

## Managers and level of satisfaction of business information by different categories of small and medium scale entrepreneurs in Zaria and Kaduna

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### KEYWORDS

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Manager, Small and  
Medium Scale,  
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Entrepreneurs

### ABSTRACT

This study investigated managers and level of satisfaction of business information by different categories of small and medium scale entrepreneurs in Zaria and Kaduna. The research method adopted was the survey method and population consisted of 376 and 370 entrepreneurs in Zaria and Kaduna respectively. Three research questions guided the study. Questionnaires were used for data collection. Percentages were used for data analysis. Results showed that most of the small and medium entrepreneurs are sole traders. Entrepreneurs and sales personnel manage the business information and this has made their level of satisfaction to be low. The study recommended that collaborative efforts be encouraged between Librarians especially those in public libraries, Industrial Development Centres (IDC) to be involved in social entrepreneurship, schools of librarianship should offer practical, goal-oriented courses, awareness campaign should be organized by information scientists. The study concludes that information managers be used to increase the level of business information satisfaction.

## 1. Introduction

Information is a strategic resource that increases the life blood of any business. It is one of the most important resources in any business and very vital in nearly every stage of any progressive and profit-making business. All organizations, whatever their size need information in the right format for its effective running (Gbotosho, 2019). Information plays a vital role in the operation and eventual success of any business. Therefore, who manages it and the satisfaction gotten is a great deal for achieving the desired goal. Wisegeek (2020) stated that business information is any sort of facts, figures, narrative, or intelligence about the operations of a business outfit. It includes materials generated by the company itself and by external reporters or analysts. The most common type of business information is the financial and operational information released by companies and the analysis of the level of impact of that information by business and investment experts.

The purpose of business information system by managers of businesses is to cater to the information needs for decision making in business. The business information systems have to be designed keeping in view the availability of financial and human resources to the business enterprise. Good business information systems, however, are a critical tool for all businesses. They allow the manager to provide and monitor profitability, manage inventory and products, respond to customer demands, improve financial management, partners, investors and key stakeholders with vital and timely information. Well designed and implemented business information systems provides the information management and outside parties need to make informed and timely decisions about the operating health of the business. The old adage "Knowledge is Power" is especially relevant when a business owner and the manager need to have information and knowledge available to assess the profitability of a new product they are selling, (Alegria, 2021)

According to Adams, (2022) an entrepreneur is an individual who creates a new business, bearing most of the risks and enjoying most of the rewards. The process of setting up a business is known as entrepreneurship



## **1.1 Types of Entrepreneurships**

The different types of entrepreneurships are:

**Small-Business:** Small business entrepreneurship is the idea of opening a business without turning it into a large conglomerate. These individuals usually invest their own money and succeed if their business turns a profit, which they live on. They don't have outside investors and will only take a loan if it will help continue the business.

**Scalable Start-up:** These are companies that start with a unique idea; they innovate with a unique product or service and continue growing the company, continuously scaling up as time moves on. These types of companies often require investors and large amounts of capital to grow their idea and reach multiple markets.

**Large-Company:** Large company entrepreneurship is a business division created within an existing company. The existing company may be well placed to branch out into other sectors or it may be well placed to become involved in new technology.

**Social Entrepreneurship:** The goal of social entrepreneurship is to create a benefit to society and humankind. They focus on helping communities or the environment through their products and services. They are not driven by profits but rather by helping the world around them.

According to Yijun, Liu and Cooper (2018), due to the intertwined nature of private and public interests, local governments which is one of the agencies that promotes business information tend to use collaborative partnerships involving entrepreneurs to promote regional entrepreneurship. However, there is still a gap in the theory with regard to the mechanisms underpinning these collaborative partnerships. Drawing on the institutional entrepreneurship literature, they identified the enabling conditions and articulate the role played by local government as an institutional entrepreneur in fostering regional entrepreneurship through entrepreneurial public-private collaborative partnerships.

## **1.2 Managers of Business Information**

Carlos, (2013) posits that the role of managers goes further than supporting and championing information technology but they are direct key actors in any business. For this reason, managers are expected to understand the information system management in order to combine this knowledge with their unique strategic vision of the business, foreseeing opportunities and needs as this will increase the satisfaction level of entrepreneurs. Getting the right manager to run a business is very essential as this will help the business to grow. The manager also will ascertain where to get the right information that will bring growth to the business.

Preece (2015) stated that, to achieve effective knowledge management, managers need to provide a supportive workplace culture, facilitate strong relationships, encourage entrepreneurs to seek out new knowledge, continually engage in two-way communication and provide up-to-date policies and procedures in business information.

## **1.3 Small and Medium Scale Entrepreneurs (SME)**

Small and Medium business constitute the very foundation upon which the large businesses were built, however, small and medium scale businesses have been identified differently by various individuals and organization such that an enterprise that is considered small and medium in one place is seen differently in another. Even within a country, the definition changes over time. Although, the pro-SME view argues that small firms are more innovative than large firms; the micro economic evidence is at best inconclusive. Their study therefore sees SMEs as a positive force in economic growth and development. In this study, SME are seen as small-scale businesses and Ekanem in Chua and Banerjee, (2013), summarizes the importance of SMEs to include ensuring rapid development, increased utilization of local resources and provision of a training ground for indigenous managers and semi-skilled workers, reduction of the rural-urban drift, development of indigenous technology and raising the living standard of rural dwellers and so on. In fact, SMEs accounts for the economic development in most developed economies of the World today (Chua and Banerjee, 2013).

#### **1.4 Categories of Businesses**

There are primarily three kinds of business organization they are: sole proprietorship; partnership; and joint ventures (Kaye, 1991). However, corporation are unique category of business organization. The sole proprietorship is a very simple business to set up. It is limited by scope depending on an individual. Partnership involves two or more persons. Contributions are made among partners in partnership and agreement is signed based on given terms. It does not necessarily have legal grounds but is a natural agreement between two people for running a business. Joint Ventures are just like the partnership but differ slightly. It is formed for a specific assignment or business. This is formed to conduct a particular assignment on duration. For example, contract business is a joint venture business because it is for a specific period.

A corporation is an organization that is legally registered as a business entity in line with the existing laws by a House of Assembly of a country. The regulatory framework and guidelines of the formation and operation of corporate organizations in Nigeria are contained in the Companies Act of 1968 which was later revised in 1990. Under this legal framework, incorporated bodies, limited or unlimited are generally divided into four categories: corporations, companies, parastatals and corporate societies. Separation of ownership and management is one of the characteristics of corporations since an owner may not be part of the daily running of the business. Rather, it is a hierarchical management system, which involves the Annual General Meeting (AGM) of shareholders and board of directors, who are usually appointed by the Annual General Meeting or the top-level management which is constituted by professionals who have expertise in different functional areas. Also, companies are usually huge in size i.e. they have a large workforce and capital investment which allows them to conduct large business activities.

This research is inspired by the fact that there have always been related concerns regarding the management of business information by small and medium scale entrepreneurs and how the same affects the level of satisfaction and performance. Previous research has highlighted the significance of human capital building and its connection with productivity, where the availability of the appropriate and properly managed information leads to organizational effectiveness (Mbuba, 2022; Chukwurah et al., 2020). Similarly, the studies of the organizational conflict, governance, and regulatory frameworks emphasize the importance of the organized systems and adherence to the ethical standards in promoting the growth and stability of businesses (Mbuba, 2016; Mbuba, 2018; Mbuba, 2021). Nonetheless, the research on this topic is mostly centered on formal institutions of the government, which lacks comprehension of informal and SME settings.

The new literature on strategic management and service delivery shows that effective use of information can enhance the performance of organizations (Iwuno and Uzor, 2025; Obi et al., 2026), but the way entrepreneurs themselves use information is scarcely considered. This increasing dependence on the digital platform, especially in times of crisis, only supports the significance of available information systems (Obikeze et al., 2022). Also, one may refer to interdisciplinary views on communication, ethics, and knowledge dissemination that indicates information management practices influence the decision-making process (Ilukwe & Ume, 2026; Okosa et al., 2025; Okosa, 2022a; Okosa, 2022b; Ume and Akas, 2021). Although these have been known, there is still a significant gap with respect to business information and satisfaction level managers of the SMEs in Zaria and Kaduna, hence the need to conduct this study.

#### **1.5 Statement of the Problem**

All the economic resources, business information inclusive are expected to be available and accessible to the entrepreneur in order to ensure that the managers give out the expected goods or services. It is challenging to know that entrepreneurs are often faced with the difficulty of how to get the right business information and who to manage their business information. Pieces of necessary information are expected to be accessed and gathered on time and in the right

format in order to guarantee its safety and easy retrieval for proper use. The small and medium entrepreneurs will properly function as important economic drivers in the growth and development of economies when the managers ensure that users are satisfied with the necessary goods and services.

Observations show that many businesses in Nigeria rise and crumble and this has become a course for worry. This perhaps might be connected to the fact that SMEs in Zaria and Kaduna do not adequately manage the information available to them which could be traced to the right person that manages the efficient flow of business information. Zaria and Kaduna have high concentration of small and medium scale business entrepreneurs which include business centres, fast food shops, book shops, computer shops, medical/pharmacy shops, leather goods and services, building material dealers, motor parts dealers, technicians, printers, poultry farmer, bakeries, salons, provision stores, boutiques and general wears, tailors, photographers, electronic shops, and furniture workshops. The business environment generates a vast amount of information from competitors, suppliers, consumers, the government and other sources especially with the establishment of tertiary institutions within Zaria and Kaduna metropolis. The use of business information needed by the entrepreneurs is essential for developmental changes in Northern Nigeria as it helps the managers of these businesses deliver services and to heighten the level of satisfaction obtained.

### **1.6 Purpose of the Study**

The specific purpose of this study includes the following:

1. To ascertain the categories of small and medium scale entrepreneurs in Zaria and Kaduna.
2. To identify the managers of business information of different categories of small and medium scale entrepreneurs in Zaria and Kaduna.
3. To determine the level of satisfaction of business information by different categories of small and medium scale entrepreneurs in Zaria and Kaduna.

### **2. Methods**

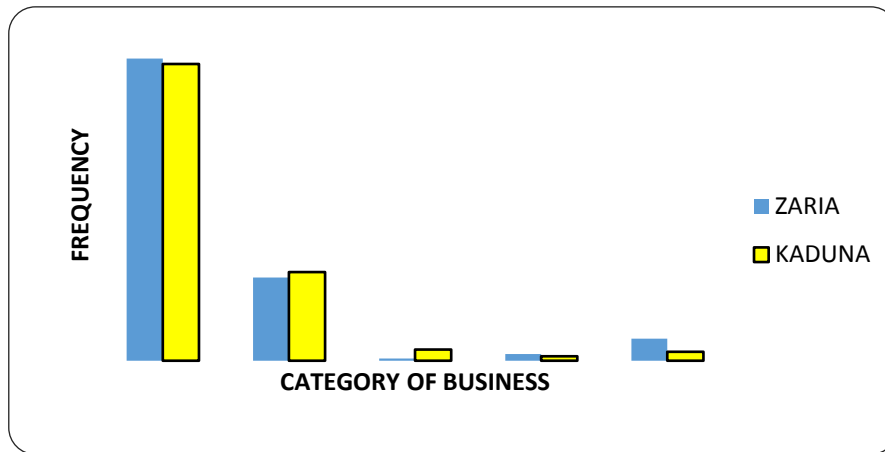
Descriptive survey design was adopted for the study. Descriptive survey design study seek to portray accurately the characteristics of a population with the attempt to make generalization of the result to the entire population (Nworgu, 2015). The population of the study is four hundred and fifty (450) entrepreneurs for Zaria and Kaduna respectively which comprises of sample of entrepreneurs of different businesses such as business centres, fast food dealers, book and stationeries dealers, dealers on computer and accessories, medical/pharmaceuticals, leather goods and services, building material dealers, motor parts dealers, technicians, printers, poultry farmers, bakeries, salons, provision retailers, boutiques, electronic dealers, tailors and photographers were used for this study. The research instrument used for the study was a researcher structured questionnaire and interview. The sampling of the entrepreneurs (small scale) was done using random sampling technique. The researcher personally employed the services of research assistants due to the enormousness of the data collection. At the initial stage of the data gathering, the researcher and research assistants distributed the questionnaire to the respondents. At the end of the exercise, a total 376 questionnaires from Zaria and 370 questionnaires from Kaduna were adequately filled and used for data analysis. Data collected were analysed using percentages and the frequency distribution determined the pattern of response on each of the variables.

**3. Results**

The findings of the study were based on research questions and are presented below:

**Table 1: Distribution of Respondents by Business Category**

Business Category	Zaria		Kaduna		Total
	Frequency	Percentage	Frequency	Percentage	
Sole proprietorship	273	73%	268	72%	541
Partnership	75	20%	80	22%	155
Cooperate Society	2	1%	10	3%	12
Joint Stock	6	2%	4	1%	10
Sole to Partnership	20	5%	8	2%	28
Total	376	100%	370	746	100%



**Figure 1: Business Category of the Entrepreneurs in Zaria and Kaduna**

Table 1 above revealed that majority of the entrepreneurs are sole proprietorship with 73% from Zaria and 72% from Kaduna. On the other hand joint stock and corporative society business categories were found insignificant among small scale entrepreneurs in Zaria and Kaduna. This implies that small and medium scale entrepreneurs in Zaria and Kaduna do not adequately participate in joint stocks. It is of the opinion of the researcher that small and medium scale entrepreneurs, should equally engage in joint stock as this will enhance information management for optimum productivity.

**Table 2: Managers of Information Generated by Business Entrepreneurs in Zaria and Kaduna**

Table 2a: Managers of Information Generated by Business Entrepreneurs in Zaria

Managers in Zaria	Sales Personnel		Business Owner		Librarian		Others	
	F	%	F	%	F	%	F	%
Business Center	17	4.52%	28	7.45%	2	0.53%	0	0.00%
Poultry Farmers	0	0.00%	20	5.32%	4	1.06%	0	0.00%
Upholstery Makers	0	0.00%	14	3.72%	0	0.00%	0	0.00%
Hair Dressers	10	2.66%	34	9.04%	0	0.00%	0	0.00%
Dealers on Computers and their Accessories	1	0.27%	14	3.72%	0	0.00%	0	0.00%
Building Material Dealers	4	1.06%	21	5.59%	0	0.00%	0	0.00%
Bakers	2	0.53%	7	1.86%	1	0.27%	0	0.00%
Technicians	2	0.53%	20	5.32%	0	0.00%	0	0.00%
Leather goods and Services	2	0.53%	10	2.66%	0	0.00%	0	0.00%
Medical/Pharmaceutical Services	5	1.33%	15	3.99%	0	0.00%	0	0.00%

Printers	4	1.06%	16	4.26%	0	0.00%	0	0.00%
Provision Retailers	1	0.27%	13	3.46%	0	0.00%	0	0.00%
Photographers	1	0.27%	14	3.72%	0	0.00%	0	0.00%
Book and Stationeries' Dealers	3	0.80%	13	3.46%	0	0.00%	0	0.00%
Tailors	1	0.27%	13	3.46%	0	0.00%	0	0.00%
Fast Food Dealers	3	0.80%	8	2.13%	1	0.27%	0	0.00%
Electronic Dealers	2	0.53%	14	3.72%	0	0.00%	0	0.00%
Dealers on Boutiques	14	3.72%	2	0.53%	0	0.00%	0	0.00%
Motor Parts Dealers	2	0.53%	18	4.79%	0	0.00%	0	0.00%
<b>TOTAL</b>	<b>74</b>	<b>19.68%</b>	<b>294</b>	<b>78.19%</b>	<b>8</b>	<b>2.13%</b>	<b>0</b>	<b>0.00%</b>

**Table 2b: Managers of Information Generated by Business Entrepreneurs in Kaduna**

Managers in Kaduna	Sales Personnel		Business Owner		Librarian		Other persons	
	F	%	F	%	F	%	F	%
Business Center	29	7.84%	17	4.59%	2	0.54%	0	0.00%
Poultry Farmers	1	0.27%	15	4.05%	2	0.54%	0	0.00%
Upholstery Makers	1	0.27%	21	5.68%	0	0.00%	0	0.00%
Hair Dressers	7	1.89%	19	5.14%	0	0.00%	0	0.00%
Dealers on Computers and their Accessories	2	0.54%	19	5.14%	1	0.27%	0	0.00%
Building Material Dealers	6	1.62%	14	3.78%	0	0.00%	0	0.00%
Bakers	1	0.27%	13	3.51%	0	0.00%	0	0.00%
Technicians	0	0.00%	15	4.05%	0	0.00%	0	0.00%
Leather goods and Services	0	0.00%	11	2.97%	0	0.00%	0	0.00%
Medical/Pharmaceutical Services	5	1.35%	15	4.05%	0	0.00%	0	0.00%
Printers	2	0.54%	20	5.41%	0	0.00%	0	0.00%
Provision Retailers	2	0.54%	18	4.86%	0	0.00%	0	0.00%
Photographers	2	0.54%	10	2.70%	0	0.00%	0	0.00%
Book and Stationeries' Dealers	2	0.54%	9	2.43%	0	0.00%	0	0.00%
Tailors	2	0.54%	17	4.59%	0	0.00%	0	0.00%
Fast Food Dealers	5	1.35%	15	4.05%	0	0.00%	0	0.00%
Electronic Dealers	3	0.81%	17	4.59%	0	0.00%	0	0.00%
Dealers on Boutiques	2	0.54%	9	2.43%	0	0.00%	0	0.00%
Motor Parts Dealers	3	0.81%	16	4.32%	0	0.00%	0	0.00%
<b>TOTAL</b>	<b>75</b>	<b>20.27%</b>	<b>290</b>	<b>78.38%</b>	<b>5</b>	<b>1.35%</b>	<b>0</b>	<b>0.00%</b>

From the above table 2, the managers of information in business matters a lot. Tables 2a and 2b show that 78% of the entrepreneurs in Zaria and Kaduna manage their business information themselves. Only 20% of them allow their sales personnel to manage their business information. From the study, we notice that qualified librarians are hardly engaged by Zaria and Kaduna entrepreneurs to manage their business information; most of the entrepreneurs consider the cost of engaging such professional and their profit margin.

**Table 3: Level of Satisfaction of Business Information by Different Categories of Entrepreneurs in Zaria and Kaduna**

Table 3a: Level of Satisfaction of Business Information by Different Categories of Entrepreneurs in Zaria

BUSINESS ENTREPRENEURS IN ZARIA	HIGHLY SATISFIED		VERY SATISFIED		SATISFIED		MODERATELY SATISFIED		NOT SATISFIED	
	F	%	F	%	F	%	F	%	F	%
Business Center	0	0.00%	1	0.27%	4	1.06%	12	3.19%	30	7.98%
Poultry Farmers	0	0.00%	0	0.00%	1	0.27%	3	0.80%	20	5.32%
Upholstery Makers	0	0.00%	0	0.00%	0	0.00%	6	1.60%	8	2.13%
Hair Dressers	0	0.00%	0	0.00%	0	0.00%	20	5.32%	24	6.38%
Dealers on Computers and their Accessories	0	0.00%	0	0.00%	0	0.00%	3	0.80%	12	3.19%
Building Material Dealers	0	0.00%	1	0.27%	1	0.27%	1	0.27%	22	5.85%
Bakers	0	0.00%	0	0.00%	0	0.00%	2	0.53%	8	2.13%
Technicians	0	0.00%	0	0.00%	0	0.00%	9	2.39%	13	3.46%
Leather goods and Services	0	0.00%	0	0.00%	0	0.00%	2	0.53%	10	2.66%
Medical/Pharmaceutical Services	0	0.00%	0	0.00%	1	0.27%	6	1.60%	13	3.46%
Printers	1	0.27%	0	0.00%	0	0.00%	6	1.60%	13	3.46%
Provision Retailers	0	0.00%	0	0.00%	0	0.00%	1	0.27%	13	3.46%
Photographers	0	0.00%	0	0.00%	0	0.00%	1	0.27%	14	3.72%
Book and Stationeries' Dealers	0	0.00%	0	0.00%	0	0.00%	3	0.80%	13	3.46%
Tailors	0	0.00%	0	0.00%	1	0.27%	1	0.27%	12	3.19%
Fast Food Dealers	0	0.00%	1	0.27%	2	0.53%	2	0.53%	7	1.86%
Electronic Dealers	0	0.00%	0	0.00%	0	0.00%	9	2.39%	7	1.86%
Dealers on Boutiques	0	0.00%	0	0.00%	1	0.27%	4	1.06%	11	2.93%
Motor Parts Dealers	0	0.00%	0	0.00%	1	0.27%	8	2.13%	11	2.93%
<b>TOTAL</b>	<b>1</b>	<b>0.27%</b>	<b>3</b>	<b>0.80%</b>	<b>12</b>	<b>3.19%</b>	<b>99</b>	<b>26.33%</b>	<b>261</b>	<b>69.41%</b>

**Table 3b: Level of Satisfaction of Business Information by Different Categories of Entrepreneurs in Kaduna**

BUSINESS ENTREPRENEURS IN KADUNA	EXCELLENT		VERY SATISFIED		SATISFIED		MODERATELY SATISFIED		NOT SATISFIED	
	F	%	F	%	F	%	F	%	F	%
Business Center	0	0.000%	7	1.89%	10	2.70%	13	3.46%	18	6.52%
Poultry Farmers	1	0.270%	1	0.27%	1	0.27%	5	1.33%	10	3.62%
Upholstery Makers	0	0.000%	5	1.35%	2	0.54%	0	0.00%	15	5.43%
Hair Dressers	0	0.000%	0	0.00%	1	0.27%	20	5.32%	5	1.81%
Dealers on Computers and their Accessories	0	0.000%	0	0.00%	6	1.62%	5	1.33%	11	3.99%
Building Material Dealers	0	0.000%	0	0.00%	0	0.00%	5	1.33%	15	5.43%
Bakers	0	0.000%	0	0.00%	0	0.00%	6	1.60%	8	2.90%
Technicians	0	0.000%	1	0.27%	3	0.81%	6	1.60%	5	1.81%
Leather goods and Services	0	0.000%	0	0.00%	0	0.00%	8	2.13%	3	1.09%
Medical/Pharmaceutical Services	0	0.000%	0	0.00%	1	0.27%	5	1.33%	14	5.07%
Printers	0	0.000%	2	0.54%	1	0.27%	3	0.80%	16	5.80%
Provision Retailers	0	0.000%	0	0.00%	1	0.27%	10	2.66%	9	3.26%
Photographers	0	0.000%	0	0.00%	0	0.00%	5	1.33%	7	2.54%
Book and Stationeries' Dealers	0	0.000%	1	0.27%	1	0.27%	8	2.13%	1	0.36%

Tailors	0	0.000%	0	0.00%	0	0.00%	10	2.66%	9	3.26%
Fast Food Dealers	0	0.000%	1	0.27%	0	0.00%	6	1.60%	13	4.71%
Electronic Dealers	0	0.000%	0	0.00%	0	0.00%	2	0.53%	18	6.52%
Dealers on Boutiques	0	0.000%	0	0.00%	0	0.00%	0	0.00%	11	3.99%
Motor Parts Dealers	0	0.000%	0	0.00%	0	0.00%	1	0.27%	18	6.52%
TOTAL	1	0.270%	18	4.86%	27	7.30%	118	31.38%	206	74.64%

Tables 3a and 3b show various levels of satisfaction of business information gotten by different entrepreneurs. Majority of the entrepreneurs that is 69% in Zaria and 75% in Kaduna indicated that they were not satisfied with the business information they get. It therefore shows that the information providers have not made tangible impact on businesses entrepreneurs in both Zaria and Kaduna for effective and efficient running of their businesses. And this has affected the upward rising of most businesses.

### 3.1 Discussion and findings

This study examined managers and level of satisfaction of business information by different categories of small and medium scale entrepreneurs in Zaria and Kaduna. The findings from the study revealed that majority of the entrepreneurs are sole proprietorship. On the other hand joint stock and corporative society business categories were found insignificant among small scale entrepreneurs in Zaria and Kaduna. This implies that small and medium scale entrepreneurs in Zaria and Kaduna do not adequately participate in joint stocks. It is of the opinion of the researcher that small and medium scale entrepreneurs, should equally engage in joint stock as this will enhance information management for optimum productivity.

The outcome of this study also revealed that, managers of information in business matters a lot. From the study, small scale entrepreneurs in Zaria and Kaduna manage their business information themselves. Only a handful of them allow their sales personnel to manage their business information. From the study, librarians are hardly employed by Zaria and Kaduna entrepreneurs to manage their business information this could be as a result of how expensive it will be to pay them for their services. This work also revealed that the levels of satisfaction of business information gotten by different entrepreneurs in Zaria and Kaduna are very low as this has affected the effective running of their business.

### 4. Conclusion

It is paramount that with adequate business information a business will grow and be stable. So, the right managers should be used so as to increase the level of business information satisfaction in entrepreneurs. Based on the findings, the following is recommended.

- i. Entrepreneurs should be encouraged to go into partnership and cooperate society as this will help in enlarging their business tentacles.
- ii. The entrepreneurs should use the right manager that will help them get the right business information they need at every point in time.
- iii. The offices of business information providers like Industrial Development Centres and Local Government should be decentralized, that is to have satellite offices closer to where small and medium business are located. This will enhance close proximity to the entrepreneurs in accessing business information as this will increase their level of satisfaction.
- iv. Routine awareness campaign should be organized by information scientists in government sectors and NGOs in Zaria and Kaduna on the use of ICT facilities and other contemporary measures in the management of business information.
- v. The library has the potential of becoming one of the main information providers to the business community therefore; it is recommended that librarians today become social entrepreneurs so as to render the right service to the entrepreneurs in Zaria and Kaduna.

- vi. Schools and departments of librarianship and information studies should offer practical and goal-oriented courses on business information and management in various fields and levels of entrepreneurship. This will cause graduates to cope with the challenge of information needs in their various careers after school.
- vii. Apart from English language, information providers should adopt the use of local dialects and pigeon English for business information campaigns, jingles and seminars in order to effectively reach business entrepreneurs right from the grassroots.

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