Vol 10, Issue 6, (2020) E-ISSN: 2222-6990

## Autonomous Orientation and Delinquent Behavioral Change: A Case Study of Ex-Juvenile Entrepreneurs in Katsina State, Nigeria.

## Bilyaminu Usman

Faculty of Economics and Business Universiti Malaysia Sarawak Email: bilyaminu1974@gmail.com

## Sharizal Hashim

Faculty of Economics and Business Universiti Malaysia Sarawak Email: hsharizal@unimas.my

**To Link this Article:** http://dx.doi.org/10.6007/IJARBSS/v10-i6/7276 DOI:10.6007/IJARBSS/v10-i6/7276

Published Date: 02 June 2020

#### **Abstract**

Contemporary Entrepreneurship argument discovered the importance and the positive influence of autonomous orientation as one of the Entrepreneurial orientations (EO) towards organizational performance and profitability. However, discussion of autonomous orientation in the context of individuals such as entrepreneurs behavioral change influence still silent, especially in the context of ex-juvenile entrepreneurs that can give an insight into the Entrepreneurship body of knowledge. Therefore, the purposes of this research are to understand the role of autonomous orientation behaviors as one of the Individual Entrepreneurial Orientations (IEO) towards the delinquent behavioral change of ex-juvenile entrepreneurs. This study forms the EO autonomous orientation behaviors influence towards ex-juvenile delinquent behavioral change through qualitative single case study, the study employed thematic analyses and NVivo 12 Pro computer software to organize the empirical data obtained through an in-depth interviews 10 cases of ex-juvenile entrepreneurs who are operating entrepreneurial activities in Katsina state, Nigeria. This study argues that entrepreneurial orientation influence towards delinquent behavioral change. The study found that ex-juvenile entrepreneurs are autonomous and more importantly autonomous orientation behaviors has a positive influence on ex-juvenile entrepreneurs' delinquent behavioral change. This finding provides a fresh knowledge about the IEO potential in the entrepreneur self-development and understanding into the entrepreneurship and to policymakers. Lastly, we conclude some implications for future research to expand the research (Theoretically, Conceptually and Empirically) of the IEO autonomous orientation behaviors among individuals' behavioral changes particularly, delinquent populace behavioral change in entrepreneurship context.

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

**Keywords:** Entrepreneurial Orientation, Ex-juvenile Entrepreneurs, Delinquent Behavioural Change, Autonomous Orientation, Qualitative Study, Katsina State Nigeria.

#### Introduction

Entrepreneurship Orientation (EO) is significant due to its influence on the economic development, social change, and job creation (Chowdhury et al., 2018; Goktan & Gupta, 2015; Klofsten, et al. 2019). The influences are promoted from the determination of entrepreneurs through their entrepreneurial activities that create value and make important influence. According to the literatures, the spectrum of EO dimensions ranges from "autonomous, competitiveness, proactiveness, innovativeness, and risk-taking behavior" (Lumpkin & Dess 1996)". Nonetheless, considerable number of the EO studies focus on firms' performance (Hughes & Morgan, 2007; Berrone, et al., 2012; Debicki, et al. 2016), but less on individual entrepreneurial orientation (IEO) business performance and success context particularly delinquent populace specifically on ex-juvenile entrepreneur argument and their autonomous orientation behaviors. (Kollmann et al., 2007; Kollmann et al., 2014) Alleged, limited studies conducted on EO at individual level.

The shortage of theoretical and empirical studies on individual EO is outrageous due to the views and dispositions of authors and managers form the entire strategic pathway of their firms (Dickson & Weaver, 2008). Remarking on the shortage of the EO at individual level in literature, called for studies introducing individual entrepreneurship orientation Krauss et al., (2005). Consequently, in replying to Dickson and Weaver, Bolton, & Lane, (2012) in their study found that, IEO resulting to in three various factors that authorize the validity of risktaking innovativeness and proactiveness, which interrelated with entrepreneurial purposes. Correspondingly, Gupta & Gupta 2015; Wales, 2016) suggest that entrepreneurial orientation implementation at different levels of combination and that properly modified indicators (Miller, 2011). Likewise, academics have revealed that in EO concept multidimensional would be measured jointly (Runyan et al., 2008; Lumpkin et al., 2009) or individually (Lumpkin & Dess, 2001; Wang, 2008), liable to the context. In this study single dimension of the IEO theory autonomous dimension will be study. Individuals autonomous to practice their freedom and stimulus ability to succeed in their entrepreneurial notions. Although several studies confirm the influence of EO such as Rauch et al., 2009; Ingram et al., 2016) the EO Autonomous orientation influence.

However, ex-juvenile entrepreneurial activities offer a foundation for autonomous orientation as self-reliance providing a setting where delinquent behavioral change, security safety of the society as well as smooth integration into the society can be apprehended, this resulting to autonomous decision freedom on their entrepreneurial activities and financial freedom (Edelman et al., 2010; Lange, 2012; Stephan et al., 2015). On the other side exjuvenile entrepreneurs have a bad reputation for being in delinquency that hinder their smooth delinquent behavioral change. Delinquency among ex-juvenile entrepreneurs might make addictions and limitations that hinder autonomous achievement, so generating pressure on ex-juvenile entrepreneur's business success (Ingram et al., 2016). Therefore, in this study we are mainly interested on how IEO autonomous orientation can influence exjuvenile entrepreneurial activities and subsequent influence on their delinquent behavioral change, which to the best of our knowledge never be explored. Even though, Existing literature on delinquent's populace discovers that majority of the studies largely centered on the prison entrepreneurship programs towards adult prisoners and reflected inconsistent findings (Downing, 2012; Soloman, 2012). And entirely neglecting ex-juvenile entrepreneurs.

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

Consequently, investigation on delinquent populace found that approximately prisoners partake entrepreneurial talent and potentiality for entrepreneurship (Sonfield, 2010; 2013). Therefore, the empirical literature in the context of ex-juvenile entrepreneurs is limited and ambiguous precisely in developing countries like Nigeria. Nevertheless, several individuals in Nigeria were imposed into creating entrepreneurial undertakings due to the absence of other opportunities (Reynolds et al., 2002; Mota, Braga, & Ratten, 2019). Therefore, autonomous entrepreneurial activities which ex-juvenile entrepreneurs strive increased decision-making autonomous might be helpful for their business success and delinquent behavioral change. Even though autonomy is imperative to the business success that individuals pursue, scanty or zero study about the influence of autonomous orientation towards ex-juvenile entrepreneurs' delinquent behavioral change. Accordingly, the present study offers the following contributions: We contribute to this fresh knowledge by revealing the substantiality of autonomous orientation influence on ex-juvenile entrepreneurial activities and consequent delinquent behavior change.

Lastly, our study proceeds as follows. First, we review the EO theory autonomous dimension, second, we review IEO dimension: Autonomous orientation and ex-juvenile entrepreneurs' delinquent behavioral change. Thirdly, we develop a proposition based on outlines of IEO autonomous dimension which discourse to the level to which autonomy impact the context of the study. Then, using data from ex-juvenile entrepreneurs' who are currently engaging into different entrepreneurial activities in Katsina state, Nigeria. This study support society's concern about what ex-juvenile does among the society. Hence, it is of the society's interest for ex-juvenile to secure employment and become self-reliance. Nevertheless, it is very problematic for ex-juvenile to find meaningful employment after leaving Reformatory Centre. We examine the proposition and discuss the results. The purposes of this study are:

- > To investigate autonomous orientation influence towards ex-juvenile entrepreneurial activities.
- To examine the autonomous orientation influence towards ex-juvenile entrepreneurs' delinquent behavioral changes.

## Literature Review and Proposition Development Ex-juvenile Entrepreneurs and Delinquent Behavioral Change

Ex-juvenile entrepreneurs are juvenile released from reformatory centers and currently engaging into entrepreneurial activities who creates choices and opportunities for innovation within the framework of entrepreneurship. There are prevailing frequent empirical studies on entrepreneurial autonomous in areas dealing with delinquent entrepreneurs and its impacts upon release resulted from prisons entrepreneurship programs (Sonfield, 2008; Downing, 2012; Soloman, 2012; Sonfield, 2013). Basically, Prison Entrepreneurship Programs influence prisoners to have entrepreneurial aptitude and potentiality for entrepreneurial success (Sonfield, 2001). Furthermore, Sonfield, (2013) revealed that, 8% drop of delinquency rates also save the social order by 5 times the programs expenses. In view of the entrepreneurship' literature, ex-juvenile entrepreneurs research is entirely missing or not surfacing. One of the absent literatures is the discussion on how autonomous influence towards ex-juvenile entrepreneur's delinquent behavioral change. Resulting in lack of significant studies conducted on ex-juvenile entrepreneurs in Katsina state, Nigeria. Therefore, this study empirically examines the influence of single IEO dimension, autonomous orientation towards ex-juvenile entrepreneurs towards delinquent

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

behavioral change. Considering most of the studies concentrate on adult prisoners none study on ex-juvenile entrepreneurs' surface so far, and autonomous on ex-juvenile entrepreneur's business performance.

### **Entrepreneurial Orientation Theory: Autonomous Dimension**

Research revealed that IEO concept covering multidimensions can be measured together (Lumpkin et al., 2009) can also be study disjointedly (Lumpkin & Dess, 2001; Wang, 2008), depends on the background. In this study EO dimension autonomous orientation will be study separately. Despite its importance, the theoretical behavior of entrepreneurial independence surface, with slight theorizing relating to the concept. Autonomous is generally related to freedom, and impact (Lange, 2012), taking affairs (Stephan et al., 2015), and flexibility (Edelman et al., 2010; Jayawarna, et al., 2013). These parts state to decision freedom concerning when effort is done, correspondingly. These types of autonomy are applied to business owners and research revealed that autonomous is the reason individuals initiate, and manage own business Stephan et al., 2015). According to Lumpkin and Dess, (1996) autonomy comes from two perceptions, recognizing its significance for entrepreneurship and its important in new entry by business owners. The later theme about entrepreneurs is specifically significant when bearing in mind autonomy in the background of ex-juvenile entrepreneurs. The importance of EO, autonomous is also used in the management literature in the context of freedom to decision making (Taggart, 1997). Taking decision freedom concerning how, when and what business decision will be done concerning strategy situation direction of the venture (Lumpkin et al., 2009).

#### **IEO: Autonomous Orientation and Ex-Juvenile Entrepreneurs**

Autonomous freedom encourages entrepreneurial activities satisfaction and success. Existing research revealed that entrepreneurs viewed as related autonomous. While considerable difference happens, satisfaction level comparing to their workers to the extent to be explained by the increasing of autonomous they exercise (Lange, 2012; Stephan, 2018). The business owners could manage and control within the business then may work in a risky location; business associate will like to have their opinion, and uncertainty about the business growths can be severe. Van Gelderen, (2016) also revealed that self-endorsement is important to autonomy; business entrepreneurs frequently autonomously decide to temporarily sacrifice their autonomy; this imply that to be provisional. EO Autonomy has not been explored in the context of ex-juvenile entrepreneurial activities.

Empirical research revealed mixed reaction about the influence of autonomous influence, Jancenelle, et al., (2017) found positive influence on performance, also Chen, Neubaum, and Reilly, (2015), found positive autonomy influence towards business performance. Contrary, negative significance influence between autonomous and business performance by Hughes and Morgan (2007) found. Similarly, research found no significance relationship between autonomous and performance (Lechner & Gudmundsson, 2014). EO, autonomy assume in its fundamental theoretical statement that higher EO, in proper formations with other key factors such as environment, might influence performance positively Rauch et al.'s (2009). Rauch et al., (2009), propose relationships to performance are possible composite and may be issue to situations in the business background. Therefore, autonomous orientation is rather inconsistent and ambiguous research finding (Zellweger & Sieger, 2012; Jancenelle, et al. 2017).

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

In addition, EO, autonomous orientation numerous researches have established that autonomous has been positively influence to business performance (Awang et al., 2009). Nevertheless, additional researchers do not believe such impacts for instance (Hughes & Morgan, 2007; Casillas & Moreno, 2010). However, none of these studies linked autonomous influence towards delinquent behavioral change therefore, autonomous influence towards ex-juvenile entrepreneurs is not yet explored. The varied nature of autonomous influence displayed the need to expand knowledge about this influence and relationship of autonomous towards ex-delinquent populace. Despite the fact that theorizing on business autonomy is scanty from the literature, important consideration has been specified to the autonomy of workforces.

Even though, there are prevailing frequent empirical studies on entrepreneurial autonomous in areas dealing with delinquent populace (Prisoners' Entrepreneurship Programs) and its impacts upon release. As a result, on this study we build on the prevailing literature on prisons entrepreneurship programs (Downing 2012; Soloman, 2012; Sonfield, 2013; Cai, et al., 2019). Sonfield, (2001) in his study Prison Entrepreneurship Programs (PEP) in their research found that almost all prisoners are talent and likely for entrepreneurial success. Similarly, Sonfield, (2013) revealed that, 8% decrease of delinquency rates and save the society by 5 times of the programs expenses. But the issue is that most businesses are very cautious to employ such individuals. Until now, unemployed delinquent populace is likely to commit other crimes than those who secure an employment (Jackson, 1990). Therefore, 'the knowledge of financial freedom (autonomous) identify more opportunities and empower individual on how to pursue their goals, depends with the rule and regulation, real opposition from others. Lack of regulation is link to financial freedom this resulting in to the violation of decision freedom right of entrepreneurs by others, Heritage Foundation, (2015: 5).

Therefore, self-employment as opposed to employment by others offers a likely alternative for ex-delinquent and a possible approach in decreasing recidivism rate. it can be shown that ex-delinquent does indeed may have skills for entrepreneurship, then arguments can be made for the implementation of autonomous (self-reliance) for the ex-juvenile entrepreneurs, as it is certainly in society's top safeties for ex-delinquents to secure a job. In view of the delinquent's entrepreneurship orientation autonomous dimension' literature, ex-juvenile entrepreneurs research is entirely missing or not surfacing. So, in this study we explore the autonomous orientation influence towards Ex-juvenile entrepreneurs for the first time therefore, we propose the following proposition:

**Proposition:** Individual Entrepreneurial orientation: Autonomous orientation influence towards ex-juvenile entrepreneurs' delinquent behavioral change.

### **Research Methodology**

The researchers employed qualitative research approach to examine ex-juvenile entrepreneurial orientation; autonomous dimension influence towards ex-juvenile entrepreneurs' delinquent behavioral change in Nigeria. This method has been applied in examining stock market investors' behavior (Tijjani et al., 2009: Mohamad & Perry, 2015). The study has a multiple reality because the researchers are investigating about the individual perception about a phenomenon as the objective of the study come from different perspective which comprise, human feeling, behaviors, emotion and this required in-depth understanding of the phenomenon which cannot be measured using quantitative approach. "qualitative method can be used to obtain the in-depth understanding about the phenomenon as feeling thought, process and emotion that is difficult to extract or learn about through more

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

conventional method". (Straus and covin, 1998: Pp. 11). In addition, qualitative is bases on the above justification and because we need nature or reality autonomous orientation of exjuvenile entrepreneurs through the qualitative approach the researcher is able to achieve objective of the study and the reality of the phenomenon.

#### **Research Design**

An In-depth interview was conducted to ex-juvenile entrepreneurs in Katsina state, using open questions on IEO dimensions, established and refined (adapted) by the authors. The responses were coded, categorized and organized using NVivo 12 Pro computer software. Hence data was saturated at the total of 10<sup>th</sup> interviews were carried out to compliment the need of present research exercise as suggested by Given (2016) as saturation point. In addition, Saunders, (2018) found that five to six interviews and Francis et al. (2016) said, in five to six interview majority of the themes could be known. This is consistent with our own experience during a current ex-juvenile entrepreneurs' study where saturation point occurred around 10 interviews. For this study, the snow-ball technique sampling is applied as the topic under study is sensitive and confidential in nature, ex-juvenile entrepreneurs might be unwilling to talk about their delinquents' behavior and imprisonment record (Loh, et al., 2011).

Regarding inclusion and exclusion criteria, the participants of the study informant where choose base on those who are the residents of the Katsina state for the inclusion criteria, it was decided to involve only ex-juvenile who are presently engaging into a different entrepreneurial activity and who were detained and released from Katsina state Reformatory Centre and capable of understanding the purpose of the study. However, only those who were below 18 years as at the time of admission into the Reformatory Centre, were selected even though presently they are above 18 years during the interview had also been considered. See Appendix 1 depicts the demographic profile of Research Participants study (ex-juvenile entrepreneurs).

#### **Data Analysis Procedures**

The information was coded by using thematic analysis measures drew by Fugard, & Potts, (2015). Thematic analysis is used for analyzing, identifying and reporting approach. Step one any factor interrelated to the knowledge of autonomous orientation and its expansion is coded. Codes can be seen as 'the main basic section, of the data that might be evaluated in an expressive means concerning the phenomena' (Boyatzis, 1998: 63). This first-order code emerged from the transcript and does not contain an explanation. Then, the first-order codes are assembled organized at abstraction construct towards content resemblances, and the procedure is recurring till a restricted figure of higher-order codes develop, that is considered as category or themes. The interviews were recorded, and transliterated in Hausa Language one of the popular speaking language in West African countries particularly Nigeria, translated version of the interview into English language by research team members. The team work together in all stages of the study, with research and technique design. Concerning to coding and in the following the measures (Denzin, 1989) each interview was individualistically coded by using NVivo 12 Pro computer software. Every paragraph in every interview was then discussed comprehensively with the purpose to explain the meaning and clarification of the autonomous experiences labeled by the informants. The process led to frequent interpretations and coding modifications and also made members conscious of expectations and biases. A procedure of theoretical coding (Guest et al., 2012) was applied to

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

solve differences of over codes. For the purpose to remain focused on ex-juvenile entrepreneurs autonomous, we modified and review the earlier themes identified into the final themes for being autonomous of ex-juvenile entrepreneurs and their influence financial freedom, enacting entrepreneurial activities and decision freedom. The major finding which give more clearness on the graphic interpretation of ex-juvenile entrepreneurs' autonomous behaviors and delinquent behavioral change in our conceptual development map in figure 1.

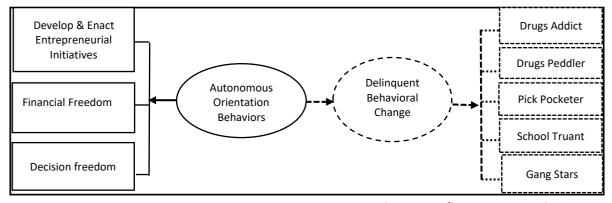


Figure 1: Concept Mapping Autonomous Orientation Behavior Influence on Delinquent Behavioral Change.

#### Results

#### The Autonomous Orientation Behaviors of Ex-Juvenile Entrepreneurs

The interviews focused on ex-juvenile entrepreneur's autonomous orientation behaviors of the interviewee and their influence on autonomous orientation. The study found that ex-juvenile entrepreneurs are autonomous. The finding emerged from the themes autonomous while their influence on entrepreneurial activities resulting on financial freedom, enacting entrepreneurial activities and decision freedom. However, within the autonomous influence we construct five sub categories which described ex-juvenile entrepreneurs' delinquent behavioral change (Drugs addicts, Drugs peddlers, Gang star, School truancy and Pick pocketing). The autonomous orientation usually showed that the interviewees partake financial freedom, enacting entrepreneurial activities and decision freedom. These behaviors made to assess ex-juvenile entrepreneurs autonomous. Therefore, ex-juvenile entrepreneurs need to exercise their autonomous freedom. The interviewee perception about autonomous are either financial freedom, enacting entrepreneurial activities or decision freedom. This behavior arose because participant feel autonomous which has positive influence strongly on their entrepreneurial activities and their subsequent behavioral change. Nevertheless, their experiences and autonomous vary.

#### **Theme 1: Developing and Enacting Entrepreneurial Initiatives**

Developing and enacting Entrepreneurial Initiatives: was one of the themes of ex juvenile autonomous orientation behaviors. This behavior arises when these individuals initiate and manage their entrepreneurial activities with aims to be self-reliance because they believe being self-reliance or independency make them autonomous. The study finding reveled that, ex-juvenile entrepreneurs are autonomous. This imply that ex-juvenile entrepreneurs are self-reliance and independent, for not being reliant on family, friends and relatives. This also imply that most of the participants choose to engage into several entrepreneurial activities in order to be self-reliance and stay away from delinquent friends.

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

Additionally, the researchers carefully observe ex-juvenile entrepreneurial activities through rough assessment of their business activities and exposed that, ex-juvenile entrepreneurs had little knowledge of enacting entrepreneurial activities practice we also observed that the ex-juvenile entrepreneurial activities are necessity-based entrepreneurship. However, delinquent behaviors background plays a role in exercising entrepreneurial activities it has been depicted in the demographic and delinquent behavioral records of the participants this have an impact about their entrepreneurial activities' success. On the support the participants of the study exposed that.

On their statement both participants both PP1 and PP8 former drug addicts narrates that:

(PP1, M, 29, Tinker) ".....I initiate my own business because I want to be self-sufficient to depend on myself. Being on my own, I can take care of myself and my family without waiting or relying on anybody..." (PP8, M, 26, Metal work)"...it is foolishness to depend totally on somebody for basic needs, is better for me to work for myself because, it is foolishness that am to be depended on somebody at my age..."

Equally, both participants PP6 and PP5 whose were previously drugs peddlers elucidates that:

(PP6, M, 29, Furniture) ".... I choose to start my own business without any
assistance just to be independent and reliable, and you see how my business
is progressing now...." (PP5, M, 28, Defeather) ".... Am presently engaged
into a legal business which I totally depends on and I am neither a drug user
nor drug seller even though still some people stigmatized and libelled me as
delinquent person...."

Dissimilar reaction, both participants PP7 and PP3 whose were previously truant students admits that:

(PP7, M, 28, furniture) ".... better to be independent, because now I can take care of myself and even my mummy, then, I am independent and have an established business...." (PP3, M, 23, Motorcycle rewire/Spare part seller) I want to be independents without relying on anybody even my parent..."

Other participants reply from PP10 and PP2 the duo former Pick-pocketer explained that:

(PP10, M, 18, Furniture) "......is better and more appropriate to be independent than depend on somebody at least now I am earning some income and running my business without much problem except shortage of capital, which am planning to overcome....." (PP2, M, 25, Trader) ".....am self-sufficient. I please and proved to my parent that I am truly transformed ....."

Related reaction, both participants PP4 and PP9 whose were previously Gang stars stated that elucidates that:

(PP4, M, 19, Furniture) ".....in facts I am now self-reliance, standing on my feet without begging or depending on anybody...." (PP9, M, 30, Vulcanizer) ".... Am self-reliance, busy in the market always you know engaging into this vulcanizing business, you need to be at work from morning to midnight due to the nature of the business...."

(IDIs Recording Fieldwork, 2019).

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

#### Theme 2: Financial Freedom

Financial freedom was one of the themes of ex juvenile entrepreneur's autonomous orientation behaviors. This behavior ascends when these individuals have financial freedom performances in terms of financial decision making, and such decision on their own without external pressure. The study finding reveled that ex-juvenile entrepreneurs has financial freedom in running and managing their businesses. This imply that ex-juvenile entrepreneurs are autonomous in terms financial freedom. The ex-juvenile entrepreneurs attempt to utilizes their financial abilities to meet their necessity with make a little progress of their businesses.

Researchers observed and revealed that ex-juvenile entrepreneurs are lacking financial discipline. Furthermore, the researchers dedicated their time to carefully observe ex-juvenile entrepreneurial activities through rough assessment of their business activities and exposed that, had little knowledge of financial business ethics practice which unnecessary financial spending instead of ploughing back profit as a source of capital to sole business proprietors. Whereas, delinquent behaviors background plays a role in exercising their financial freedom as it has been depicted in the demographic and delinquent behavioral records of the informants this have an impact about their financial freedom behaviors. On the support the Participant of this study revealed that;

On his statement one of the participants of this study PP1 a former drug addicts narrates that:

(PP1, M, 29, Tinker), ".... Am controlling my incomes without the interference of anybody regarding unnecessary spending I am very careful about that because my plan is to expand the business however, this business need big capital in order to produce in large quantity and sell to the retailers instead of selling pieces, this will bring big money at once but as a family man I need to pay school fees and other thing for the family also reserve some little change at least I can buy cigarette and minor things ....."

In similar response PP6 and PP5 both drugs Peddlers described that:

(PP6, M, 29, Furniture). ".....one interesting thing with my business is that, I can decide on what to do and what not do with my money so, you can see one good thing about running own business and freedom...." (PP5, M, 28, Defeather) ".....am financially buoyant, last year I bought a plot 35/50ft and planning to rent a shop as display room...."

Other responses from PP9 and PP4 the duo former Gang stars proclaim that:

(PP9, M, 30, Vulcanizer) "......Running and managing own business make me financially stable recently expanded and introduced into my business selling of used tires and tubes which is new into this business, So, am very conscious about financial management...." (PP4, M, 19, Used Motor Spare part seller) "....... with the profits realised from the business I do carter my basic needs, bought a motorcycle and other daily needs, am not worry about the saving because once the shop is open, is certain to make sales and realise profit, therefore I don't need to worry myself for saving. The main purpose of this business to meet my essential need....."

Additional responses from PP2 and PP10 the duet former pick pocketers state that: (PP2, M, 25, Trader) "...... resulting into business activities am earning some income for living which I feel self-determining, hence, using the income from the business to expand the business means to buy additional stocks. There is great achievements and improvements in terms of how am managing

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

finance....." (PP10, M, 18, Furniture) ".....I have little money that am using as capital from the proceed of the business I do carter my demands as well as taking care of my mother and my sibling because I lost my father some years ago therefore am the bread winner of family being the eldest son ...."

Further answers from PP7 and PP3 the both truant students pronounced that:

(PP7, M, 28, Furniture) "...... I am planning to buys a permanent shop around
this area for the purpose of my business......" (PP3, M, 23, Motorcycle
rewire/Spare part seller) "..... I am financially buoyant and independent
from rewire work I expand my business and introduced selling motorcycles
spare part and this was achieved and realised from the proceed of the
previous business....."

(IDIs Recording Fieldwork, 2019).

#### Theme 3: Decision Freedom

Freedom of decision was one category of ex juvenile autonomous orientation behaviors. This behavior arises when these individuals take decision without outsider compression with much mindful implication of such decision. The study finding revealed that ex-juvenile entrepreneurs are autonomous in terms of decision making. This imply that ex-juvenile entrepreneurs are autonomous. On the backing the participants of the study revealed that; Participants PP1 and P8 both former drug addicts narrate that:

(PP1, M, 29, Tinker), ".....I do take decision on my own to initiate my business in order to have full freedom of taking decision..." (PP8, M, 26, Metal work) ".... I was advised by my father that I should get something doing that can brings some little incomes for me? I consider my father's advice and took decision to initiate business..."

- Likewise, Participants PP2 and P10 both former Pick pocketers describe that:

  (PP2, M, 25, Trader) ".......It was my decision to initiate the business....."

  (PP10, M, 18, Furniture) ".......I was advice by my mother and consider the decision to start up the business...."
- Additionally, Participants PP5 and P6 both prior Peddlers clarify that:

  (PP5, M, 28, Defeather) ".....It was my decision engaging into entrepreneurial activities...." (PP6, M, 29, Furniture) "... I make decision on my own, nobody advised me to initiate business, because after I was release from the reformatory centre, nobody was willing to assist, my family labelled me as stubborn...."
- In similar assertion, Participants PP7 and P3 both previous school truants narrate that: (PP7, M, 28, furniture) "......it was my decision to start up this business....."

  (PP3, M, 23, Motorcycle rewire/Spare part seller) Nobody make such decision for me is my personal decision, I have been in motorcycle rewiring work for very long time, upon release from reformatory centre, I latter introduced selling of motorcycle spare part selling....."
- Contrary, Participants PP4 and P9 both former Gang stars recount that:

  (PP4, M, 19, Furniture) ".....I normally make consultation before taking risky decision especially a complex decision which I have less knowledge

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

about...." (PP9, M, 28, Vulcanizer) ".... It was my decision to initiate business am now focus and fully concentrated on my vulcanizing business..."

(IDIs Recording Fieldwork, 2019).

# The Autonomous Orientation Influence towards Ex-juvenile Entrepreneurs' Delinquent Behavioral Change.

The finding on delinquent behavioral change emerged from five themes, these are: Abstained from drugs addicts, stopped drugs peddling, stopped Pick-pocketing, quieting from Gang stars activities and stopped School truancy. The finding from the study revealed that exjuvenile entrepreneurs abstained from different delinquent behaviors due to their business commitment. This imply that autonomous orientation influence ex-juvenile entrepreneurs delinquent behavioral change.

#### **Theme 1: Abstained Drugs Addicts**

Abstained from drugs addict: was one of the themes of ex juvenile delinquent behavioral change This behavior rises when these individuals abstained from drugs addict. The study found that ex-juvenile entrepreneurs abstained from drugs addicts which imply that they withdrawal from the illicit drugs habit due to their business commitment. Drugs addict is influenced by autonomous orientation behavior. Ex-juvenile entrepreneurs tend to be positive when making being autonomous and desire for more self-reliance, resulting in delinquent behavioral change. This imply that ex-juvenile entrepreneurs perceive to autonomous and undertake and facilitate entrepreneurial activities.

These suggestions affirmed with participants' PP8 and PP1 asserted that:

(PP8, M, 28, Metal work) ".... I stopped drugs addicts and now always busy in my workshop..." (PP1, M, 29, Tinker) "...... I was a drug user and addicted to the highest level due to my independency I gate ride of drugs, and not associating myself with delinquent friends...."

(IDIs Recording Fieldwork, 2019).

#### **Theme 2: Stopped Drugs Peddlers**

Abstained from drugs peddling: was one of the themes of ex juvenile delinquent behavioral change This behavior rises when these individuals abstained from drugs addict. The study found that ex-juvenile entrepreneurs abstained from drugs peddling which imply that they desist from the illegal drugs peddling due to engagement into entrepreneurial activities.

On the support the informants of the study duo describe that:

(PP5, M, 28, Defeather) ".... being an entrepreneurially autonomous presently not involve in drugs business, I abstained from using drugs, am now comfortable and self-reliance. I can move freely now without any fear ...." (PP2, M, 25, Trader) "...I was a drugs user and drugs seller but now am engaging into legal business now. I stopped drugs trading and drugs use, I abstained from all delinquent behaviour and dis-associated myself from delinquents' friends...."

(IDIs Recording Fieldwork, 2019).

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

#### **Theme 3: School Truancy**

School truancy was another more theme of ex-juvenile delinquent behavioral change This behavior escalated when these individuals changes from school truancy. The study finding revealed that ex-juvenile entrepreneur's behavior changes from school truancy to entrepreneurial activities. This imply that ex-juvenile entrepreneur's truancy behavior changes due to their business obligation. So, on the support the informants of the study views that;

PP7 and PP3 ex-truant students narrated that:

(PP7, M, 25, Engine Oil Seller) "...am no longer a truant student since engaged into legal business activities (Selling of Engine Oil and Petroleum business) I became a businessman and this led to the stoppage of truancy so, am no longer in truancy, am now a businessman..." (PP3, M, 23, Petroleum Seller)"......I was detained in reformatory centre due to the school truancy but now finished school and doing this business. therefore, no more school truancy am an entrepreneur now not student..."

(IDIs Recording Fieldwork, 2019).

#### **Theme 4: Gang Activities**

Gang Stars or gang activities, was another theme of ex-juvenile delinquent behavioral change This behavior arises when these individuals stopped school truancy. The study finding discovered that ex-juvenile entrepreneur's gang activities behavior changes due to their entrepreneurial activities. This imply that ex-juvenile entrepreneur's gang activities behavior changes due to their business commitments. Accordingly, this means that autonomous orientation positively influenced ex-juvenile gang activities behavior.

On the support the informants of the study views that:

(PP9, M, 28, Vulcanizer) ".... I was a drugs user, but being in this vulcanizing and selling of tire resulting to the walkout of drugs habit, am now focus and fully concentrated on my vulcanizing business..." (PP4, M, 19, Vulcanizer) "....I was a gang member, but, as a result of being independence in business, I quit gang activities and also disconnect myself from gang members am now always in my place of work....."

(IDIs Recording Fieldwork, 2019).

#### Theme 5: Pick-pocketers

Pick-pocketing was another theme of ex-juvenile delinquent behavioral change This behavior arises when these individuals stopped Pick-pocketing. The study finding discovered that ex-juvenile entrepreneur's Pick-pocketing behavior changes due to their entrepreneurial activities. This imply that ex-juvenile entrepreneur's pick-pocketing behavior changes due to their business commitments. Accordingly, this means that autonomous orientation positively influenced ex-juvenile Pick-pocketing behavior.

On the support the informants of the study opined that; PP10 and PP6 ex-pick-pocketers explained that:

(PP10, M, 18, Furniture) ".... I was a pick-pocketing, but now Due to my business activities I no longer partaking in pick-pocketing" (PP6, M, 29, Furniture) a former pick pocketers, authorized that: "...Am an entrepreneur

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

at the moment being busy with customers, forced got ride out of drugs because I am in the workshop always; I distance myself from antisocial friends...."

(IDIs Recording Fieldwork, 2019).

#### **Discussion and Conclusion**

The study examines autonomous orientation influence towards ex-juvenile entrepreneurial activities and its influence towards ex-juvenile delinquent behavioral change. The study found that ex-juvenile entrepreneurs have financial freedom, decision freedom and initiating entrepreneurial activities. This imply that ex-juvenile entrepreneurs are autonomous which is consistent with the assumption of (Lumpkin & Dess, 1996) and (Callaghan & Venter, 2011). This also confirm previous empirical studies (Dawson & Henley, 2012; Jayawarna, Rouse, & Kitching, 2013. Stephan, & Erker, 2015; Stephan, 2018).

However, on the autonomous orientation influence on ex-juvenile entrepreneurs' delinquent behavioral change. the study finding revealed that, ex-juvenile entrepreneurs stopped drug peddling, drugs addict, pick-pocketing, school truancy and gang activities due to their engagement into entrepreneurial activities, which implied that ex-juvenile entrepreneur's delinquent behavior changed due to the autonomous orientation influence. This is consistent with previous empirical studies (Downing 2012; Soloman, 2012; Sonfield, 2013; Cai, et al., 2019). This imply that, being autonomous influence delinquent behavioral change. This also imply that being autonomous make individual to have financial freedom. And this may also suggest that being financial freedom make ex-juvenile risk-taker, because financial freedom comes with risk taking so, individual should either be risk taker or risk aversion, this finding is affirming previous empirical study by (Lamptey, & Marsidi, 2020).

In conclusion, this paper investigated the influence of autonomous orientation towards ex-juvenile entrepreneur's delinquent behavioral change. Therefore, we conclude that, autonomous orientation has a positive influence towards ex-juvenile entrepreneurial activities as well as their delinquent behavioral change. IEO autonomous orientation literatures are conversant of autonomous influence on firms' performance and profitability but not much well-informed about the influence of autonomous orientation towards delinquent behavioral change among ex-juvenile entrepreneurs. These ex-juvenile entrepreneurs count on their financial decision, and decision freedom and enacting entrepreneurial activities to be autonomous. The finding revealed that autonomous stuffs entrepreneurial activities ex-juvenile entrepreneurs. This study argue that it is sufficient to study entrepreneurial activities and ex-juvenile entrepreneurs that allow them to be autonomous since majority of the ex-juvenile entrepreneurs do not apply theories. This study makes fresh contribution to literature about autonomous orientation influence delinquent people behavioral change principally ex-juvenile entrepreneurs

This study makes the following fresh contributions: First our research is the first to explore autonomous orientation behaviors among ex-juvenile entrepreneurs and therefore we provide fresh empirical evidence on autonomous orientation influence on individual entrepreneurial orientation and opens new research opportunity. In addition, we expand literature on autonomous orientation which mainly focus on delinquent populace. Moreover, we make contribution on the body of knowledge based on the autonomous orientation influence on delinquent populace behavioral change.

The study also has theoretically provided a fresh knowledge about the IEO theory disclosing that IEO autonomous orientation has positive influence on the delinquents'

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

behavioral change which means the EO theory application extension. Accordingly, the study has essentially proved the unclear of knowledge by providing empirical evidence about the fresh knowledge about ex-juvenile entrepreneurs. Contributed also our understanding of EO autonomous dimensions that relate to ex-juvenile entrepreneurs of retail enterprises in the context of entrepreneurship segment in Katsina state, Nigeria. The study also contributes to the EO theory as the first to explore the ex-juvenile entrepreneur's autonomous orientation influence towards delinquent behavioral change regardless of the common autonomous orientation influence on firm's performance therefore, the EO theory application is extended.

The study itemizes the following practical implications for policy makers: Firstly, it suggests that governments should develop entrepreneurship orientation autonomous orientation capacity programs at individual level and orientation more specifically on juvenile currently serving their terms at correctional centers by creating a formal entrepreneurship framework, entrepreneurship capacity building, and curriculum which enables access of entrepreneurship skills. Secondly, this support would be more effective if started right from the reformatory center and make sure of proper follow-up upon release from the reformatory center then, some basic knowledge of entrepreneurship which they could obtain at earlier stages of rehabilitations. Lastly, policymakers in Katsina state, Nigeria and somewhere else to enact policies and programs to improve ex-juvenile entrepreneur's financial management and practices. For instances, Financial institutions, Banks, Microfinance institutions and other lending institutions can include ex-juvenile entrepreneurs' autonomous behavior into credit assessment for loans by classifying and assessing the ex-juvenile entrepreneurs to modify credit needs.

The limitations of the study are that; Participants of the study were drawn from ex-juvenile entrepreneurs of a single state from thirty-six Sates of Nigeria. This presented rather a limited scope of the study and limited generalizability as it was based on ex-juvenile from single Reformatory center in Katsina State, Nigeria. Accordingly, further research work is required to increase the population size by taking cognizance of additional states to cover the whole Northern, Nigeria. Also, can consider quantitative methods study about the phenomenon for more generalization.

#### References

- Bandura, A. (1986). Social Foundations of Thought and Action: A social cognitive Theory. Upper Saddle River, NJ: Prentice-Hall.
- Bandura, A. (1998). Health Promotion from the Perspective of Social Cognitive Theory. Psychology and Health, 13(4), 623-649.
- Bandura, A., & Adams, N. E. (1977). Analysis of Self-efficacy Theory of Behavioural Change.
- Baron, R. A., & Shane, S. A. (2008). Entrepreneurship: A Process Perspective (ed.): Thomson. *South Western*.
- Berrone, P., Cruz, C., & Gomez-Mejia, L. R. (2012). Socioemotional Wealth in Family Firms: Theoretical Dimensions, Assessment Approaches, and Agenda for Future Research. *Family Business Review*, 25(3), 258–279.
- Bolton, D. L., & Lane, M. D. (2012). Individual Entrepreneurial Orientation: Development of a Measurement Instrument. *Education+ Training*.
- Breaugh, J. A. (1999). Further Investigation of the Work Autonomy Scales: Two Studies. Journal of Business and Psychology, 13(3): 357–373.
- Casillas, J. C., and Moreno, A. M. (2010) The relationship Between Entrepreneurial Orientation and Growth: The Moderating role of Family Involvement. *Entrepreneurship and Regional Development* 22(3–4): 265–291.

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

- Chowdhury, F., Audretsch, D., and Belitski, M. (2018), "Dynamics of Institutions and Entrepreneurship Quality", Academy of Management Proceedings, Briarcliff Manor, *Academy of Management, NY* 10510, Vol. 2018 No. 1, p. 10293.
- Covin, J. G., and Slevin, D. P. (1989) Strategic Management of Small Firms in Hostile and Benign Environments. *Strategic Management Journal 10: 75–87.*
- Covin, J. G., & Lumpkin, G. T. (2011). Entrepreneurial Orientation Theory and Research: Reflections on a Needed Construct. *Entrepreneurship Theory and Practice*, *35*(5), 855-872.
- Covin, J. G., & Miller, D. (2014). International Entrepreneurial Orientation: Conceptual Considerations, Research Themes, Measurement Issues, and Future Research Directions. *Entrepreneurship Theory and Practice*, *38*(1), 11-44.
- Covin, J. G., & Slevin, D. P. (1989). Strategic Management of Small Firms in Hostile and Benign Environments. *Strategic Management Journal*, *10*(1), 75-87.
- Debicki, B. J., Kellermanns, F. W., Chrisman, J. J., Pearson, A. W., & Spencer, B. A. (2016). Development of a Socioemotional wealth Importance (SEWi) Scale for Family Firm Research. *Journal of Family Business Strategy*, 7(1), 47–57.
- Denzin, N. K. (1989). The research act: A Theoretical Introduction to Sociological Methods (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.
- Downing, C. (2012). Bolivian Prison Entrepreneurship: An Unexpectedly Successful Rehabilitation Method. *Journal of Enterprising Communities: People and Places in the Global Economy*, 6(4), 339-349.
- Frederick, H., & Dzisi, S. (2008). Entrepreneurial Activities of Indigenous African Women: A Case of Ghana. *Journal of Enterprising Communities: People and places in the global economy*.
- Fugard, A. J., & Potts, H. W. (2015). Supporting Thinking on Sample Sizes for Thematic Analyses: A Quantitative Tool. *International Journal of Social Research Methodology*, 18(6), 669-684.
- Given, L. M. (2016): 100 Questions (and Answers) About Qualitative Research. Sage, Thousand
- Goktan, A. B., and Gupta, V. K. (2015), "Sex, Gender, and Individual Entrepreneurial Orientation: Evidence from four Countries", *The International Entrepreneurship and Management Journal, Vol. 11* No. 1, pp. 95-112.
- Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8(4), 597-606.
- Guest, G., MacQueen, K. M., & Namey, E. E. (2012). Applied Thematic Analysis. Thousand Oaks, CA: *Sage Publications*.
- Gurol, Y., & Atsan, N. (2006). Entrepreneurial Characteristics Amongst University Student: Some Insights for Entrepreneurship Education and Training in Turkey.
- Hughes, M., & Morgan, R. E. (2007). Deconstructing the Relationship Between Entrepreneurial Orientation and Business Performance at the Embryonic Stage of Firm Growth. *Industrial Marketing Management*, 36(5), 651–661.
- Jancenelle, V. E., Storrud-Barnes S., and Javalgi, R. R. G. (2017) Corporate entrepreneurship and market performance: A content analysis of earnings conference calls. Management Research Review 40(3): 352–367.
- Jayawarna, D., Rouse, J., & Kitching, J. (2013). Entrepreneur Motivations and Life Course. *International Small Business Journal*, 31(1), 34-56.

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

- Klofsten, M., Fayolle, A., Guerrero, M., Mian, S., Urbano, D., & Wright, M. (2019). The Entrepreneurial University as Driver for Economic Growth and Social Change-Key Strategic Challenges. *Technological Forecasting and Social Change*, 141, 149-158.
- Kollmann, T., & Stöckmann, C. (2014). Filling the Entrepreneurial Orientation—Performance Gap: The Mediating Effects of Exploratory and Exploitative Innovations. *Entrepreneurship Theory and Practice*, *38*(5), 1001-1026.
- Kollmann, T., Chistofor, J., & Kuckertz, A. (2007). Explaining individual entrepreneurial orientation: conceptualization of a cross-cultural framework. *International Journal of Entrepreneurship and Small Business*, 4, 325–340.
- Krauss, S. I., Frese, M., Friedrich, C., & Unger, J. U. (2005). Entrepreneurial Orientation: A Psychological Model of Success Among Southern African Small Business Owners. *European Journal of Work and Organizational Psychology*, 14, 315–344.
- KritiKoS, A. S. (2014), Entrepreneurs and Their Impact on Jobs and Economic Growth, IZA World of Labor.
- Lamptey, J., & Marsidi, A. Bin. (2020). Loss Aversion Bias in Working Capital Management and Performance Small and Medium- sized Enterprise (SMEs): Perspectives of Ghanaian SME Managers. *International Journal of Academic Research in Business and Social Sciences*, 10(5), 127–142.
- Loh, W. Y. (2011). Classification and Regression Trees. *Wiley Interdisciplinary Reviews: Data Mining and Knowledge Discovery*, 1(1), 14-23.
- Lumpkin, G. T., and Dess, G. G. (2001) Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing 16(5): 429–451.*
- Lumpkin, G. T., Cogliser, C. C., & Schneider, D. R. (2009). Understanding and Measuring Autonomy: An Entrepreneurial Orientation Perspective. Entrepreneurship Theory and Practice, 33(1): 47–69.
- Lumpkin, G. T., and Gregory, G. D. (1996), 'Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance', *Academy of Management Review 21* (1), 135–172.
- Miller, D., and Friesen, P. H. (1983) Strategy-making and environment: The third link. *Strategic Management Journal 4(3): 221–235.*
- Miller, D. (2011). Miller (1983) Revisited: A Reflection on EO Research and some Suggestions for the future. *Entrepreneurship Theory and Practice*, *35(5)*, 873–894.
- Mohamad, S. G. B., and Perry, C. (2015), "How fund managers in Malaysia make decisions", Qualitative Research in Financial Markets, Vol. 7 No. 1, pp. 72-87,
- Pavico, L. P., & Mercado, E. B. (2018). Entrepreneurial Orientation Among Tarlac State University BS-Entrepreneurial Students and Graduates. *Review of Integrative Business and Economics Research*, 7, 176-181.
- Peris-Ortiz, M., Devece-Carañana, C. A., & Navarro-Garcia, A. (2018). Organizational Learning Capability and Open Innovation. *Management Decision*, *56*(6), 1217-1231.
- Reynolds, P., Bygrave, W., Autio, E., Cox, L., and Hay, M. (2002), Global Entrepreneurship Monitor: 2002 Executive Report, Ewing Marion Kauffman Foundation, Wellesley, MA.
- Runyan, R., Droge, C., & Swinney, J. (2008). Entrepreneurial Orientation Versus Small Business Orientation: what are their Relationships to firm Performance? *Journal of Small Business Management*, 46(4), 567-588.

Vol. 10, No. 6, 2020, E-ISSN: 2222-6990 © 2020

- Sabahi, S., & Parast, M. M. (2020). The Impact of Entrepreneurship Orientation on Project Performance: A Machine Learning Approach. *International Journal of Production Economics*, 107621.
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., ... & Jinks, C. (2018). Saturation in Qualitative Research: Exploring its Conceptualization and Operationalization. *Quality & Quantity*, *52*(4), 1893-1907.
- Solomon, A. L. (2012). In Search of a Job: Criminal Records as Barriers to Employment. *NIJ Journal*, *270*, 42-51.
- Solomon, A. L. (2012). In Search of a Job: Criminal Records as Barriers to Employment. *NIJ Journal*, *270*, 42-51.
- Sonfield, M. (2013). Entrepreneurship Training and Prisoner Re-Entry: Lessons from a Successful Program. Small Business Institute, 91.
- Sonfield, M. C. (2008). Entrepreneurship and Prisoner Re-entry: The Development of a Concept. *Small Business Institute Research Review*, 35.
- Sonfield, M. C. (2010). Entrepreneurship and Prisoner Re-entry: The Development of a Concept. *Small Business Institute Research Review, 35*
- Stephan, D. W., & Erker, G. (2015). Frustrated Lewis Pair Chemistry: Development and Perspectives. *Angewandte Chemie International Edition*, *54*(22), 6400-6441.
- Taggart, J. H. (1997) Autonomy and procedural justice: A framework for evaluating subsidiary strategy. *Journal of International Business Studies 28(1): 51–76.*
- Tijjani, B., Fifield, S. G. M., and Power, D. M. (2009), "The appraisal of equity investments by Nigerian investors", Qualitative Research in Financial Markets, Vol. 1 No. 1, pp. 6-26,
- Venkatraman, N. (1989). Strategic Orientation of Business Enterprises: The Construct, Dimensionality, and Measurement. Management Science, 35(8), 942–962.
- Wales, W. J. (2016). Entrepreneurial Orientation: A Review and Synthesis of Promising Research Directions. *International Small Business Journal*, 34(1), 3-15.
- Wales, W., Monsen, E., & McKelvie, A. (2011). The Organizational Pervasiveness of Entrepreneurial Orientation. *Entrepreneurship the Entrepreneurship Orientation and Practice*, 35(5): 895–923.
- Yilmaz, S., & Venugopal, V. (2013). Local Government Discretion and Accountability in Philippines. *Journal of International Development*, *25(2)*, 227-250.