



**BUSINESS INCUBATORS AS CATALYST FOR ENTREPRENEURIAL
PROCESS DEVELOPMENT IN OYO AND EKITI STATES, NIGERIA**

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Abstract

The study sought to examine business incubators as catalyst for entrepreneurial process development in Oyo and Ekiti States. The high rate of entrepreneurial failure rate in developing countries is motivation for this investigation to explore the relationship between business incubators and entrepreneurial process development in the target states. The population is made up of three hundred and forty-six (346) respondents made-up of technology incubators and staff of entrepreneurial start-ups and the sample of 186 was drawn from graduated residence incubates and technology incubator employees using Taro Yamane sample size calculation formula. The sampling approach employed was multistage sampling procedure through the use of purposive, stratified and simple random sampling technique to pick out respondents. Simple linear and correlation coefficient were used to test the hypotheses. The results confirmed that the impact of business incubators is a right predictor for entrepreneurial process development in Oyo and Ekiti States. The study concluded that business incubators are catalysts and essential tools for promoting entrepreneurial process development in Oyo and Ekiti states in South West Nigeria. The study recommends that authorities should intensify effort in equipping all TIC facilities in the country for better results and for incubates to seize the opportunity to increase their overall performance through the support services provided to them through business incubators.

Keywords: Business Incubators, Catalyst, Entrepreneurial Process, Development

INTRODUCTION

Business incubators support new companies with essential direction, specialised bolster, infrastructure preparation, organisation, and encouraging assets required by incubates to sustain their commerce and maintain them. Also, business hatcheries fill the gap by giving preparation and aptitudes to those who are incapable of going to college to be certified in commerce. This bolsters them to begin modern trade with less stress, too drifting a unused commerce required offices, assets and ability that an normal business person must have



some time recently imagining of beginning a unused endeavour but hatcheries have bear all these costs and dangers to sustain and tutor them to convert their commerce thoughts to products and services. (Albert, Olatinwo &Maigari,2017).

Developed countries have contributed much on business brooding programmes to create Small Scale Businesses (SSBs) considering their commitment to the economy in the area of job creation, destitution diminishment, innovation exchange, commercialisation of R&D and indeed financial improvement that have coordinate impact on the well-being of the citizens. (Fatoki,2014). Business incubators are a outlined as instrument for commerce advancement, victory, survival and supportability of businesses. Business incubators give commerce back to unused wanders to support their brand on innovation and business enterprise advancement within the community (Oguli & Kihonge, 2016).

Evidence from literature has uncovered that business hatcheries are made to provide conducive environment to Small Scale Businesses in arrange to assist them adapt with the early challenges at the introductory state that will clear room for victory, survival, development and maintainability of the business up to development stage. Commerce brooders. Evidence from literature has revealed that business incubators are created to provide conducive environment to new Small-Scale businesses in order to help them cope with the early challenges at the initial stage that will pave room for success, survival, growth and sustainability of the business up to maturity stage. Business brooders play an important role in entrepreneurship development through supportive bundle of services that help in establishing new businesses that assist government in the area of job creation, poverty reduction and economic development.

Moreover, Thomas (2012) famous that the method of business hatcheries gives a bundle of administrations to entrepreneurial new businesses, SMEs and Little Scale trade administrators that bolster them for way better execution. The beginning of Trade Hatcheries begun as distant back in 1959 in Batavia, New York to bolster the advancement of modern wander to support and development of their businesses. Europe and United Kingdom ought to know trade hatcheries in 1970s, Africa as a landmass came up with the thought of trade brooding in 1988 after effective conference in ten (10) African nations specifically: Angola, Ghana, Kenya, Rwanda, Mauritius, Mozambique, Nigeria, Senegal, Uganda and South-Africa .Hanadi, Michael and Busler (2013) submitted that commerce hatcheries are savvy financial markers that impact the development of financial exercises, advancement and innovation exchange in created countries (Logaiswari, Kesavan, Shathee & Bathmarathy,2021). The Nigerian government keyed into the concept of innovation in 1993 in Agege, Lagos, followed by Kano centre in 1994, Aba and Calabar in 1996,Oyo



centre in 2006 while Ekiti was established in 2012 ,then the proliferation of technology incubation centre continue in the country till end of 2020 with the establishment of seven additional centres in Kogi, Benue, Nasarawa, Gombe, Ebonyi, Jigawa and Katsina States respectively ,making the total to 37 centres and extension offices spread across the six geopolitical zones including FCT Abuja.(National Board Technology Incubation [NBTI],2021).

Since business hatchery is an office or school for new businesses as the framework is a comparable preparing program like MBA and scholarly Master's Degree. When new businesses apply for brooding the method begin with pre-incubation six (6) months to get ready it trades arrange, create advertise, product development and yield application for brooding legitimate. After the period of 6 months of new companies' pre-incubation, on the off chance that the centre is fulfilled, a formal report will be sent to Federal Ministry of Science and Technology for the genuine brooding endorsement through the zonal office. When the endorsement is given the new businesses have the opportunity to remain within the office for the period of three (3) a long time for genuine hatching some time recently graduation from the office. Amid the brooding legitimate the incubates centre on product development, promoting and proceed to construct his trade to victory and supportability. (National Board for Innovation Commerce Brooding [NBTI],2020).

New businesses graduation from the office is tight to all conditions for graduation some time recently the business person bow out from the office and enter another organize known as post incubation period, or move to innovation industrial park and amid the period of hatching a devoted unit in innovation brooding centre given to the incubates and the business incubator is bear with duty of visiting his clients and keep report within the centre. (National Board for Innovation Hatching [NBTI],2020).

Henry (2014) submitted that trade hatcheries are formative device utilized in entrepreneurial handle since the entrepreneurial prepare are joined with one another and the as organized body that would get this handle to the hatchery facility that will break the method organize by arrange and make input driving to victory and business development. The entrepreneurial prepare centred on viable and proficient utilization of human assets and vital approaches for building and efficient and sustainable business. Brunnel, Ratinho, Clarysee and Groen (2012) famous that the victory of new businesses and modern wander is tight to how the business visionary controls both human and fabric assets and other variables for victory and supportability of his trade.



Nowadays in 21st century business enterprise remains the instrument and formative apparatus for making opportunity and maintaining the advancement of countries. The advancement driven financial matters make employments speedier than figure driven and effectiveness driven since of the way their framework organized structures that care for modern wander creation e.g. innovation trade hatcheries, science park, mechanical improvement centres and development centres are outlined for a reason but here in creating countries most of these so call structures and organizations are set up to settle political scores or to cover a mystery bargain between the pioneers and voters within the country.(Global Entrepreneurial Monitoring,[GEM],2020). Business hatcheries are strengthening procedure established by government or person to engage potential business visionaries to change over their mental property into product and services for the human utilization. (Adelowo, Olaopa & Siyanbola 2012).

The high rate of entrepreneurial disappointment rates within the to begin with three a long time of operation due to entrepreneur inability to have the desired aptitudes that would turn their trade into development and victory. (Fatoki,2014). Andreas and Elizabeth (2020) submitted that nowadays in a competitive commerce world business people are at the dangers of not creating to gotten to be more grounded and more commercially practical due to early organize challenges that expend most of the unused wander coming up short to create to the following level. Amid this period the unused wander costs surpass their income and add up to salary which call for outside and inside back from both partners to bolster unused wander considering their commitment to nation building. (Fatoki,2014).

Based on the over background consider above business hatcheries are catalyst for entrepreneurial process advancement in Ekiti and Oyo states. The scope of this study focuses on two innovation hatching centres in Oyo and Ekiti states with all their workers, graduated incubates, inhabitant and non-resident incubates and resident incubates are considered and utilized through introduction and organizing as intermediaries of entrepreneurial prepare advancement in Oyo and Ekiti states. The justification for chosen the case study was based on the fact that the states fall under moderate and less industrialize states in South-west, Nigeria. Too, the two states chosen are among the up-and-coming states with so numerous entrepreneurial wanders with spirit of entrepreneurialism. This study would be advantageous to potential business visionaries, arrangement producers and understudies that will discover this record pertinent when conducting a comparative investigate or make meeting.



LITERATURE REVIEW

Conceptual Review

Business hatcheries is an instrument that care for youthful businesses at the early organize of their advancement through a cluster of bundles of support services that may incorporate free office space, preparing, capital, coaching, specialized and social organizing and administrations. (Obaji, Onyemerela, & Olugu,2015) and Claudia (2013) They stay the major key player in entrepreneurial handle that fill the crevice to business visionaries within the range of specialized know-how, innovation exchange, abilities advancement that expedient up the victory and development of trade within the entrepreneurial biological system.

Additionally, business hatcheries are organizations set up by law which empower organizations and private people to supply back administrations to modern start-ups in arrange to progress their operation and execution by minimizing the costs and dangers of disappointment and expanding their survival rate by capitalizing on a assortments of counselling and proficient administrations extending from mentoring, supporting, organizing, sourcing of funds and other salient support services amid the brooding prepare. Trade brooding are capable component designed by government globally in territorial and national levels to support SMEs and business visionaries to outlive and develop. It too addresses a different socio-economic need which incorporates, work creation, destitution lessening, innovation exchange, industry cluster, moved forward standard of living and increment in GDP. The substance is to back unused wanders to overcome their risk of smallness and inventiveness. (Fatoki,2014) and Aaestad,(2014).

Adelowo, Olaopa and Siyanbola, (2012) seen innovation brooding programs as instrument for advancement that was outlined to fuel the victory of tall innovation entrepreneurial endeavour through the arrangement of compelling bundle of supportive services to incubates to bring forth their commercial thoughts in distant better; a much better; a higher a stronger; an improved">a higher way as a result of the numerous expertise, that arranged them for better productivity.

Similarly, Jenyo, Maigari, Bamidele and Jenyo (2019) submitted that business hatching centres could be a device and organize back administrations that shape and arrange business people with the proper showcase, capital improvement, superior bundling that will offer to clients to patronize their items. Drouviland et al (2014) in their accommodation famous SMEs in Kenya perplex with need of capital particularly at the early organize companies with over 60% of entrepreneurial wanders receiving bootstrapping concept for



survival without outside back within the regions of funding's to back commerce advancement. (Wachma, Ngugu & Otieno,2016)

Networking

Networking is sharing and procuring data between diverse arms of the same organization with rationale to unravel issue on the other hand networking centre on information gathering, assets, application and commercialization exchange when require emerges. Business people and incubates get to systems alludes to the social systems made by business hatcheries to help incubates bring forth their thoughts (Wachira, Ngugu and Otieno, 2016). Outside networking with accomplices invigorate both nearby and worldwide collaboration for superior items advancement by getting to the assets and offices that incubates are incapable to supply straightforwardly. (Bruneel, Ratinho, Clanyse & Groen, 2012). Additionally, Wachira et al, (2016) famous that networking back administrations had a noteworthy and positive impact on the development of incubates and their businesses. The measurement can be measured in terms of quality and social ties (Frail or solid), the nature of the organizing inner or outside and the recurrence of the use of these network (Ebbbers, 2021) inside and interior the offices e.g. collaboration between incubates and exterior the administrative bodies such as Central Bank of Nigeria (CBN) National Food and Drugs Administration Agency (NAFDAC) just few to mention. (Saudu,2017).

Entrepreneurial Orientation

Entrepreneurial introduction is the activity of learning something modern related to the region of teach ,modern abilities, strategy, concept by representatives or company by absorbing the unused approaches ,benefits and culture and it stay the primary handle in employee socialization process.(Amy,2021) ,in the other hand the introduction can be seen as direct and corner stone for fuelling entrepreneurial wanders creation nowadays, introduction is the pre-prepare data that persuade potential business visionary for changing his intellect set to begin trade or go ahead with his previous career. The entrepreneurial introduction remains imperative device for enabling potential business people to require choice and drift unused wander effectively. (Maigari, 2018). Once a business visionary legitimately experiences entrepreneurial introduction the victory and development rate will be tall since that intellect has ended up delicate and prolific ground for all kind of enterprise data that make it conceivable to be persuade to tap business opportunities. Numerous researchers affirm that introduction is portion and divide of business visionaries to improve and make unused things (Mahmood, Jenfeng, Jamal and Kalmad,2015).



Business Incubators

Business hatcheries advance Neighbourhood substance, improve capital building, utilize the locally accessible crude materials, developing of superior and qualify engineers, technologist and artisan for the improvement of our society. Business hatcheries fortify the presentation of unused innovation to nearby markets that help in fortifying countries economy. Drouvilland, Tayeer, Williamson and Haris (2014) submitted that the trade world nowadays is full with competitive, dynamism and adaptability that's quickly changing the worldwide nature of trade environment which energize government and non-governmental organization to come up with distinctive strategies on how to help businesses survive in a global setting. (Shadi,2021) moreover famous having scholarly capability such as National Diploma (ND), Nigeria Certificate of Education (NCE), Bachelor of Science (BSc), Masters of Science (MSc) or Doctor of Philosophy (PhD) isn't sufficient for graduates to outlive in a competitive labour environment nowadays additionally need of entrepreneurial skills would boost the chances of graduates to compete effectively in labour market environment.

Nowadays in Nigerian Universities, Polytechnics and Colleges of Education and other adjunct tertiary institutions are turning out graduates without comparing occupations to assimilate them and subsequently governments are incapable to meet up with this societal need. (Shadi, 2021). This bad dream has driven government since 2006 to come up with a policy pronouncement on compulsory entrepreneurship education to all graduates regardless of discipline to prepare them as alternative to white colour job after graduation. (Hanadi, Micheal and Busler 2014).

Entrepreneurial Process Development

Aleksandra and Timo (2014) seen business enterprise as energetic prepare of creating something new with esteem by committing the specified time and endeavours, taking up money related dangers and money related remunerate connect to it. Entrepreneurial handle in unused company creation is creation of new business through a few steps that are interlaced with one another and steps incorporate disclosure organize, assessment, assets, overseeing the business and collecting shape the whole handle of business enterprise improvement. Mainoma (2012) submitted that enterprise improvement handle is almost supporting entrepreneurs to development their abilities through preparing and coaching to form them superior choice creators in trade exercises and the method are interlaced and cannot work in separation.

Ogundele (2012) famous that enterprise nowadays is portion and allocate of worldwide economy that fuel budgetary advancement in making countries, in this way, understanding



prepare for controlling the assets inside the entrepreneur's space gotten to be so basic to utilize as device for development and inventiveness by investigating the change over existing concept and hypothetical into unmistakable items and administrations (Khail & Olafsen, 2014). The entrepreneurial handle advancement could be imperative instrument that fuel imagination and advancement (Maigari, 2020) and contribute to financial advancement. Generally, nowadays business enterprise play a basic part on countries building that's why government and non-government organizations are not yielding in lecturing enterprise to the open considering the part it play on financial improvement through commitment to destitution decrease, Net Residential Item (GDP) and National Salary (NI), hence business enterprise stay the as it were device and vehicle that fuel financial improvement that decrease destitution, and move forward the living standard within the society and still stay basic devices for measuring development and national advancement in both created and creating nations. (Fidelis, 2017). Martin & Nicole, (2013) seen business as a handle of making unimportant mental riches and items of esteem that fulfilled the need of clients, the reason is to make item to fulfil require and needs. It was assessed that enterprise make the most noteworthy number of work openings in created nations.

Essentially, the reasons why businesses come up short in creating nations is that business visionaries deny to master the rudiment of entrepreneurial process that is why they are having challenges with their operation, business visionaries ought to key into acing the fundamentals of beginning modern wander with trust to maintaining their businesses. (Afolaranmi, 2014). Modern venture creation is the method of changing over a mental thought into business with a substantial or intangible comes about of products or services. (Tilley, John & Nel, 2019) and (Ogundele, 2012).

Theoretical Review

The Resource Based Theory (RBT), have been utilized regularly in trade hatching prepare and entrepreneurial start-ups operation. Subsequently, the theory was considered fitting for this investigation.

Resource Based Theory

The Resource Based theory was propounded by Penrose in 1959. The (RBT) submitted that assets that are important, uncommon, troublesome to mimic and substitutable best position a firm for long term benefit, new companies require help both unmistakable and intangible assets to change over their intangible mental property into products and services to benefit human needs and want. Essentially, the RBT theory sees trade hatcheries, incubates capabilities and the back administrations as assets when combined with new companies' capability can emphatically affect new businesses advancement. This theory



contends that picking up the competitive advantage of this assets position and offer assistance to firms to accomplish organizations solid benefit. Also, the RBT argues that access to resources by founder is an important predictor of opportunity-based entrepreneurship and new venture success and growth. The profounder of this theory submitted that ownership of key assets give an organization with brilliant opportunity for creating competitive advantage over it rivals, the strategic assets can give firm the opportunity to create capabilities that can lead to predominant execution over time. The confinement of RBT is that the theory is well befuddling since the term assets is say in numerous ways inside each common dialect rather than key assets that stand firm by standard. Edward (2014) noted that RBT has no administrative suggestion, has no boundless relapse, the theory pertinence as well constrained and the maintained competitive advantage not achievable as claimed by the theory.

Empirical Review

Maigari, (2018) in his work title “effect of business incubators on startups operation in Akure, metropolis using mixed method strategies submitted that business incubators remain a vital tool that support entrepreneurs to nurture their business with less costs, risks and shared facilities which at the end guarantee success and sustainability of business ventures.

Wasiu (2018) in his work title “effect of technology incubation on survival and sustainability of startups business in Kwara State using mixed method. Noted that the share infrastructure by business incubators with incubates has broaden their skills and significantly impacted on product innovation, returned on capital invested, sales growth and market share, therefore business incubators services have impact on incubates positively for growth and sustainability of businesses. Furthermore, (Hanadi, Michael & Rasheed, 2013) noted that business incubators are smart tool for economic development, growth and technology transfer in developed countries. They also noted that business incubators remain a vital tool for job creation, technology transfer, and commercialization of R&D to support economic growth.

Sean and Faye, (2016) explore business incubators as pivotal talent development in China, they concluded that Chinese government provide the enabling environment that encourage Chinese indigene both outside and within to start business considering the attractive supports designed by Chinese government that fuel entrepreneurial startups and culture in china. Still, (Obaji, Olugu and Obie, 2015) compared and examined business incubators adaptation and success factors in Nigerian context. By comparing Batavia industrial cluster



and front runner of incubation since 1959 has growth and expanded fast since 1980s, but here in Nigeria we adopted the concept since 1993 but yet nothing to show tangibly.

Claudia (2013) noted that business incubators face with challenges of measuring scales because scholars found it difficult to come up with a standard measurement scale because of unavailability of data immediately incubates graduated from the facility. The truth is that most of the incubators cannot track information and data on incubates beyond graduation, for those that do sometime those data are not reliable. Therefore, measuring the impact of incubation on incubates is a difficult task to embark on.

Likewise, (Adelowo & Olaopa, 2012) compared business incubators in Nigeria with the best global practices, using quantitative method and discovered a huge gap in the process, procedure and management. So what went wrong with Nigeria situation considering the huge amount spend by government on TICs in the country today.

Also, (Thomas, 2012) submitted that business incubation process provides necessary support services to nascent startups, SMEs and entrepreneurial ventures within the community that contribute nation building and economic growth. Lastly, (Hanadi, Almubarak, 2015) agreed that business incubation programme are smart economic development tool for supporting, nurturing, mentoring and provide access to finance to incubates to develop their businesses.

METHODOLOGY

This section of the study highlighted the methodology used and is based on descriptive survey research and quantitative method were utilized for data collection and analysis for the study through the use of questionnaire, it was distributed to the sample study population in Ekiti and Oyo States respectively. The population of three Hundred and forty-six respondents (346) form part of our population and Taro Yamane (1967) sample size calculation were used to select one hundred and eighty-six (186) respondents from the larger population. A multistage sampling procedure was adopted with the use of purposive, cluster and simple random sampling to select participant for the study. The population of the study consist of incubates that enrolled in business incubation between 2015-2021 and those still undergoing incubation during the study investigation and participants were randomly selected and questionnaire was distributed to them and only one hundred and eighty-three copies of questionnaire were return (183) and all of them were scrutinized and found valid for analysis.



The questionnaire was validated by expert and appropriate adjustment were made. Then the internal consistency of the copies of questionnaire undergone pilot test of test re-tests to determine the validity and internal consistency. The coefficient results ranged from 0.61 to 0.82 with all having a positive significant effect at ($\alpha \leq 0.05$). The result shows reliability of the instrument. The data were analyzed using description and inferential statistics methods by employing the use of statistical package for social sciences (SPSS version 24). The descriptive statistical were used to describe the characterization of the respondents in percentage, and to describe the role of business incubators as catalyst for fueling entrepreneurial process development in Ekiti and Oyo States, South-west, Nigeria. The ANOVA Test were used to confirm significance of difference in the impact of business incubators as catalyst on entrepreneurial process development. Similarly, Pearson correlation coefficient and cronharch (α) were used to test the reliability of the instruments.

Table 2: Cronbach’s (α) coefficient of the question and it dimensions

S/No	Dimension	Cronbach’s
1	Entrepreneurial orientation	.900
2	Networking	.912
3	Entrepreneurial Process Development	.918

Source: Authors Computation, 2021

From the above table the results of reliability test show that the instrument is reliable within the benchmark of 0. 70 and above, which mean the instrument will continue to measure what it purported to measure consistently.

RESULTS AND ANALYSIS

Table 3: Rate of responses

Variables	Frequency	Percentage
Questionnaire Administered	186	
Questionnaire Returned	183	98.4%
Questionnaire Not Returned	3	1.6%
Total	186	100%

The table above shows that out of 186 questionnaires that were administered, 183 (98.4%) was retrieved back, whereas 3 (1.6%) were not returned. This shows that the questionnaire returned can be used for the analysis because it has the highest percentage.



Descriptive Statistics

Table 10: Mean and standard deviation

Variables entered	N	Mean	Std. Deviation	Decision
Entrepreneurial Orientation	183	3.15	.678	High
Networking	183	3.81	.764	High
Entrepreneurial Process Development	183	2.46	.341	Moderate
Average Mean	183	3.14	.594	High

Source: Regression Results 2021

The table above shows that responses of the sampled respondents in Oyo and Ekiti states respectively shows that business incubators are catalyst for entrepreneurial process development in Oyo and Ekiti states respectively with moderate mean score of 3.14 and standard deviation of .594 which falls between the benchmark of 2.01 - 3.00, this means entrepreneurship orientation moderately influence entrepreneurial development process development.

Analysis of research hypothesis

Ho¹: Entrepreneurial orientation has no significant impact on entrepreneurial process development.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.518	.428	1.03976

a. Predictors: (Constant), Networking, Entrepreneurial Orientation

The Table above indicates that the multiple regression correlation coefficient showing the association between the predictor variables (Networking, and Entrepreneurial orientation) and entrepreneurial process development was 0.720. The adjusted R squared is 0.518, this means that the predictor variables accounted for 51.8% variation in the Entrepreneur process Development which shows that there was high degree of relationship between the variables involved.

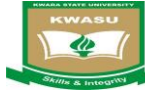


Table 12: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	34.540	2	17.270	102.98	.000 ^b
Residual	55.328	174	.168		
Total	89.867	176			

a. Dependent Variable: Entrepreneurial Process Development

b. Predictors: (Constant), Networking, Entrepreneurial Orientation

The results on the Analysis of Variance (ANOVA) for the model are as revealed in Table above, this further ascertained using multiple regression with decision rule which states that reject H₀ if $F_{cal} > F_{tab}$ otherwise do not reject. Therefore $F_{cal} = 42.945$ and ANOVA $F(2, 174) = 2.46$.

Decision: Since $F_{cal} > F_{tab}$ (i.e. $102.98 > 2.46$). Therefore the null hypothesis is rejected with the conclusion that there is a significant linear relationship between the predictor variables (Networking, and Entrepreneurial orientation). Based on this significant relationship, the coefficient for the Beta weight for the amount of standard deviation unit of change in the dependent variable was calculated. The results are as shown in Table below.

Table 13: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.092	1.121		7.697	.026
	Entrepreneurial Orientation	.426	.205	.556	1.290	.000
	Networking	.309	.106	.098	4.092	.008

a. Dependent Variable: Entrepreneurial Process Development



The multiple regression becomes:

$$Y = a + B_1X_1 + B_2X_2$$

$$Y = 2.092 + 0.426X_1 + 0.309X_2$$

The standardized coefficients in Table revealed that:

- The independent variable, Entrepreneurial Orientation value has strong positive effect on the Entrepreneurial Process Development with Beta value of 0.556, it also shows that there is statistically significant relationship because the p-value is less than 0.05.
- The independent variable, Networking has the weak positive effect on the Entrepreneurial Startups with Beta value (B) of 0.098, it also shows that there is statistically significant relationship because the p-value is less than 0.05.

Decision Rule: Reject H0 if p-value is less than level of significance otherwise do not reject. Result: p-value = 0.026 Level of significance = 0.05

Decision: Since P value (0.026) is less than the level of significance i.e. (0.026<0.05) reject H0 and conclude that there was a significant relationship among business incubators and entrepreneurial process development in Oyo and Ekiti States, Nigeria

H0₂: Networking has no significant effect on entrepreneurial process development

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620 ^a	.418	.428	1.03976

b. Predictors: (Constant), Entrepreneurial Orientation
 Networking

The Table above indicates that the multiple regression correlation coefficient showing the association between the predictor variables (Networking, and Entrepreneurial orientation) and entrepreneurial process development was 0.620. The adjusted R squared is 0.418, this means that the predictor variables accounted for 41.8% variation in the Entrepreneurial process Development which shows that there was high degree of relationship between the variables involved.

Table 15: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.540	2	17.270	123.69	.000 ^b
	Residual	55.328	174	.168		
	Total	89.867	176			

a. Dependent Variable: Entrepreneurial Process Development

b. Predictors: (Constant), Networking, Entrepreneurial Orientation

The results on the Analysis of Variance (ANOVA) for the model are as revealed in Table above, this further ascertained using multiple regression with decision rule which states that reject H₀ if F_{cal} > F_{tab} otherwise do not reject. Therefore F_{cal} = 42.945 and ANOVA F(2, 174) = 2.46.

Decision: Since F_{cal} > F_{tab} (i.e. 123.69 > 3.11). Therefore, the null hypothesis is rejected with the conclusion that there is a significant linear relationship between the predictor variables (Networking, and Entrepreneurial orientation).

Based on this significant relationship, the coefficient for the Beta weight for the amount of standard deviation unit of change in the dependent variable was calculated. The results are as shown in Table below:

Table 16: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.092	1.121		7.697	.026
	Entrepreneurial Orientation	.426	.205	.556	1.290	.000
	Networking	.309	.106	.098	4.092	.008

a. Dependent Variable: Entrepreneurial Process Development



The multiple regression becomes:

$$Y = a + B_1X_1 + B_2X_2$$

$$Y = 2.092 + 0.426X_1 + 0.309X_2$$

The standardized coefficients in Table revealed that:

b. The independent variable, Entrepreneurial Orientation value has strong positive effect on the Entrepreneur Process Development with Beta value of 0.556, it also shows that there is statistically significant relationship because the p-value is less than 0.05.

c. The independent variable, Networking has the weak positive effect on the Entrepreneur Startups with Beta value (B) of 0.098, it also shows that there is statistically significant relationship because the p-value is less than 0.05.

Decision Rule: Reject H_0 if p-value is less than level of significance otherwise do not reject. Result: p-value = 0.026 Level of significance = 0.05

Decision: Since P value (0.026) is less than the level of significance i.e. (0.026 < 0.05) reject H_0 and conclude that there was a significant relationship among business incubators and entrepreneur process development in Oyo and Ekiti States, Nigeria

Discussion of Findings

The results of the regression analysis show positive effect on Business incubators as catalyst for entrepreneurial process development in Oyo and Ekiti State, this was expressed through the coefficient that entrepreneurial process development value has strong positive effect on the entrepreneurial process development with Beta value of 0.556, it also shows that there is statistically significant relationship because the p-value is less than 0.05. The adjusted R squared is 0.518, this means that the predictor variables accounted for 51.8% variation in the entrepreneurial process development which shows that there was high degree of relationship between the variables involved. In addition, the level of significant of 0,05, and t-statistics of the p-value of 0.026, the null hypothesis one that stated that Entrepreneurial orientation has no significant effect on Entrepreneurial process development was rejected and concluded that business incubators has significant impact on entrepreneurial process development in Oyo and Ekiti states respectively. From the study findings of this investigation the result shows that business incubators have a greater role on entrepreneurial process development the results further confirmed the strong relationship between business incubators and entrepreneurial process development in Oyo and Ekiti states respectively.



Implication of Business Incubators on Entrepreneurial Process Development

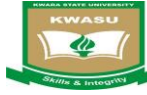
The implication of business incubators on entrepreneurial process development cannot be over emphasized as these business incubators are school, clinic or grooming centers for startups to hatch their ideas. (Henry, 2014). Business incubators are value creators by combining their resources with the skills brought to the center by the incubates (Caili, Nareed, Sikandev) and, (Claudia,2013). Also, Mahmood, Jani and Yasir (2016) submitted that business incubators are catalyst for startups development because they provide one of the best empowerment strategy to community entrepreneurship to create job opportunities to the masses through business support services and ease of floating new venture through share costs, risks, space and support that contribute to new venture development, growth and sustainability.

CONCLUSION AND RECOMMENDATIONS

From the result analyzed above the study provided evidence and established fact that networking and entrepreneurial orientation are catalyst for entrepreneurial process development. The study concluded that the two variables have demonstrated significant role in influencing entrepreneurial process development in Oyo and Ekiti states respectively. However, entrepreneurial process can only be successful through effective networking and entrepreneurial orientation through well structure orientation, entrepreneurial education and training programmes and this result is in agreement with Ogulu and Kihonge (2016). Hence, fostering quick and smooth entrepreneurial process development policies geared towards business incubation process should be reorganized for better orientation and networking programmes. The study concluded that business incubators are catalyst for nurturing and training in entrepreneurial process development for better result and even sustainability of venture for effective performance .The entrepreneurial orientation and networking support services offered by business incubators empowered incubates for success and guarantee their venture survival and continuity, therefore, entrepreneurial orientation and networking should not be taking with levity hand as they remain the only catalyst influencing entrepreneurial process development.

Based on the findings, the following recommendations were made:

It is therefore recommended that government at all levels should intensify more effort in making business incubators facilities available for all incubates to explore in order to gain success, growth and sustainability of their businesses. Moreover, government should expand the carrying capacity in business incubators facilities for more incubates to be enrolling for incubation programmes as almost all the incubators facilities complaint of lack of space to admit more entrepreneurs. Centre managers should demonstrate strong leadership on selection and managing incubates during the incubation process for better



development, growth and better performance. Also they should redesign their mentoring and training programmes for effective and efficient assimilation of ideas to incubate. Similarly, the study recommended that entrepreneurs should utilize business incubators facilities as catalyst to develop their business for better performance, success and growth as this will go a long way in supporting them to create more job opportunities for the masses that have multiplier effect on the economy.

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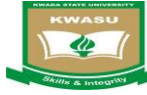
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