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IMPACT OF GOVERNMENT POLICIES ON THE SUCCESS OF TOURISM ENTREPRENEURS IN NIGERIAN COMMUNITIES: A STUDY OF OBUDU CATTLE RANCH AREA IN CROSS RIVER STATE. NIGERIA

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Abstract

This study examines the impact of government policies on the success of tourism entrepreneurs in the Obudu Cattle Ranch area of Cross River State, Nigeria. Guided by the Policy Implementation Theory, it focuses on three key policy dimensions: financial support, infrastructure development, and security and safety. A descriptive survey design was employed, with data collected from 150 tourism entrepreneurs through structured open-ended questionnaires. Using multiple regression analysis, the findings revealed that infrastructure development policies had the most significant positive impact on entrepreneurial success ($B = 0.672$, $\beta = 0.728$, $p < .001$), highlighting the importance of improved facilities and services in driving tourism growth. In contrast, financial support ($B = -0.065$, $p = 0.247$) and security and safety policies ($B = -0.100$, $p = 0.276$) showed negative but statistically insignificant impact. The study concludes that while government policies are crucial to tourism development, there is a need to improve the accessibility and implementation of financial and safety initiatives. Recommendations include enhancing tourism-specific financial schemes, investing in infrastructure through public-private partnerships, and strengthening security frameworks. These measures will foster a more conducive environment for tourism entrepreneurship, boost investor confidence, and promote sustainable growth in Nigeria's tourism sector, particularly in the Obudu region.

Keywords: *Government Policies, Tourism Entrepreneurs, Tourism Development, Regulatory Framework, Sustainable Tourism*

INTRODUCTION

Tourism is a vital sector in the global economy, contributing significantly to GDP, employment, and sustainable development (UNWTO, 2023; Gössling & Higham, 2021). In recent years, the role of government policies in shaping the success of tourism entrepreneurs has garnered attention in academic and policy-making circles (Hall, 2020; Wondirad & Ewnetu, 2019).

Government policies play a crucial role in the tourism sector by creating an enabling environment for business operations. Policies related to infrastructure development, such as transportation and communication networks, are essential for attracting tourists and ensuring seamless operations for tourism entrepreneurs (UNWTO, 2019).

In developed countries, the tourism industry has achieved remarkable success due to robust governmental policies, advanced infrastructure, and effective marketing strategies. Nations such as the United States, France, and Australia have leveraged their well-established transport systems, high-quality hospitality services, and strategic branding to attract millions of tourists annually (Baggio & Sainaghi, 2020; OECD, 2022; UNWTO, 2023). For example, France, as a global leader in tourism, benefits from its iconic destinations like the Eiffel Tower and the Louvre Museum, which are supported by excellent transport networks and comprehensive marketing campaigns. Additionally, governments in these countries provide substantial financial and policy support to tourism entrepreneurs, fostering innovation and ensuring competitive service delivery (Smith & Williams, 2020). Regulatory frameworks in developed countries often prioritize sustainable tourism, promoting practices that enhance environmental conservation and cultural preservation. This focus not only boosts tourist satisfaction but also ensures the long-term viability of the tourism sector. The success of tourism entrepreneurship in these regions highlights the critical role of policy consistency, security, and funding in driving the sector's growth and global competitiveness.

Olawale (2020) argued that in Sub-Saharan Africa, the tourism sector holds significant potential for economic diversification and poverty alleviation. However, this potential is often hindered by inadequate infrastructure, political instability, and inconsistent policy implementation. Countries like South Africa and Kenya have made strides in enhancing their tourism sectors by implementing strategic policies that focus on improving security, infrastructure, and marketing. Despite these efforts, many countries in the region still face challenges in creating environments conducive to the flourishing of tourism businesses. Issues such as limited access to funding, poor road networks, and underdeveloped hospitality sectors continue to impede the growth of tourism entrepreneurship (Ayeni, 2018).

In Nigeria, the tourism industry is burgeoning, with destinations such as the Obudu Cattle Ranch in Cross River State emerging as prominent attractions. The nexus between government policies and the performance of tourism entrepreneurs in these areas presents an intriguing area of study, particularly in understanding how regulatory frameworks, financial support, and infrastructure development influence entrepreneurial success (Ezenagu, 2020). Iwuagwu (2019) observed that tourism entrepreneurship encompasses the creation, management, and growth of businesses in the tourism industry. Entrepreneurs in this sector drive innovation, create employment opportunities, and contribute significantly to local economies. However, their success is contingent on a variety of factors, including access to financial resources, market demand, and the overall business environment. For tourism enterprises, particularly in rural areas, the availability of essential infrastructure, security, and marketing support determines their capacity to attract and retain customers. Adeleke (2019) opined that in regions with well-established tourism infrastructure and strong governmental support, tourism businesses tend to perform better, offering competitive services that meet global standards. Thus, the performance of tourism entrepreneurs is largely influenced by the policies and initiatives implemented by governments to foster growth in the industry.

The Nigerian government's efforts in improving infrastructure, enhancing security, and providing financial support have played a

crucial role in promoting tourism in areas such as Obudu Cattle Ranch. However, challenges persist, including inconsistent policy implementation, corruption, and infrastructural deficits. This study focuses on understanding the influence of government policies on the success of tourism entrepreneurs operating in and around the Obudu Cattle Ranch. By examining the regulatory frameworks, financial support systems, and infrastructural development initiatives in this area, the research seeks to provide insights that can inform strategies for optimizing tourism entrepreneurship in Nigeria.

Statement of Problem

Nigeria's tourism sector holds great potential but is hindered by persistent challenges that affect the success of tourism entrepreneurs. Despite the existence of various government policies intended to support tourism, entrepreneurs face difficulties such as poor infrastructure, restricted access to finance, and bureaucratic inefficiencies. These issues limit their competitiveness, suppress innovation, and obstruct sustainable growth (Ezenagu & Onyejiaku, 2020). In regions like Obudu Cattle Ranch, the lack of essential infrastructure such as roads, electricity, and internet connectivity further exacerbates the struggles of tourism businesses (Ojo, 2014). As such, assessing how these government policies influence operational outcomes is essential to crafting effective strategies for sectoral improvement.

Additionally, there is a notable lack of empirical research specifically examining the effects of government policies on tourism entrepreneurs in Nigeria. Most existing studies focus broadly on challenges within the tourism sector, without isolating the direct impact of policy measures on individual entrepreneurs (Ogbu, 2019). This knowledge gap hampers the ability of policymakers to develop targeted interventions. Therefore, a focused study is needed to evaluate the relationship between government policies and tourism entrepreneurial success, particularly in key destinations like Obudu Cattle Ranch. This research seeks to address that gap and offer practical recommendations to enhance the policy environment for tourism entrepreneurship.

Hypotheses of the Study

Ho_1: Financial support policies have no significant impact on the success of tourism entrepreneurs in Cross Rivers State.

Ho_2: There is no significant impact of regulatory framework policies on the success of tourism entrepreneurs in Cross Rivers State.

Ho_3: Security and safety policies have no significant impact on the success of tourism entrepreneurs in Cross Rivers State.

LITERATURE REVIEW

Conceptual Framework

Concept of Government Policies

Government policies are strategic and deliberate actions initiated by governmental institutions to address societal issues and achieve defined objectives (Howlett & Mukherjee, 2021). According to Peters (2015), these policies span across various domains such as economic development, social welfare, public health, education, and infrastructure development. The formulation of government policies typically involves a series of steps, including identifying key issues, setting clear objectives, designing actionable strategies, implementing initiatives, and evaluating the outcomes (Howlett & Mukherjee, 2021; World Bank, 2020). These policies are essential for driving economic growth, ensuring social equity, and maintaining order in society (Mukherjee & Bali, 2019). By creating regulations, providing funding, and establishing standards, government policies significantly influence societal behavior and the operations of organizations and individuals (OECD, 2024; UNDP, 2022).

In the tourism sector, government policies play a critical role in shaping the industry's growth, sustainability, and overall impact. For instance, Dredge and Jenkins (2017) emphasize the

importance of policies that support infrastructure development, such as enhancing transportation and communication networks, which are essential for attracting tourists and enabling tourism-related businesses to thrive. Additionally, financial policies like grants, loans, and tax incentives encourage entrepreneurs to invest in the tourism sector, thereby reducing financial barriers. Regulatory policies aimed at environmental protection are particularly vital for ensuring that tourist destinations remain sustainable. Hall (2018) highlights that these policies safeguard natural resources, ensuring that tourism development aligns with environmental conservation and contributes to economic growth and community well-being.

Financial Support Policies

Government financial support policies play a vital role in alleviating the financial challenges faced by tourism entrepreneurs. These policies include grants, low-interest loans, tax incentives, and subsidies that provide access to affordable capital, enabling entrepreneurs to improve infrastructure, service quality, and business expansion thus fostering overall tourism sector development (UNWTO, 2023). In response to the COVID-19 pandemic, many countries introduced enhanced support mechanisms for the tourism industry. Australia offered targeted grants, while Canada provided approximately CAD 23 billion through federal emergency programs to sustain tourism and hospitality businesses (OECD, 2022).

Spain's Emprendetur program exemplifies how public financial initiatives can drive innovation and global competitiveness by supporting small and medium-sized tourism enterprises (González-Reverté, 2023). The United Nations World Tourism Organization (UNWTO) underscores the importance of financial support policies in strengthening sector resilience, calling for sustainable investment and the development of financial tools to rebuild global tourism, especially in developing nations. Emerging economies have also adopted proactive financial strategies. Thailand introduced micro-loans and training schemes for small-scale operators, while Saudi Arabia's Vision 2030 supports tourism startups and attracts foreign investment to diversify its economy (Oxford Business Group, 2024). These global examples highlight the transformative impact of financial policies on tourism entrepreneurship and sectoral sustainability.

Infrastructure Development Policies

These are pivotal in shaping the growth and sustainability of the tourism sector worldwide. These policies encompass strategic planning and investment in both physical (e.g., transportation, accommodation, utilities) and digital infrastructure to enhance tourist experiences, support local economies, and promote environmental sustainability. Infrastructure development in tourism aligns with SDG 9, which emphasizes building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. The United Nations World Tourism Organization (UNWTO) highlights that sustained investment in infrastructure is a crucial driver of economic growth and development in tourism (UNWTO, 2023). Collaborative efforts between governments and private entities have been instrumental in developing tourism infrastructure. The UNWTO underscores the importance of PPPs in mobilizing resources and expertise to enhance infrastructure, ensuring that tourism development is inclusive and sustainable (UNWTO, 2015). The Organisation for Economic Co-operation and Development (OECD) advocates for coherent and forward-looking tourism policies supported by long-term strategies and flexible action plans. Such frameworks are essential for maximizing the economic, environmental, and social benefits of tourism while mitigating potential negative impacts (OECD, 2020). The OECD emphasizes the need for governments to

organize publicly funded or procured tourism infrastructure to contribute to environmental and climate-resilient development. This includes promoting carbon literacy among tourism actors and empowering sustainable travel choices (OECD, 2022). Effective destination management requires strategic spatial planning of tourism infrastructure to ensure that development benefits local communities and preserves cultural and natural heritage. Infrastructure policies should prioritize environmentally sustainable practices to minimize the ecological impact of tourism. Policies must ensure that infrastructure development benefits local communities, providing employment opportunities and supporting local businesses (UNWTO, 2023; Scheyvens & Biddulph, 2019). Developing infrastructure that can withstand environmental challenges and adapt to changing tourist behaviors is essential for long-term sustainability (OECD, 2022). Incorporating technological advancements into infrastructure development can enhance tourist experiences and operational efficiency (Gretzel et al., 2020).

Security and Safety Policies

These policies encompass a range of measures designed to protect tourists, tourism workers, and local communities from various risks, including crime, health threats, and natural disasters (UNWTO, 2022; Novelli et al., 2018). Effective policies not only safeguard visitors but also enhance the destination's reputation and economic stability (Baum & Hai, 2020; OECD, 2022). The World Tourism Organization (UNWTO) emphasizes the integral relationship between tourism, security, safety, and development. Their 2024 publication provides a comprehensive methodology for designing and implementing security strategies tailored to specific objectives, resources, and constraints of tourism stakeholders. The OECD highlights the necessity for coordinated, forward-looking policies to build a more resilient, sustainable, and inclusive tourism sector. Their 2024 report underscores the importance of addressing safety and security challenges to maintain tourism's role in economic and social development.

Tourism Entrepreneurs

Tourism entrepreneurs play a vital role in the development and sustainability of tourism destinations by identifying opportunities, taking risks, and creating businesses that meet the diverse needs of travelers (Rogerson, 2020; Dias et al., 2021). Operating across sectors such as accommodation, dining, transportation, and recreation, these entrepreneurs enhance visitor experiences through localized and innovative offerings. For instance, boutique hotels and eco-friendly tours provide cultural and environmental value, helping destinations stand out in a competitive global market (Thomas & Pugh, 2020; UNWTO, 2023).

The success of tourism entrepreneurs hinges on their ability to overcome challenges like regulatory compliance, economic shifts, evolving consumer preferences, and environmental sustainability (Hall et al., 2020). Leveraging technology is essential, as it improves efficiency and expands market reach (Gretzel et al., 2020). Cultural sensitivity and collaboration with local communities also ensure offerings are authentic and beneficial to both tourists and residents (Scheyvens & Biddulph, 2019). These partnerships foster socio-economic development and cultural preservation.

Government support is critical in advancing tourism entrepreneurship. Through targeted policies such as establishing tourism zones, offering tax incentives, and providing training programs, governments can stimulate innovation and business growth (OECD, 2022; Morrison et al., 2021). Such frameworks encourage entrepreneurs to develop adaptive, creative solutions that align with modern traveler expectations. Overall, tourism entrepreneurs, backed by supportive policies and community collaboration, drive destination competitiveness and sustainable development in the tourism sector (UNWTO, 2023).

Theoretical Framework

The Policy Implementation Theory, developed by Aaron Wildavsky in 1973, serves as a useful framework for understanding how government policies are translated into practical outcomes. In the context of this study on the impact of government policies on tourism entrepreneurship in Obudu Cattle Ranch, the theory provides a lens for examining the challenges and dynamics of policy execution. It emphasizes that effective implementation depends not only on the quality of policy design but also on the capacity, coordination, and motivation of various stakeholders involved. These include local government authorities, tourism entrepreneurs, and community leaders. Wildavsky's theory also draws attention to the common gap between policy intent and actual outcomes due to issues like limited resources, poor coordination, and conflicting interests among actors. For instance, even well-designed policies supporting infrastructure or financial aid may fail without effective local execution. The theory underscores the importance of local actors' understanding and behavior, as well as the role of feedback mechanisms for continuous improvement. Applied to Nigeria's tourism sector, especially in Obudu, the theory highlights systemic challenges such as political instability and underfunding that can hinder policy success. Overall, the theory aids in assessing implementation effectiveness and informs strategies to improve tourism policy outcomes in Nigeria.

Empirical Literature

Empirical studies across various regions reveal that government policies significantly influence tourism entrepreneurship and sector development. In the UK, Hall et al. (2020) found that infrastructure upgrades and innovation grants improved sustainability for 58% of 300 tourism SMEs. Similarly, Johansson and Nilsson (2022) reported that regulatory reforms in Sweden led to business growth among 63% of 250 tourism operators. A global study by Bashir et al. (2022) showed that physical and ICT infrastructure improved tourism receipts, especially in high-income countries, while terrorism had a negative impact, primarily in upper-middle-income regions.

In India, Bhat et al. (2021) revealed that political distrust in Kashmir weakened resident support for tourism, despite economic potential. In Kenya, Mwangi et al. (2020) identified infrastructure as a key driver of tourism success, though financial access and inconsistent policy limited growth. Kebede and Alemu (2023) found similar results in Ethiopia, where public investment in infrastructure improved tourist inflow but lacked supportive financing.

In Nigeria, Olawale (2021) noted that tax relief and digital support enhanced entrepreneurial efficiency by 45%. Salami et al. (2023) confirmed a strong positive correlation between government incentives and entrepreneurial growth in Delta State. Blessing (2022) highlighted policy failure in Ikom, Cross River, with no tangible community benefit. Akpa and Ofem (2022) found only partial implementation of tourism policies at Obudu Mountain Resort due to budgetary inconsistencies, stressing that infrastructure alone is insufficient without complementary financial schemes. Nchor et al. (2023) observed economic and social gains for communities around Obudu but also warned of cultural erosion risks. Earlier, Akpa and Ofem (2020) concluded that weak infrastructure, security issues, and poor policy execution hinder tourism's contribution to Nigeria's economy.

Collectively, these studies underscore the critical role of integrated infrastructure, financial support, and effective governance in fostering sustainable tourism entrepreneurship. Evidence from diverse contexts such as Sweden, India, Kenya, Ethiopia, and Nigeria demonstrates that while infrastructure development is essential, it must be complemented by accessible financing, consistent policy implementation, and community-inclusive governance. Without

these interlinked components, even the most promising tourism destinations may struggle to realize their full economic and social potential.

METHODOLOGY

This study adopted a descriptive survey research design to investigate the impact of government policies on the success of tourism entrepreneurs in Obudu Cattle Ranch, Cross River State, Nigeria. The design enabled the collection of data from a specific population to explore the effects of policy dimensions such as financial support and infrastructure development on tourism entrepreneurship.

The target population, estimated at approximately 435 individuals, included a range of tourism stakeholders: lodge operators, tour guides, souvenir vendors, transport providers, as well as local government officials and representatives from tourism regulatory bodies. A sample size of 150 respondents was selected using stratified random sampling, which categorized participants into groups like accommodation providers and tour operators to ensure broad representation and reduce bias.

Primary data was collected using a structured questionnaire based on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire was validated by tourism and policy experts, and a pilot test involving 20 respondents (outside the study area) confirmed its reliability, with a Cronbach's Alpha threshold of ≥ 0.7.

Data collection lasted four weeks, with trained assistants helping clarify questions, ensuring high response accuracy. Data were analyzed using SPSS version 20, and multiple regression analysis tested the relationships between government policy variables and entrepreneurial success. A 0.05 significance level guided statistical inferences. The model was specified as:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$

where:

Y = success of tourism entrepreneurs (dependent variable)

X_1, X_2, X_3 = government policies (independent variables)

β_0 = intercept or constant term

$\beta_1, \beta_2, \beta_3$ = regression coefficients

ε = error term

The significance level for all statistical tests was set at 0.05, allowing the study to identify meaningful relationships and draw valid conclusions.

RESULTS AND DISCUSSION

A total of one hundred and fifty (150) questionnaires were retrieved and were used for analysis. The stated hypotheses were tested below using multiple regression technique

Table 1

Model Summary on the Impact of Government Policies on the Success of Tourism Entrepreneurs in the Nigerian Communities: A Study of Obudu Cattle Ranch, Cross River State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.687[a]	.473	.462	1.06684	.473	43.600	3	146	.000	1.730

a. Predictors: (Constant), SECURITY AND SAFETY, FINANCIAL SUPPORT, INFRASTRUCTURE.DEVELOPMENT

b. Dependent Variable: SUCCESS.OF.TOURISM

Source: Field Work, 2024 (SPSS VERSION 20)

The regression analysis assessing the impact of government policies on the success of tourism entrepreneurs in Obudu Cattle Ranch, Cross River State, reveals a moderate to strong positive relationship with a correlation coefficient **(**R**)** of 0.687**.** The R^2 value of 0.473 indicates that 47.3% of the variation in tourism entrepreneurs' success is explained by the combined effects of security and safety**,** financial support**,** and infrastructure development policies**.** The adjusted R^2 of 0.462 further confirms the model's reliability when generalized to the population.

The standard error of the estimate is 1.06684**,** suggesting acceptable predictive accuracy. The model's F-statistic is 43.600 with a significance level of 0.000, confirming the overall model is statistically significant. With degrees of freedom df1 = 3 and df2 = 146**,** the model appropriately reflects the structure of the data and the number of predictors.

The Durbin-Watson statistic of 1.730 indicates no serious autocorrelation, enhancing the trustworthiness of the regression results. Overall, the model meets standard statistical assumptions and confirms that government policy measures significantly influence tourism entrepreneurial success in the region.

able 2

ANOVA on the Impact of Government Policies on the Success of Tourism Entrepreneurs in the Nigerian Communities: A Study of Obudu Cattle Ranch, Cross River State.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	148.869	3	49.623	43.600	.000[b]
	Residual	166.171	146	1.138		
	Total	315.040	149			

a. Dependent Variable: SUCCESS.OF.TOURISM

b. Predictors: (Constant), SECURITY AND SAFETY, FINACIAL SUPPORT, INFRASTRUCTURE DEVELOPMENT

Source: Field Work, 2024 (SPSS VERSION 20)

The ANOVA result provides a statistical assessment of the overall significance of the regression model investigating the impact of government policies on the success of tourism entrepreneurs in Obudu Cattle Ranch, Cross River State. The regression model produced a sum of squares of 148.869 with 3 degrees of freedom, corresponding to the three predictor variables: financial support, infrastructure development, and security and safety policies. The mean square for regression was 49.623, while the residual sum of squares was 166.171 across 146 degrees of freedom**,** resulting in a total sum of squares of 315.040.

The computed F-statistic was 43.600, with a significance value (Sig.) of .000, which is far below the conventional threshold of 0.05. This indicates that the model is statistically significant and that there is strong evidence to

reject the null hypothesis that all regression coefficients are zero.

In summary, the ANOVA outcome validates that the combined influence of financial support, infrastructure development, and security policies significantly predicts the success of tourism entrepreneurs in the study area, confirming the model's robustness and relevance to tourism development policy analysis.

Table 3

Coefficients on the Impact of Government Policies on the Success of Tourism Entrepreneurs in the Nigerian Communities: A Study of Obudu Cattle Ranch, Cross River State.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	1.306	.326		4.007	.000	.662	1.951			
	FINACIAL .SUPPORT	-.065	.056	-.076	-1.163	.247	-.175	.045	-.318	-.096	-.070
	INFRASTRUCTURE DEVELOPMENT	.672	.086	.728	7.844	.000	.503	.842	.681	.544	.471
	SECURITY AND SAFETY	-.100	.091	-.101	-1.093	.276	-.279	.080	.475	-.090	-.066

a. Dependent Variable: SUCCESS.OF.TOURISM

Source: Field Work, 2024 (SPSS VERSION 20)

The regression coefficient analysis highlights the individual effects of government policy dimensions on tourism entrepreneurial success in Obudu Cattle Ranch. Among the predictors, infrastructure development policies emerged as the most influential and statistically significant factor, with an unstandardized coefficient of B = 0.672, a standard error of 0.086, t = 7.844, and $p < .001$. The standardized Beta of 0.728 confirms its dominant impact, with a 95% confidence interval between 0.503 and 0.842, indicating both statistical and practical significance.

Conversely, financial support policies showed a negative but non-significant effect, with B = -0.065, standard error = 0.056, t = -1.163, p = 0.247, and a Beta of -0.076. The confidence interval ranged from -0.175 to 0.045, reflecting uncertainty about its actual influence.

Similarly, security and safety policies recorded B = -0.100, standard error = 0.091, t = -1.093, p = 0.276, and a Beta of -0.101, with a confidence interval of -0.279 to 0.080, also showing no significant predictive power.

The constant term (B = 1.306, t = 4.007, p = .000) indicates baseline entrepreneurial success irrespective of policy effects. Overall,

infrastructure development stands out as the critical policy driver of tourism success in the region.

Discussion of Findings

The findings of this research at Obudu Cattle Ranch show that among government policy dimensions, *infrastructure development* had the most significant impact on tourism entrepreneurial success, with strong statistical backing (B = 0.672, p < .001). This aligns with studies by Smith et al. (2021) in the UK, Mwangi et al. (2020) in Kenya, and Bashir et al. (2022**)** globally, all of which emphasized the importance of physical and ICT infrastructure in boosting tourism outcomes. However, *financial support* and *security and safety policies* in Obudu showed negative, non-significant effects. This contrasts with Salami et al. (2023) and Olawale (2021) who found significant positive impacts of financial interventions in Nigeria, indicating that implementation gaps may exist in Obudu. Similarly, Johansson and Nilsson (2022) linked clear safety regulations to business growth in Sweden, unlike the Obudu context where safety policies were statistically weak (B = -0.100, p = 0.276). Additionally, Akpa and Ofem (2020, 2022) and Blessing (2022) support this view, citing policy inconsistencies and inadequate safety enforcement in Obudu. In essence, while infrastructure is a proven driver of success, the weak impact of financial and security policies in Obudu suggests implementation shortfalls, rather than policy irrelevance.

Conclusion

The findings of this study indicate that government policies play a crucial role in the success of tourism entrepreneurs in the Obudu Cattle Ranch area of Cross River State. The study found a significant positive relationship between government policies (financial support policies, infrastructure development policies and security and safety policies) and the success of tourism entrepreneurs in Cross River State. Therefore, government policies play a crucial role in enhancing the performance and success of tourism businesses in the region. The strong relationships found between these policies and entrepreneurial success highlight the importance of effective government intervention in promoting the growth and sustainability of tourism businesses in the region.

However, the study also identified several areas for improvement. These include addressing challenges related to the accessibility of financial support programs, improving the reliability of infrastructure, and ensuring the enforcement of regulatory frameworks, particularly concerning environmental standards. Addressing these challenges is necessary to enhance the performance of tourism businesses and support the overall growth of the sector in the region.

Recommendations

1. Enhance Access to Targeted Financial Support for Tourism Entrepreneurs
   In light of the finding that financial support policies did not significantly impact tourism entrepreneurial success, it is recommended that government at all levels, in collaboration with financial institutions, develop more accessible, transparent, and targeted financial schemes. These schemes should be specifically tailored to the needs of tourism entrepreneurs, particularly small and medium-sized operators. This includes simplified application processes, reduced collateral requirements, low-interest loans, and the establishment of tourism-specific grant programs. Additionally, financial literacy and advisory services should be integrated into these schemes to improve the capacity of entrepreneurs to utilize funds effectively.
2. Prioritize Infrastructure Development in Tourism Zones
   Given that infrastructure development policies had the most significant positive impact on entrepreneurial success, it is recommended that federal and state governments prioritize infrastructure investment in tourism corridors such as

Obudu Cattle Ranch. This should include the development and maintenance of access roads, electricity, potable water, internet connectivity, and visitor facilities. Public-private partnerships (PPPs) can also be explored to drive infrastructure growth in a sustainable manner. By improving the physical and service infrastructure, the government can significantly enhance the competitiveness and attractiveness of tourism destinations in Nigeria.

3. Strengthen Security and Safety Frameworks in Tourism Destinations Although the results indicated that security and safety policies were not statistically significant in this context, the importance of security cannot be overstated in tourism development. It is recommended that local authorities reinforce existing security measures by deploying more visible security personnel, establishing tourist police units, and installing surveillance systems in key tourism areas. Training community members to serve as local security volunteers or guides can also promote a sense of safety. These initiatives will boost tourists' confidence and contribute to long-term tourism business stability.

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