVE personality traits (high or low) do most entrepreneurs and intrapreneurs in Nigerian independent petroleum marketing companies possess?
- Is there an existence of high or low ET among the IPMs in Nigeria?
- Is there a link or relationship between the ET and BIG FIVE of the IPMs of Nigeria?

3.2 Research Design

The research method for this study is interpretivism which involves exploratory research and objects of research. The instruments of the research are the independent petroleum marketers of Nigeria. Basically, the owners of the business, or whoever runs it from an entrepreneurial point of view; is part of the instruments for the research. The study involves a population and samples within the population. Information is gotten from participants via questionnaires. This method is used because the study is streamlined towards a certain direction. Therefore, it is proper to make use of closed ended questionnaires to get information. This is also because, it will help the participants to stick to a certain area or point of view as considered

absolutely necessary for this research. Thus; results will to a large extent be valid as the views of the participants will match the main objective of the research and hence answer help in adequately answering the research question.

3.2.1 Population for The Study

The population for the study falls under Nigeria as a country. Nigeria happens to be a huge country with thirty-six states in total. However, five cities were basically picked for this study which are; Abuja, Lagos, Port-Harcourt, Warri and Yenagoa. Various reasons are present as to why these cities were chosen for this research among others. Thus, those reasons greatly contribute to the focus of this research and will help in actualizing the basic results which the study aims to achieve.

- **Lagos**

The city of Lagos is seen as the one of the chief cities of Nigeria. It is the economic capital of the country. The population of Lagos has grown aggressively over the last century and as of 2004, the city's population was estimated to be well over 15,000,000 people and thus is predicted to be over 24,000,000 people in 2015 (Adewuyi and Akinade, 2010). At such, it is a very important city for our study as the economic influence of Lagos extends way beyond Nigeria into Africa at large and probably beyond Africa to other parts of the world (Adewuyi and Akinade, 2010).

- **Abuja**

The city of Abuja is the capital of Nigeria and happens to be part of the large Federal Capital Territory of Nigeria (Imam et al., 2008). Being the capital of Nigeria makes it very important as part of our study. Thus, it will help us understand in this study the views of the inhabitants of this city and probably the country at large. The

population of Abuja is estimated to be about 1,724,205 people in 2001 and is projected to reach 5,800,000 people in 2026.

- **Port-Harcourt**

Port-Harcourt is another very important city in Nigeria. It produces a lot of crude oil and is located in the Southern part of Nigeria. It is the capital of Rivers State and hence embodies a lot of industrial activities particularly in the crude oil sector (Igoni et al., 2007). This however makes it a very important city for this research as it produces a lot of the crude oil which is a basic component for petroleum products. The population of Port-Harcourt is estimated to be about 1,356,000 people (Igoni et al., 2007).

- **Warri**

The city of Warri is located in Delta State in southern Nigeria. Warri happens to be one of the cities with the highest crude oil production in Nigeria. The exploration of crude oil however and other industrial activities in Warri has created a mixture of people from various socio-economic backgrounds and cultures (Oparah et al., 2006). Nevertheless, this has caused the population of the city to grow and hence, the population is estimated to be about 700,000 people (Oparah et al., 2006).

- **Yenagoa**

Yenagoa area is the capital of Bayelsa State in Nigeria. The population is about 500,000 people. The particular reason why Yenagoa was chosen as part of this research is basically because crude oil was first located in this region among every other town or city in Nigeria.

3.2.2 Samples/Subjects of The Research

The samples for this study are randomly selected from the IPMs within the chosen population. Basically, almost all IPMs in Nigeria own a petrol station and thus, the

owners of these petrol stations or individual responsible for the operation of the venture are chosen for the research.

These owners who are to a large extent; entrepreneurs, will be issued questionnaires which has specific questions about the main subjects of this research. This approach was chosen because it makes it easier to gather a lot of information about the sample at a specific time and hence, does not waste time.

3.3 Variables and Factors Introduced

There is a list of variables and factors upon which this research is based. Talking about the measurement of ET, the variables with which that is measure revolves around:

- Need for achievement
- Need for autonomy
- Creative tendency
- Risk taking
- Drive and Determination

Other variables which are introduced in this study have to do with the personality of the entrepreneur. This is measured around the BIG FIVE personality traits. These are:

- Openness to experience
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism

Both the variables for ET of an individual and the variables for the personality of the individual affect the research greatly. With that of the ET, we will be able to measure whether the individual has a high or low enterprising tendency in relation to the variables. Trying to understand the kind of personality the individual possesses will be understood by using the questionnaire that covers the BIG FIVE personality traits. However, in this research, there will be a linkage of the personality traits and the enterprising tendency; to understand whether or not the respondents with certain personality types do have a certain ET and whether that tendency is high or low.

3.4 Data Collection

The data for this research will be collected quantitatively. A random sample of four hundred and thirty-three (433) IPMs (petrol stations) was visited. 100 were visited in Abuja, 150 in Lagos and 100 Port-Harcourt. 50 were visited Warri and 33 were visited in Yenagoa. Upon visiting, the firms, the owners of the companies were met and questionnaires were administered to them. These questionnaires included demographical questions, personality questions and questions for the measurement of GET TEST.

The GET TEST includes 54 different questions which are designed to bring together and measure ET which are associated with an individual. The test's measure covers tendencies such as; need for autonomy, creative tendency, risk taking, drive and determination.

Participants are expected to either "tend to agree" or "tend to disagree". There is not absolutely true or false answer. The test took the respondents about 10 minutes to complete.

Appendix “A” contains questions which are a sample of the 54 questions for the measure of ET. **(Refer to Appendix A).**

Furthermore, some additional data was collected in order to meet the objective of this research and answer the research questions. In addition to the GET TEST questionnaire, there is a demographic and personality questionnaire. The personality questionnaire which is focused on the five basic personality traits also included some demographic questions. These questions will help in understanding the nationality, gender, age, geographical location, occupation, educational level and employment status of the respondents. The demographic and personality questionnaire is relevant because, the entire study revolves around the personality of the entrepreneur as an individual in addition to his or her personality ET

Appendix “B” contains a sample of the demographic and personality questions. **(Refer to Appendix B).**

Both Appendixes A and B were collectively used in the collection of data from the responds.

3.5 Limitations of the Study

A couple of limitations were encountered during the study. These limitations and listed below:

SECURITY SITUATION OF NIGERIA: Due to the current security situation in the country, many of the respondents were reluctant in giving out information as they should have if there security situation was better. Most of these respondents procrastinated filling the questionnaires into weeks and this to a large extent slowed

down the pace of the study. Nevertheless, this situation was overcome by patience and an absolutely calm explanation of the reasons as to why the study was important.

POWER DISTANCE: Nigeria happens to have a huge power distance from the top officials to the lower officials. Therefore, it was a really difficult to reach most of the entrepreneurs and owners or founders of the firms due to the schedules and possible bureaucratic nature of Nigeria. However, I was able to contact the “intrapreneurs” within these firms who are managers of top officials responsible for the day to day operations of the companies. Furthermore, a survey via the internet; by sending the questionnaires through emails to the respondents were established and this yielded good result. However, the ratio of managers that actually filled the questionnaires is unknown.

INHERITED OR PURCHASED BUSINESS: Most of the companies which were available for the study were not run by the original founders. Some of the people operating the companies are the CEOs. Some of the CEOs inherited the company from a deceased parent and others purchased the company from the initial owner and developed it themselves. The research was geared towards meeting with the original founder of the companies. Alternatively, the study still went on by incorporating the new owners of the companies into the research and outlining that they are the new owners of the business and responsible for growth and wellbeing of the company.

HAWTHORNE EFFECT: The target respondents and participants which were seen to be well knowledgeable about the fact that they are being studied were suspected to have inputted inaccurate responses to the questionnaires, providing answers that were almost unsatisfactory because of confidential reasons in order not to be chastised. Thus, the unreal responses tend to result in partial accuracy.

3.6 Proposed Analysis for GET TEST

The proposed analysis for this research will be in two different forms. The GET TEST will be analyzed by a simple procedure which was developed by the University of Durham; Foundation for small and medium enterprise development. However, the demographic and personality questionnaire will be analyzed using the “SPSS”.

GET TEST EVALUATION

The GET questionnaire for evaluating the enterprising tendency will be done by using a procedure developed by the University of Durham. On the questionnaire provided in appendix A, respondents are to: Tick (✓) if they “Tend to Agree” with the statement in the section provided for it; or tick (✓) if they “Tend to Disagree” with the statement in the section provided for it. For this analysis, I will be working with “A” in the box which corresponds to the statement if the respondents tend to agree and “D” if you disagree which corresponds with the statement if the respondents tend to disagree.

An answer sheet is drawn up in which the answers of each participant will be written. Below is a sample of the **answer sheet**.

46 A D	37 A D	28 A D	19 A D	10 A D	1 A D
47 A D	38 A D	29 A D	20 A D	11 A D	2 A D
48	39	30	21	12	3

A D	A D	A D	A D	A D	A D
49 A D	40 A D	31 A D	22 A D	13 A D	4 A D
50 A D	41 A D	32 A D	23 A D	14 A D	5 A D
51 A D	42 A D	33 A D	24 A D	15 A D	6 A D
52 A D	43 A D	34 A D	25 A D	16 A D	7 A D
53 A D	44 A D	35 A D	26 A D	17 A D	8 A D
54 A D	45 A D	36 A D	27 A D	18 A D	9 A D

The numbers of the questions in the test are written in vertical order in different columns. Therefore, the text which comprises of 54 questions is divided equally; making each column to have nine numbers and a total of six columns, amounting to 54. Each column has 9 numbers. An overall look at the answer sheet table shows 9 rows and 6 columns. One answer sheet is assigned to one participant.

Column 1: Question 1 to 9

Column 2: Question 10 to 18

Column 3: Question 19 to 27

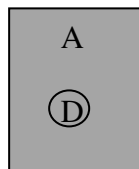
Column 4: Question 28 to 36

Column 5: Question 37 to 45

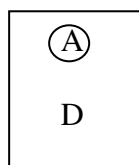
Column 6: Question 46 to 54

Underneath every number representing a question is “A” and “D”. These alphabets stand for “Tend to agree” and “Tend to disagree”. Furthermore, in order to understand the evaluation, all the odd numbers in the answer sheet table are shaded and all the even numbers are not shaded.

In calculating the scores of participants according to the Durham University, beginning with box 1 in the top right hand corner of the answer sheet and, working across the sheet to the left. One point is given for every “D” that has been circled in the shaded boxes as a replacement of the “√” that was ticked by the respondents as shown below:



In the same way, one point is given for every “A” that has been circled in the unshaded boxes as a replacement for the “√” that was ticked by the respondents as shown below:



After the points have been awarded for each of the shaded and unshaded boxes that either “A” or “D” was circled, the points will be added together and the total mark will be written out.

The same procedure will be done for the remaining eight rows. All answers will be written out as shown below:

Table 3.1: Rows for total scores from answer sheet for GET TEST

ROW 1	ROW 2	ROW 3
ROW 4	ROW 5	ROW 6
ROW 7	ROW 8	ROW 9

There are five sections in this methodology section with which the results for the GET TEST goes hand in hand. These sections are the variables for the GET TEST questionnaire which are;

Section 1--- Need for achievement

Section 2--- Need for autonomy

Section 3--- Creative tendency

Section 4--- Risk taking

Section 5--- Drive and determination

The total for the rows which are either added together or left alone, gives the score for each of the aforementioned sections.

The total for ROW 1 and ROW 6 will be added together. This will result in the score for SECTION 1.

ROW 2 alone will give the score for SECTION 2.

The total for ROW 5 will be added to ROW 8 to give the score for SECTION 3.

The total of ROWS 2 and 9 gives the score for SECTION 4.

Finally, the total for ROWS 4 AND 7 gives the score for SECTION 5.

A further and clearer illustration of the procedure is shown in Table 2 below:

Table 3.2: Rows and additions to form sections

ROW 1 + ROW 6	SECTION 1
ROW 3 ALONE	SECTION 2
ROW 5 + ROW 8	SECTION 3
ROW 2 + ROW 9	SECTION 4
ROW 4 + ROW 7	SECTION 5

It is imperative to understand that; each section assesses particular attributes. Therefore, if any participant has a high score, it means that the individual has possesses most of the qualities which that specific section has been measuring. However, linking the total for the rows and the section results in the following:

SECTION 1 Need for achievement

Maximum score in this section is 12 and the average score is 9. The maximum score is attained by the addition of two rows; 1 and 6. Each row comprises of six numbers which totals to twelve.

If the respondents scored well in this section they have many if not all of the following qualities:

- Forward looking Self sufficient
- Optimistic rather than pessimistic
- Task orientated
- Results orientated
- Restless and energetic
- Self-confident
- Persistent and determined
- Dedication to completing a task

SECTION 2 Need for autonomy/independence

Maximum score in this section is 6; Average score is 4. This is because only one row is used to evaluate this section. That row comprises of six numbers.

The respondent who scores high in this section:

- Likes doing unconventional things
- Prefers working alone
- Need to do their 'own thing
- Needs to express what they think
- Dislikes taking orders
- Likes to make up their own mind
- Does not bow to group pressure
- Is stubborn and determined

SECTION 3 Creative tendencies

Maximum score in this section is 12; Average score is 8. The maximum score is attained by the addition of two rows; 5 and 8.

A high score in this section means that the participant:

- Is imaginative and innovative
- Has a tendency to daydream
- Is versatile and curious
- Have lots of ideas
- Are intuitive and guess well
- Enjoy new challenges
- Like novelty and change

SECTION 4 Moderate/calculated risk taking

Maximum score in this section is 12 and average score is 8. The maximum score is attained by the addition of two rows; 2 and 9.

If a respondent has done well in this section, he or she tends to:

- Act on incomplete information
- Judge when incomplete data is sufficient
- Accurately assess your own capabilities
- Be neither over nor under-ambitious
- Evaluate likely benefit against likely costs
- Set challenging but attainable goals

SECTION 5 Drive and determination

Maximum score is 12 and average score is 8. The maximum score is attained by the addition of two rows; 4 and 7.

If a respondent has achieved a high score in this section, he or she tends to:

- Take advantage of opportunities
- Discount fate
- Make your own luck
- Be self-confident
- Believe in controlling your own destiny
- Equate results with effort
- Show considerable determination

3.7 Proposed Analysis for the Demographic Data

The demographic data will basically be analyzed by using the Microsoft Office Excel and SPSS. The analysis will focus mainly on the Age, Gender and Educational level. This is because the other sections are basically the same for all the respondents. They are all petroleum marketers (PM), all of the working class of the population, and all employed (self-employed).

In analyzing the ages of the participants, the age group is sub-divided into five categories;

Category 1 – Age 30 to 39

Category 2 – Age 40 to 49

Category 3 – Age 50 to 59

Category 4 – Age 60 to 69

Category 5 – Age 70 to 79

Therefore, the category number will be used in place of the actual age number.

For Gender, it is subdivided into two categories

MALE – 1

FEMALE – 2

Education level is subdivided into three categories

- 1- High school
- 2- Bachelor Degree
- 3- Master Degree

3.8 Proposed Analysis for the Personality Data

The personality data will be analyzed using Microsoft Office Excel to find the needed statistics for the study. The numeric measurements for the descriptive data will be further computed by using SPSS, and explained.

The personality questionnaire is designed to collect data from respondents are measure the data around five main variables with focal points to enhance easy understanding of respondents and easy measurement.

- 1- Neuroticism

Participants are expected to have “1” point if they are calm, even-tempered and relaxed or “2” points in they are apprehensive, easily annoyed, and impulsive.

- 2- Extraversion

Participants are expected to have “1” for outgoing, assertive and talkative or “2” for reserved, independent and a loner.

- 3- Openness to Experience

Participants are expected to have “1” if they are willing to explore and curious or “2” if they are task oriented and Stick to methods that work.

4- Agreeableness

Participants are expected to have “1” if they are cooperative and helpful or “2” if they are competitive and superior to others in their level.

5- Conscientiousness

Participants are expected to have “1” if they are organized, directed, and thinks before acting or “2” if they are spontaneous, casual and lazy.

Participants who score chose “1” in any of the five variables will have a score of 1 point. On the contrary, participants who chose “2” in any of the five variables will have no score.

3.9 Use of Descriptive Statistics

This is the use of basic statistical measures to help in properly understanding the data which will be collected from respondents. The descriptive statistics are seen to be the basic procedures and techniques which comprise business statistics and are specially designed to describe data like charts, graphs, and numerical measures (Groebner *et al.*, 2011:26). These descriptive statistics are further explained as;

1. Range: The measure of the variation which is computed by getting the difference between the maximum value and the minimum value.
2. Minimum Value: This is the smallest or the least value which exists in a given set of data.
3. Maximum Value: This is the largest of highest value which is existent in a given set of data.
4. Standard Deviation: This is said to be the positive square root of the variance.
5. Variance: It is the average of the squared distances of the values of the data obtained from the mean.

6. Mean: It is a numerical measure of the center of a given set of quantitative data, which is hence computed by the division of the total values by the number of the values.
7. Skewness: This is the symmetrical or asymmetrical measurement of the distribution or set of data.
8. Kurtosis: This is the measure of the peakness or flatness of the given set of data in relation to the normal distribution.

CORRELATION

T-TEST- This is a set or family of distributions that is bell-shaped and symmetric like the standard normal distribution which thus has a greater area in the tails (Groebner et al., 2011:26).

Independent Samples- These are samples which are chosen from among two or more populations strategically so that the occurrence of the value in one sample would not affect or influence the probability of the occurrence of values in the other samples (Groebner et al., 2011:26).

PROPOSED GERENAL ANALYSIS OF GET TEST DATA

The entire evaluation for the test for enterprising tendency- GET TEST will be carried out using the Microsoft Office Excel and the Statistical Package for Social Sciences (SPSS).

Chapter 4

DATA ANALYSIS, EMPIRICAL FINDINGS, AND DISCUSSION

4.1 GET TEST Data Analysis

In this research, for the beginning of this analysis section, I will be using the Microsoft Office Excel. Linking this section with chapter three, I will use Microsoft Office excel for the analysis of the GET TEST firstly.

The questions numbers were entered in excel in a horizontal manner, and the number of respondents was entered in a vertical manner. The questions were represented with “Q1,Q2,Q3 to Q54”. The total number of respondents for the study which was gotten was a total of four hundred and thirty-three (433).

From the GET TEST analysis explanation above, it is noted that from the table which was created; for each “D” which is circled in the shaded boxes, one point is given. Starting from the top right hand corner and working across the row. One point also goes to every “A” which is circled in the unshaded boxes. To make this analysis easier, from the GET Test questionnaire above, in working with excel, I will make use of numbers “1 and 2”. “1 represents “A” while 2 represents “D”. Therefore, for every “1” which is gotten in the shaded boxes, 1 point is given; and if not, no point is given again. In the same way, for every “2” circles in the unshaded boxes, 1 point is given. If not, no point is given.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
	Respondent	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18
1																			
2	1	1	1	1	1	2	2	2	1	1	2	2	1	1	1	2	2	1	1
3	2	1	1	1	1	2	1	1	1	2	2	2	1	1	1	2	1	1	2
4	3	2	2	2	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1
5	4	2	1	1	1	1	1	2	2	1	1	1	1	1	1	1	1	1	2
6	5	1	2	2	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1
7	6	1	1	1	2	1	1	1	2	2	2	2	1	1	1	1	1	1	2
8	7	1	1	2	1	1	2	1	1	1	1	1	1	1	1	1	1	1	2
9	8	1	1	2	2	1	1	1	2	1	1	2	1	2	1	2	1	2	1
10	9	2	1	2	2	1	2	2	1	1	1	1	1	1	1	1	1	1	1
11	10	1	1	1	2	1	1	1	1	1	1	2	2	1	1	2	2	1	2
12	11	2	2	1	2	1	2	1	1	2	1	2	1	1	2	1	2	1	1
13	12	2	1	1	1	1	2	2	2	2	2	2	1	1	2	2	2	2	1
14	13	1	2	2	2	1	1	1	1	1	1	1	1	2	1	1	2	1	1
15	14	1	1	2	1	1	1	2	2	2	1	1	1	2	1	2	2	1	1
16	15	1	1	1	1	2	1	2	2	2	1	1	1	1	1	2	2	1	1
17	16	1	1	2	1	2	1	1	2	2	1	1	2	2	1	2	2	1	1
18	17	1	2	1	2	1	1	1	1	1	1	1	1	1	2	1	1	1	1
19	18	1	1	1	1	1	2	2	2	1	1	1	1	2	2	1	2	1	1
20	19	1	2	1	1	2	1	1	2	2	1	1	2	2	1	2	1	2	1
21	20	1	2	2	2	2	1	1	1	2	2	1	2	1	1	1	1	1	2
22	21	1	2	1	1	2	1	2	2	2	1	1	2	2	2	1	1	1	2

Figure 4.1: Excel 2007 Spreadsheet of GET TEST answers of some Respondents.

A formula is used at the beginning stage of this analysis section in order to make all data accurate. This was done with Microsoft Office Excel as well.

In analyzing the rows, the name of the column in excel where the question number is; will be taken into consideration while writing out the formula.

For example: **=IF(B2=2,1,0)** For the shaded boxes

=IF(K2=1,1,0) For the unshaded boxes

B2 and K2 just happens to be the names of different fields where the questions are.

A sample of the results of the sections which is made up of adding some of the rows together is shown below.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1				Section 1	Section 2	Section 3	Section 4	Section 5												
2				8	3	6	6	5												
3				6	1	7	9	6												
4				7	4	6	5	6												
5				7	4	5	3	6												
6				7	3	6	6	5												
7				7	3	5	8	6												
8				4	4	7	6	4												
9				8	5	8	9	6												
10				7	3	6	7	5												
11				7	3	7	6	5												
12				8	2	6	10	4												
13				4	2	5	6	7												
14				5	4	6	5	5												
15				10	3	6	7	8												
16				9	3	9	9	3												
17				11	2	8	8	7												
18				4	3	6	7	4												
19				5	2	2	6	9												
20				9	3	9	8	7												
21				5	3	6	5	2												
22				7	1	4	6	8												
23				2	5	8	9	4												
24				6	3	6	5	7												
25				4	5	3	4	7												

Figure 4.2: Excel 2007 Spreadsheet of GET TEST analysis results of some Respondents.

Table 4.1: Total values for sections of participants analyzed with Excel.

	Section 1	Section 2	Section 3	Section 4	Section 5
Average	6.10	2.94	6.05	6.25	5.93
Standard Deviation	2.03	1.28	1.95	2.11	1.90
Minimum	1	0	1	1	1
Maximum	11	6	11	12	11

Getting the total scores for the rows for every participant, it is summed up and used for analyze further.

The analysis also outlines the total important scores and measures for the Descriptive Statistics as analyzed by using SPSS.

4.1.2 Explaining the GET TEST Empirical Findings

SECTION 1: Need for Achievement. Average: 9.

Minimum score attained = 1

Maximum score attained = 11

$$\text{Mean} = \frac{x}{N} = 6.0995$$

This showcases that, in analyzing the entire 433 participants, the minimum score which was obtained is 1₁₂, and the maximum core is 11₁₂. The overall statistical average however is 6.0995₁₂. The mean score of 6.0995 results to 0.508%. This means that; approximately of the participants do not have a very high Need for achievement but at approximately 51%, they do have a good stand in terms of

- Forward looking Self sufficient
- Optimistic rather than pessimistic
- Task orientated
- Results orientated
- Restless and energetic
- Self-confident
- Persistent and determined
- Dedication to completing a task

SECTION 2: Need for autonomy and independence. Average score= 4.

Minimum score attained = 0

Maximum score attained = 6

$$\text{Mean} = \frac{x}{N} = 2.9352$$

This means that. The minimum score attained by a participant is 0_6 , and the maximum score attained is $.6_6$. The statistical average score of the 433 participants is 2.9352_6 . The mean results in 0.4892%. This showcases that, most of the IPMs possess approximately 49% of the need for autonomy and independence. This score happens to be below the required average of 4_6 which stands at approximately 67%. Therefore, most of the independent petroleum marketers in Nigeria possess a small need for autonomy and would not really be said to be individuals who

- Likes doing unconventional things
- Prefers working alone
- Need to do their 'own thing
- Needs to express what they think
- Dislikes taking orders
- Likes to make up their own mind
- Does not bow to group pressure
- Is stubborn and determined

SECTION 3: Creative Tendency. Average = 8.

Minimum score attained = 1

Maximum score attained = 11

$$\text{Mean} = \frac{x}{N} = 6.05$$

The aforementioned descriptive statistics entails that, the minimum score attained for section 3 is 1_{12} , and the maximum score attained is 11_{12} . The statistical average however is 6.05_{12} and results in a percentage score of 0.504 . The expected score

which is the required average for this section is $\frac{8}{12}$ which is approximated to 67%.

Now in comparing the required average with the actual attained average of all participants which was found, it is evident that many of the independent petroleum marketers of Nigeria do have creative tendencies; however, it is below the required average. Thus, it can be said that majority of possess less than average in;

- Imaginative and innovative
- Having a tendency to daydream
- Versatile and curiosity
- Having lots of ideas
- Being intuitive and guess well
- Enjoying new challenges
- Liking novelty and change

SECTION 4: Moderate/Calculated Risk Taking. Average = 8.

Minimum score attained = 1

Maximum score attained = 12

$$\text{Mean} = \frac{x}{N} = 6.25$$

The descriptive statistics shows that, the minimum score attained for section 4 is $\frac{1}{12}$, and the maximum score attained is $\frac{12}{12}$. The statistical average noted to be $\frac{6.25}{12}$ and is computed to be approximately 52.1%. The expected score which is the required average for this section is $\frac{8}{12}$ which is approximated to 67%. The statistical average therefore is less than the required average. This means that most of the independent petroleum marketers do not or if they do, very minimally

- Act on incomplete information
- Judge when incomplete data is sufficient
- Accurately assess your own capabilities
- Be neither over nor under-ambitious
- Evaluate likely benefit against likely costs
- Set challenging but attainable goals

SECTION 5: Drive and Determination. Average = 8.

Minimum score attained = 1

Maximum score attained = 11

$$\text{Mean} = \frac{x}{N} = 5.93$$

The descriptive statistics in this section entails that, the minimum score attained is $\frac{1}{12}$, and the maximum score attained is $\frac{11}{12}$. The statistical average for this section in thus is $\frac{5.93}{12}$ and is equivalent to 0.4941%. This could be rounded up to 50%. The expected score which is the required average for this section is $\frac{8}{12}$ which approximately 67% is. However, the total average is 17% lower than the required average. Nevertheless, it shows that most independent petroleum marketers of Nigeria could be fairly weak or probably not very much able to

- Take advantage of opportunities
- Discount fate
- Make your own luck
- Be self-confident
- Believe in controlling your own destiny
- Equate results with effort

- Show considerable determination

4.2 Demographic Data Analysis

The demographic data for this thesis which was collected from 433 participants involved

1. Nationality: The country of origin of the participants or the country in which they have legal citizenship.
2. Age: The actual years lived by the participant(s). The age data for this study will be further classified into sub-categories to represent the entire population. This will also be the analysis of data to find out whether or not there is a relationship between the enterprising tendencies and the personality dimensions according to the various age categories.
3. Gender: Whether the participant is male or female. Furthermore, the analysis will be finding out whether there is a relationship between the gender of the respondent and the enterprising tendencies as well as the Big five personality dimensions.
4. Occupation: The work which the participants are involved in or actively doing for a living.
5. Educational Level: The educational level of the participants
6. Working Class: Whether or not the participants are in the working class of the population
7. Employment Status: This is to know whether or not the participants are employed in a way or not.
8. Specialization: This is the area of specialization or professionalism of the respondents.

4.2.1 Explaining the Demographic Data Analysis

NATIONALITY

All the participants for the study are from Nigeria

OCCUPATION

All participants are Petroleum Marketers (PM)

AGE

Five categories were used for the age analysis

Table 4.3: Age categories for all respondents.

Category 1	Age 30 to 39
Category 2	Age 40 to 49
Category 3	Age 50 to 59
Category 4	Age 60 to 69
Category 5	Age 70 to 79

Minimum age category = 1

Maximum age category = 5

Table 4.4 Age analysis for enterprising tendencies and personality dimensions using One-Way ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12,759	4	3,190	,772	,544
section1 Within Groups	1763,961	427	4,131		
Total	1776,720	431			
Between Groups	6,959	4	1,740	1,062	,375
section2 Within Groups	699,226	427	1,638		
Total	706,185	431			
Between Groups	26,628	4	6,657	1,761	,136
section3 Within Groups	1614,446	427	3,781		
Total	1641,074	431			
Between Groups	22,781	4	5,695	1,284	,276
section4 Within Groups	1894,716	427	4,437		
Total	1917,498	431			
Between Groups	17,962	4	4,490	1,242	,292
section5 Within Groups	1543,955	427	3,616		
Total	1561,917	431			
Between Groups	,083	4	,021	,838	,502
neuro Within Groups	10,636	427	,025		
Total	10,720	431			
Between Groups	,216	4	,054	1,167	,325
extrav Within Groups	19,763	427	,046		
Total	19,979	431			
Between Groups	,348	4	,087	,579	,678
opennes Within Groups	64,205	427	,150		
Total	64,553	431			
Between Groups	,171	4	,043	,345	,848
Agreeab Within Groups	52,931	427	,124		
le Total	53,102	431			
Between Groups	,088	4	,022	1,210	,306
consci Within Groups	7,764	427	,018		
Total	7,852	431			

According to the findings by One-Way ANOVA, there is no difference in ages of all respondents in relation to the enterprising tendencies and the personality dimensions.

GENDER

The gender of the research was computed using two numerical data.

Male – 1

Female – 2

EDUCATION

High School Degree = 1

Bachelor Degree = 2

Master Degree = 3

Therefore;

Minimum value = 1

Maximum value = 3

WORKING CLASS OF THE POPULATION

Working Class = 1

Therefore; all the participants are in the working class of the population.

EMPLOYMENT STATUS

Employed = 1

Therefore; all the participants are employed. It is imperative to note at this point that virtually all the participants are self-employed.

AREA OF SPECIALIZATION

All of the participants have different specializations. These specializations have to do with what they are professionals in. Most of the specializations happen to be the major area of study of professionalism.

Table 4.5 Categories of specializations of participants

Category 1	Accounting
Category 2	Business
Category 3	Engineering
Category 4	Economics
Category 5	Pharmacy
Category 6	Public Administration
Category 7	Curriculum and Instruction
Category 8	International Relations
Category 9	Finance
Category 10	Mass Communication
Category 11	Law
Category 12	Integrated Science
Category 13	Trade
Category 14	Marketing
Category 15	Computer Science
Category 16	Geology
Category 17	Library Science

4.3 Personality Data Analysis

The personality data which was obtained via the use of a standard questionnaire will be analyzed using SPSS. Before that will be done, a simple analysis will be done using Microsoft Office Excel.

Table 4.6 Grading system for personality of participants

PARTICIPANTS GETS “1” FOR THE FOLLOWING	PARTICIPANTS GET “0” FOR THE FOLLOWING
Neuroticism: calm, even-tempered and relaxed (emotionally stable).	Apprehensive, easily annoyed, and impulsive. (Emotionally unstable).
Extraversion: outgoing, assertive and talkative (extrovert).	Reserved, independent and a loner (introvert).
Openness: willing to explore and curious (liberal).	Task oriented and stick to methods that work (conservative).
Agreeableness: cooperative and helpful (Team player/Colleague)	Competitive and superior to others in your class (Boss/Leader)
Conscientiousness: Organized, directed, and thinks before acting (Serious and formal).	Spontaneous, casual and lazy (Easy going and informal).

Table 4.7 Overall participants' Answers for personality dimensions as analyzed by Microsoft Excel

421	411	353	370	424
11	21	79	62	8
432	432	432	432	432
97,5%	95,1%	81,7%	85,6%	98,1%
2,5%	4,9%	18,3%	14,4%	1,9%

4.3.1 Explaining Personality Analysis and Findings

Neuroticism

For neuroticism, 421 participants which is equivalent to 97.5% of the total participants scored 1 point. This means that they are Calm, Even-tempered and relaxed. Meaning that; they are emotionally stable. However, 11 of the total participants which is equivalent to 2.5% of participants scored “0”. This showcases that, they are Apprehensive, Easily Annoyed, and impulsive. In general, they are emotionally unstable.

Extraversion

For extraversion, 411 participants which is equivalent to 97.5% of the total participants scored 1 point. This means that they are outgoing, assertive and talkative and these are the attributes of an extrovert. Nevertheless, 21 participants (4.9%) are reserved, independent and are mostly loners. These are attributes of an introvert.

Openness

353 of the total participants (81.7%) are willing to explore and curious. This means that they are open to experience and liberal. 71 of the participants (18.3%) are task oriented and they stick to methods that work. They could be seen to be conservative.

Agreeableness

370 of the participants which is 85.6% are Cooperative and Helpful while 62 of them (14.4%) are competitive and superior to others in their class.

Conscientiousness

For conscientiousness, 424 of the participants (98.1) are organized, directed, and thinks before acting. However, 8 of them which are 1.9% of the participants are spontaneous, casual and lazy.

4.4 Correlations between Enterprising Tendencies and Personality Dimensions

The correlation is to check whether or not there is a relationship between the five enterprising tendencies and the Big Five personality dimensions. In order to understand this, the analysis is done by using SPSS to compare the tendencies and dimension to be sure.

The table below shows Section 1 to section five; which are the five sections of the enterprising tendencies.

Section 1- Need for achievement; Section 2- Need for autonomy/ Independence; Section 3- Creative Tendency; Section 4- Moderate/Calculated Risk taking; Section 5- Drive and Determination. Furthermore, the table also shows the Big Five personality dimensions

Table 4.8 Correlations between enterprising tendencies and personality dimension of participants

[illegible]

Agreeable	Pearson Correlation	,001	,015	,084	,077	,054	,018	,061	-,074	1	-,056
	Sig. (2-tailed)	,991	,750	,080	,109	,258	,714	,206	,124		,244
	N	432	432	432	432	432	432	432	432	432	432
Conscientiousness	Pearson Correlation	,058	,033	,091	-,041	-,023	,087	,049	,024	-,056	1
	Sig. (2-tailed)	,233	,490	,058	,400	,632	,072	,312	,621	,244	
	N	432	432	432	432	432	432	432	432	432	432

**. Correlation is significant at the 0.01 level (2-tailed).

From the table above, the correlation analysis and empirical findings shows that; there is basically not relationship between the enterprising tendencies and the Big five personality dimensions of the respondents. However, it could be seen that there exists a relationship. Nevertheless, the existing relationship was found between the different enterprising tendencies. As well, there was a spotted relation between personality dimensions. All visible relationships will be further explained.

4.4.1 Breaking Down the Relationships

First Relationship

There is a relationship between Section 1 and all other sections of the enterprising tendencies. This is to say, there is a relationship between;

Need for Achievement and Need for Autonomy/Independence (323**)

Need for Achievement and Creative Tendencies (562**)

Need for Achievement and Moderate and Calculated risk taking (198**)

Need for Achievement and Drive and Determination (230**)

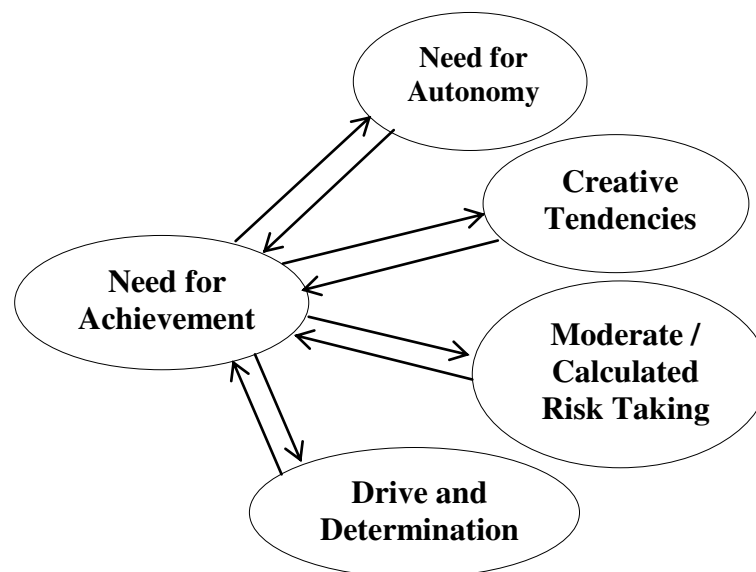


Figure 4.3: Correlations between Section 1 and section 2, 3, 4 and 5.

Second Relationship

From the correlations table, there is a visible relationship between section 2 and section 3. That is to say;

Need for Autonomy **related to** Creative Tendency (422**)

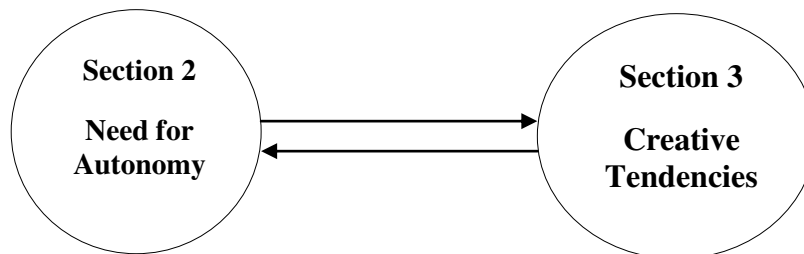


Figure 4.4: Correlations between Section 2 and Section 3

Third Relationship

For the third relationship, there seem to be more relationships than the previous.

Section 3 however is seen related with section 4 and section 5.

Section 3 and Section 4 (285**)

Section 3 and Section 5 (188**)

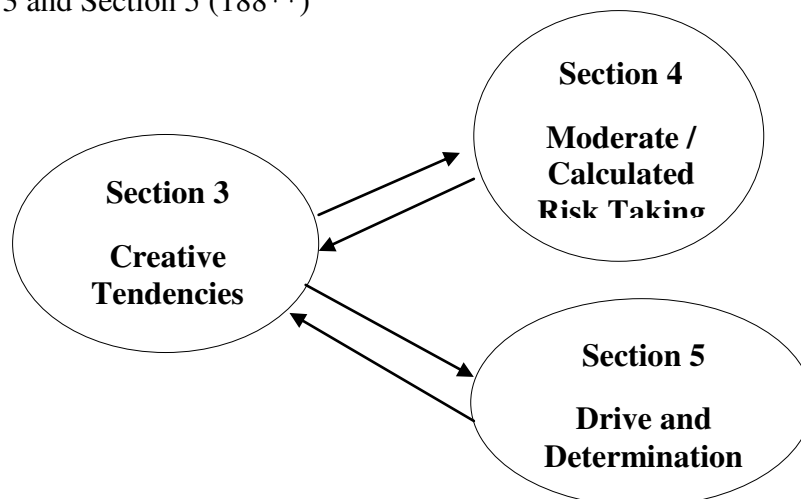


Figure 4.5: Correlations between Sections 3 with 4 and 5

Fourth Relationship

For the fourth relationship, there is only a relationship between section 4 and section 5. Thus; Moderate/ Calculated Risk Taking is **related to** Drive and Determination (446**).

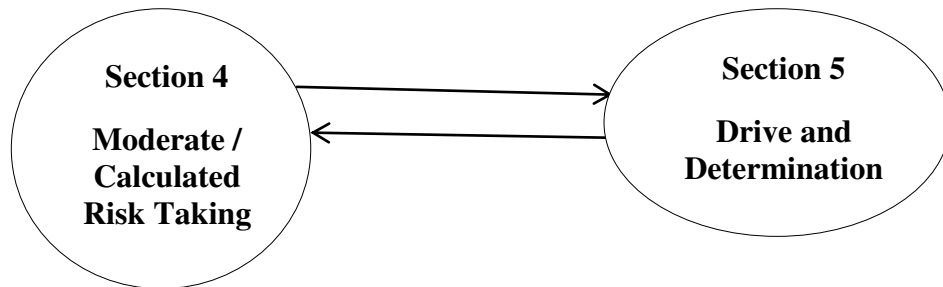


Figure 4.6: Correlations between Section 4 and Section 5

General Relationship

For the general relationship, the concept is gotten from the correlations table. The relationship which exists between all the sections of enterprising tendencies is depicted in a single chart.

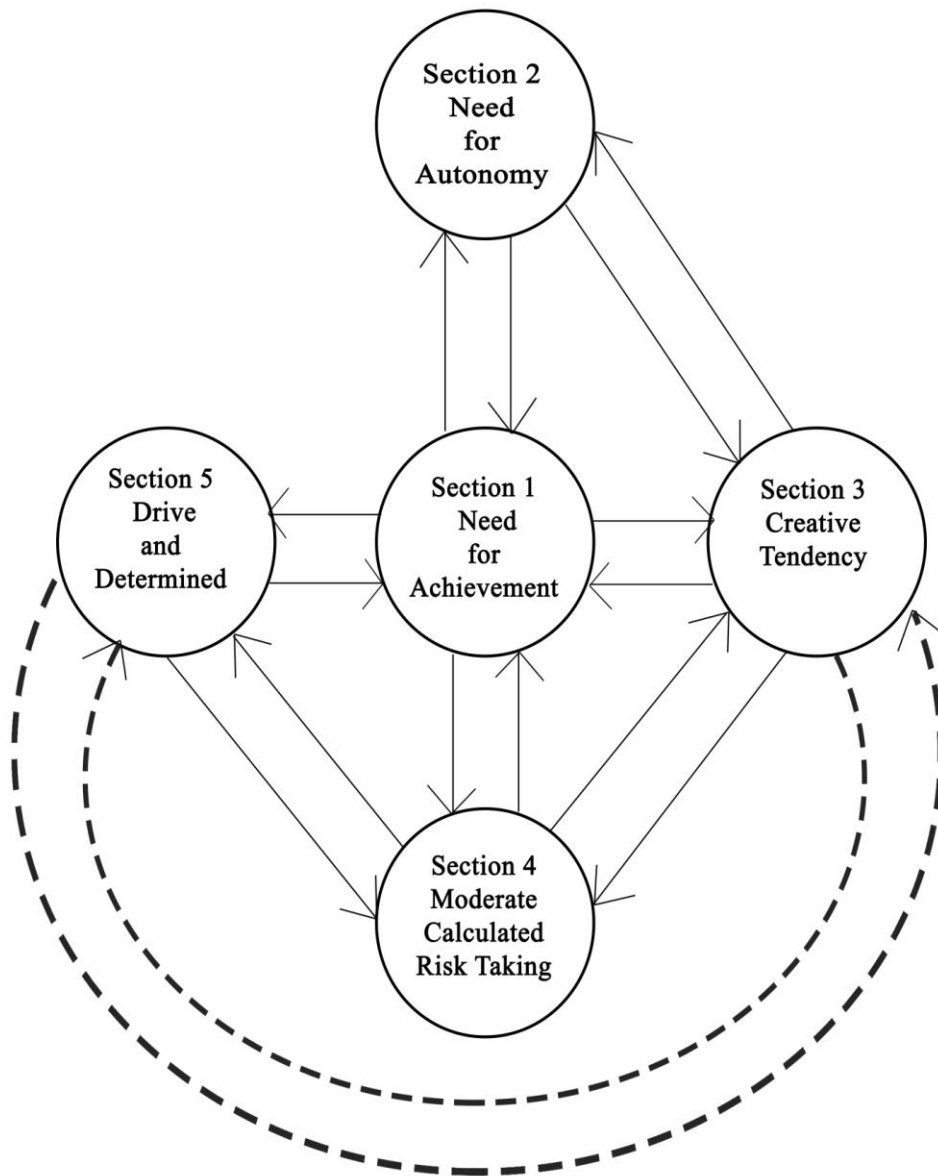


Figure 4.7: General Relationship between all enterprising tendencies

Personality Relationship

The correlation which exists between the personality dimensions was seen only between two of the five dimensions. The relationship was only between Neuroticism and Extraversion.

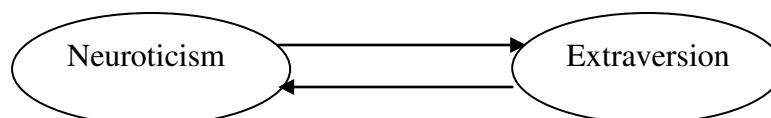


Figure 4.8: Correlations between Neuroticism and Extraversion

4.5 Gender Relationship of Enterprising Tendencies and Personality

Dimensions

This section of the analysis will focus on the gender of the respondents and try to find out whether the number and average number of male and female respondents that possess a certain tendency or personality.

Table 4.9: Descriptive statistics for gender in relation to enterprising tendencies and personality dimensions

Group Statistics					
	gender	N	Mean	Std. Deviation	Std. Error Mean
section1	1 Male	415	6,12	2,041	,100
	2 Female	17	5,59	1,734	,421
section2	1 Male	415	2,94	1,291	,063
	2 Female	17	2,88	,993	,241
section3	1 Male	415	6,07	1,954	,096
	2 Female	17	5,53	1,875	,455
section4	1 Male	415	6,26	2,110	,104
	2 Female	17	6,12	2,147	,521
section5	1 Male	415	5,95	1,898	,093
	2 Female	17	5,47	2,035	,493
Neuro	1 Male	415	,98	,154	,008
	2 Female	17	,94	,243	,059
extrav	1 Male	415	,95	,214	,011
	2 Female	17	,94	,243	,059
opennes	1 Male	415	,82	,387	,019
	2 Female	17	,82	,393	,095
agreeable	1 Male	415	,86	,350	,017
	2 Female	17	,82	,393	,095
consci	1 Male	415	,98	,138	,007
	2 Female	17	1,00	,000	,000

From the table above, the analysis which is the descriptive statistics for the gender can be further explained by outlining the mean for every section. The finding also

shows the number of participants according to gender who possess a certain section of the enterprising tendencies and particular personality dimensions. Out of 433 participants, 415 of them are males and 17 of them are females.

Section 1- Need for Achievement

A mean of 6.12 males of the total of 415 have the “need for achievement” tendency. However, a mean of 5.59 females out of a total of 17 possesses this tendency.

Section 2- Need for Autonomy/ Independence

A mean of 2.94 males of the total of 415 have the “need for achievement” tendency. However, a mean of 2.88 females out of a total of 17 possesses this tendency.

Section 3- Creative Tendency

A mean of 6.07 males of the total of 415 have the “need for achievement” tendency. However, a mean of 5.53 females out of a total of 17 possesses this tendency.

Section 4- Moderate/ Calculated Risk Taking

6.26 of total average of men have this tendency, and an average of 6.12 of the females has this tendency.

Section 5- Drive and Determination

5.95 of males possess this tendency, while 5.47 of females also have this tendency.

Neuroticism: 0.98 of the male participants are neurotic while 0.94 of females have this trait.

Extraversion: 0.95 average of males are extroverts and 0.94 average of females are extroverts.

Openness: 0.82 mean of the males are open to experience and similarly, 0.82 mean of females are open to experiences.

Agreeableness: This trait is found in an average of 86.2 of the male participants and 82.2 of the female participants.

Conscientiousness: This trait is found in a mean of 0.98 of the male participants and a mean of 1.00 of the female participants.

Independent Sample Test for Gender

This test is carried out to understand whether or not there is/are difference(s) in the between male and female participants when it comes to the enterprising tendencies and the Big five personality traits.

From the independent sample test, it is discovered that there is no difference between male and female respondents for the enterprising tendencies and the personality traits. Nevertheless, just one difference was spotted in conscientiousness between male and female respondents.

4.6 Differences in Gender of Respondents in the Enterprising Tendencies and BIG FIVE

This part of the analysis is to basically understand whether or not there are differences in the entire enterprising tendencies or personality traits of the respondents “according to gender”. This analysis is done by the use of SPSS to compare the independent samples so as to get a valid numerical measure.

It was however found from the table below that; there are no differences in all the enterprising tendencies of all participants. Both male and female. Furthermore, it was evident that there was almost no difference amongst the personality dimensions as well. Nevertheless, just one difference was spotted in Conscientiousness.

This is to say, between male and female respondents for this study, there exists a difference only in the aspect of one personality dimension; which is **Conscientiousness**

Table 4.10: Independent Sample Test for difference between male and female respondents

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
section1	Equal variances assumed	1,556	,213	1,060	430	,290	,532	,502	-,455	1,520
	Equal variances not assumed			1,231	17,864	,234	,532	,432	-,377	1,441
section2	Equal variances assumed	3,418	,065	,173	430	,862	,055	,317	-,568	,678
	Equal variances not assumed			,221	18,292	,828	,055	,249	-,467	,577
section3	Equal variances assumed	,062	,803	1,115	430	,266	,538	,483	-,411	1,487
	Equal variances not assumed			1,158	17,454	,263	,538	,465	-,440	1,517
section4	Equal variances assumed	,031	,860	,268	430	,789	,140	,523	-,887	1,167
	Equal variances not assumed			,264	17,290	,795	,140	,531	-,979	1,259
section5	Equal variances assumed	,407	,524	1,016	430	,310	,479	,471	-,447	1,405
	Equal variances not assumed			,953	17,161	,354	,479	,502	-,580	1,538
neuro	Equal variances assumed	2,976	,085	,890	430	,374	,035	,039	-,042	,111
	Equal variances not assumed			,586	16,529	,566	,035	,059	-,091	,160
extrav	Equal variances assumed	,156	,694	,199	430	,842	,011	,053	-,094	,115
	Equal variances not assumed			,178	17,040	,861	,011	,060	-,115	,137
opennes	Equal variances assumed	,020	,888	-,069	430	,945	-,007	,096	-,195	,182
	Equal variances not assumed			-,069	17,297	,946	-,007	,097	-,211	,198

agreeable	Equal variances assumed	,569	,451	,395	430	,693	,034	,087	-,137	,205
	Equal variances not assumed			,354	17,054	,728	,034	,097	-,170	,239
consci	Equal variances assumed	1,384	,240	-,577	430	,564	-,019	,033	-,085	,046
	Equal variances not assumed			-2,853	414,000	.005	-,019	,007	-,033	-,006

Chapter 5

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

So far in this research, I have been analyzing the enterprising tendencies of individuals who own IPM companies in Nigeria, as well as the personality dimensions of the said individuals. Nevertheless, it is evident from the analysis that majority of the IPMs in Nigeria do have low ETs. Therefore, the effectiveness and success rate of the companies is questioned as this might and is to a large extent, bad for business because growth and success rate of such businesses will be relatively low.

This topic is however a new topic which has not been previously researched and I have found out in this research that every tendency of an enterprising person which has been measured in the Nigerian petroleum marketers was scored below average.

The research tried to spot the relationship between the GET and the BIG FIVE personality dimensions of an individual. However, it was found that there was no relationship between the enterprising tendencies and the personality dimensions of the Independent petroleum marketers of Nigeria as derived from the respondents. Nevertheless, the marketers have more relationships between their various enterprising tendencies and two of the personality dimensions.

5.2 Recommendation for Future Research

Nevertheless, I do recommend that; based on this study, further research should be channeled towards analyzing the major oil marketers as well as the government owned PM firms.

Further research can also be channeled towards understanding the personalities of the PMs just before they start the business and after they start the business

Research could also be carried out to find out and compare the personalities and ET of IPMs of various countries.

Further research could also be channeled towards knowing whether the changing personalities of entrepreneurs can relatively lead to changing ET of such individuals and at such, the implications of such changes.

Finally, a research could be carried out to understand the ET and personalities if newly established IPMs and ones basically above certain age of existence.

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APPENDICES

APPENDIX A: QUESTIONNAIRE FOR GET TEST.

The test is used as an educational aid for thinking about enterprise. Decide if you **tend to agree** or **tend to disagree** with the statements. There are no right or wrong answers in this test. It should take you about ten minutes to complete and will give you an idea of your enterprising potential. For each statement tick the answer which best expresses your views. Answer quickly and honestly since this gives the best picture of yourself as you are now.

All answers will be absolutely anonymous. Thank you for your time.

STATEMENTS	Tend to Agree	Tend to Disagree
I would not mind routine unchallenging work if the pay and pension prospects were good.		
I like to test boundaries and get into areas where few have worked before.		
I tend not to like to stand out or be unconventional.		
Capable people who fail to become successful have not usually taken chances when they have occurred.		
I rarely day dream.		
I find it difficult to switch off from work completely.		
You are either naturally good at something or you are not, effort makes no difference.		
Sometimes people find my ideas unusual.		
I would rather buy a lottery ticket than enter a competition.		
I like challenges that stretch my abilities and get bored with things I can do quite easily.		
I would prefer to have a moderate income in a secure job rather than a high income in a job that depended on my performance.		
At work, I often take over projects and steer them my way without worrying about what other people think.		
Many of the bad times that people experience are due to bad luck.		
Sometimes I think about information almost obsessively until I come up with new ideas and solutions.		
If I am having problems with a task I leave it, forget it and move on to something else.		
When I make plans I nearly always achieve them.		
I do not like unexpected changes to my weekly routines.		
If I wanted to achieve something and the chances of success were 50/50 I would take the risk.		

STATEMENTS	Tend to Agree	Tend to Disagree
I think more of the present and past than of the future.		
If I had a good idea for making some money, I would be willing to invest my time and borrow money to enable me to do it.		
I like a lot of guidance to be really clear about what to do in work.		
People generally get what they deserve.		
I am wary of new ideas, gadgets and technologies.		
It is more important to do a job well than to try to please people.		
I try to accept that things happen to me in life for a reason.		
Other people think that I'm always making changes and trying out new ideas.		
If there is a chance of failure I would rather not do it.		
I get annoyed if people are not on time for meetings.		
Before I make a decision I like to have all the facts no matter how long it takes.		
I rarely need or want any assistance and like to put my own stamp on work that I do.		
You are not likely to be successful unless you are in the right place at the right time.		
I prefer to be quite good at several things rather than very good at one thing.		
I would rather work with a person I liked who was not good at the job, rather than work with someone I did not like even if they were good at the job.		
Being successful is a result of working hard, luck has little to do with it.		
I prefer doing things in the usual way rather than trying out new methods.		
Before making an important decision I prefer to weigh up the pro's and con's fairly quickly rather than spending a long time thinking about it.		
I would rather work on a task as part of a team rather than take responsibility for it myself.		
I would rather take an opportunity that might lead to even better things than have an experience that I am sure to enjoy.		
I usually do what is expected of me and follow instructions carefully.		
For me, getting what I want is a just reward for my efforts.		

STATEMENTS	Tend to Agree	Tend to Disagree
I like to have my life organised so that it runs smoothly and to plan.		
When I am faced with a challenge I think more about the results of succeeding than the effects of failing.		
I believe that destiny determines what happens to me in life.		
I like to spend time with people who have different ways of thinking.		
I find it difficult to ask for favours from other people.		
I get up early, stay late or skip meals if I have a deadline for some work that needs to be done.		
What we are used to is usually better than what is unfamiliar.		
I get annoyed if superiors or colleagues take credit for my work.		
People's failures are rarely the result of their poor judgement.		
Sometimes I have so many ideas that I feel pressurised.		
I find it easy to relax on holiday and forget about work.		
I get what I want from life because I work hard to make it happen.		
It is harder for me to adapt to change than keep to a routine.		
I like to start interesting projects even if there is no guaranteed payback for the money or time I have to put in.		

Source: University Of Durham. Foundation for small and medium enterprise development: GENERAL ENTERPRISING TENDENCY (GET) TEST.

Appendix B

Questionnaire

Thank you for taking the Individual Demographic and Personality Survey. Please answer the questions in the survey as completely and honestly as you can. There are no right or wrong answers. Simply answer the questions as best as you can, and please ask the survey administrator if you have any questions. For each question please circle or underline the ONE answer that best fits. The results of the questionnaire are strictly anonymous.

1. What is your Nationality? _____
2. Age _____
3. What is your gender?
(a) Male (b) Female
4. What is your occupation?
(a) Petroleum Marketer (b) Others (specify) _____
5. What is your educational level?
(a) High school (b) Bachelor's degree (c) Master's degree
6. Are you in the working class of the population?
(a) Yes (b) No
7. What is your employment status?
(a) Employed (b) Unemployed (c) Retired
8. What is your field of specialization?

9. Would you describe yourself as more:
(Calm, Even-tempered and Relaxed) or (Apprehensive, Easily Annoyed, and impulsive)
10. Would you describe yourself as more:
(Outgoing, Assertive and Talkative) or (Reserved, Independent and a Loner)
11. Would you describe yourself as more:
(Willing to Explore and Curious) or (Task oriented and Stick to methods that work)
12. Would you describe yourself as more:
(Cooperative and Helpful) or (Competitive and Superior to others in your class)
13. Would you describe yourself as more:
(Organized, Directed, and Thinks before acting) or (Spontaneous, Casual and Lazy)

Any additional comments?

Source: McCreery, A. A., Krach, S. K., Schrader, P. G., Randy, B. (2012). Defining the virtual self: Personality, behavior and the psychology of embodiment. *Computers in Human Behavior*, 28, 976-983.