



***MODERATING ROLE OF TRAINING TRANSFER IN DETERMINING
ENTREPRENEURIAL PERFORMANCE AMONG MICRO, SMALL AND
MEDIUM ENTERPRISES OWNERS IN LAGOS STATE, NIGERIA***

GENTY KABIRU ISHOLA



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By

GENTY KABIRU ISHOLA

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**

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DEDICATION

This thesis is dedicated to my late parents of the blessed memories; Pa. Tijani Atanda GENTY and my beloved mother late Mrs Suwebatu Abeni GENTY.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in Fulfillment
of the requirement for the Degree of Doctor of Philosophy

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Despite the significance and contributions of micro, small and medium enterprises (MSMEs) to the national economy, many problems and constraints still exist in promoting their development and growth which invariably affect the performance of the owners. This, in turn, led to the dwindling number of MSMEs in Nigeria. The declines were attributed to poor personal traits of entrepreneurs in Nigeria, underdeveloped human resources, and the harsh operating business environment. In addition, MSMEs failure, particularly in emerging economies, has been attributed to lack of preparedness as a result of inaccurate entrepreneurial training and lack of training transfer of entrepreneur skills and competencies.

However, very few studies have been conducted in Nigeria to ascertain entrepreneurial performance and factors influencing entrepreneurial performance collectively. Thus, this study general objective determines the moderating role of training transfer on the determinants of entrepreneurial performance. At the same time examines holistically the determinant factors influencing entrepreneurial performance in Lagos State Nigeria taking into consideration the multi-determinant constructs of personal qualities of the entrepreneurs, business competencies, and environmental munificence factors. This is because entrepreneurial performance has been argued in literature to be multidimensional phenomena; hence studying entrepreneurial performance in isolation makes such findings inconclusive. Therefore, investigating multi-determinant relationships becomes imperative.

The study adopted a quantitative approach using a survey while Cochran (1977) formulae for sample size determination was used to calculate for the sample size. Descriptive statistic tool was used for demographic data analysis as well as to determine the level of the used constructs in the study. The Structural Equation Modelling (SEM) approach was utilised to test the stated research hypotheses. Prior to full utilisation of the model, the researcher ensure the model meet the acceptable goodness-of-fit indices: X^2 (CMIN) = 387.238 (DF = 196), Relative X^2 (CMIN/DF)

= 1.976, AGFI = .870, GFI = .899, CFI = .939, IFI = .939, TLI = .928 and RMSEA = .056.

The study descriptive analysis revealed that there is a moderate level of entrepreneurial performance among the 307 valid respondents with a mean score of 4.08 (SD= 1.43). More so, the analysis depicted that the level of entrepreneurs personal qualities was high at a mean score of 3.81 (SD =1.13). Similarly, business competencies level among the respondents was also high with a mean score of 4.25 (SD = 0.86). However, the respondents level of environmental munificence factors were moderate with a mean score of 3 (SD = 1.33), while, the training transfer level was high at a mean score of 4.27 (SD = 0.81).

The structural equation model showed that personal qualities did not significantly contribute to entrepreneurial performance ($\beta = -.109$, $p = .108$). However, the analysis of structural equation model depicted that business competencies contributed significantly to entrepreneurial performance ($\beta = -.127$, $p = .043$), though the contribution was negatively related. In addition, training transfer contributions to entrepreneurial performance was estimated at ($\beta = .323$, $p = .000$) which was also significant with high positive effect size when compared to the relationship with business competencies and entrepreneurial performance. The structural model revealed that the relationship between personal qualities, business competencies, and environmental munificence factors are moderated by training transfer in the study with measurement residual X^2 greater than unconstrained X^2 based on model comparison output ΔX^2 (CMIN) = 10.925; $\Delta df = 40$; $p = .000$. Therefore, the study showed that there is a presence of moderation effect of training transfer on the determinants of entrepreneurial performance in the overall model.

Based on the findings from the study, the researcher concluded that the moderate level of entrepreneurial performance among the manufacturing MSMEs owners in Lagos State, Nigeria was attributed to the contributions of training transfer on the relationship between business competencies and entrepreneurial performance. This implies that high level of training transfer enhances business competencies of the respondents which in turn improve their entrepreneurial performance. Therefore, there is need for Nigeria MSMEs owners to place more emphasis on human resource development, and training transfer in particular in order to increase entrepreneurial performance in Nigeria. Thus, this study suggests for more effective entrepreneurial training that will allows for transfer of training necessary for the enhancement of personal qualities, business competencies and environmental munificence factors among the MSMEs owners. The study findings can serve as a guide in developing entrepreneurial training curriculum, selection of resource persons, and pedagogical methods require to inculcating the personal qualities, business competencies, and environmental munificence factors necessary for entrepreneurial performance among the trainees.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**PERANAN PENYEDERHANAAN PEMINDAHAN LATIHAN DALAM
MENENTUKAN PRESTASI KEUSAHAWANAN DALAM KALANGAN
PEMILIK PERUSAHAAN MIKRO, KECIL DAN SEDERHANA DI LAGOS,
NIGERIA**

Oleh

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Meskipun kepentingan dan sumbangan perusahaan mikro, kecil dan sederhana (PMKS) kepada ekonomi negara, pelbagai masalah dan kekangan masih wujud dalam menggalakkan pembangunan dan pertumbuhan mereka yang mana setiap kali mempengaruhi pencapaian pemiliknya. Ini seterusnya, membawa kepada penurunan jumlah PMKS di Nigeria. Penurunan ini adalah disebabkan oleh sifat-sifat peribadi usahawan yang kurang baik di Nigeria, sumber manusia yang kurang membangun, dan persekitaran operasi perniagaan yang teruk. Di samping itu, kegagalan PMKS, terutamanya dalam ekonomi memunculkan, telah disebabkan oleh kurangnya persediaan hasil daripada latihan keusahawanan yang tidak tepat dan kekurangan latihan pemindahan kemahiran dan kompetensi usahawan.

Walau bagaimanapun, terdapat kurang kajian dijalankan di Nigeria untuk memastikan pencapaian keusahawanan dan faktor-faktor mempengaruhi pencapaian keusahawanan secara kolektif. Oleh itu, objektif umum kajian ini mengkaji peranan penyederhanaan latihan pemindahan pada penentu pencapaian keusahawanan. Pada masa yang sama mengkaji secara holistik faktor-faktor penentu yang mempengaruhi pencapaian keusahawanan di Lagos, Nigeria dengan mengambil kira konstruk pelbagai penentu sifat peribadi usahawan, kecekapan perniagaan dan faktor kemurahan terhadap alam sekitar. Hal ini disebabkan pencapaian keusahawanan telah diperdebatkan dalam literatur sebagai fenomena pelbagai dimensi; oleh itu mengkaji pencapaian keusahawanan secara berasingan menjadikan penemuan tersebut tidak meyakinkan. Justeru, mengkaji hubungan pelbagai penentu tersebut amatlah penting.

Kajian ini menerima pakai pendekatan kuantitatif menggunakan survei manakala formula Cochran (1977) bagi penentuan saiz sampel telah digunakan untuk mengira saiz sampel. Pengukuran statistik deskriptif telah digunakan untuk analisis data demografi dan juga untuk menentukan tahap konstruk yang digunakan dalam kajian ini. Pendekatan Model Persamaan Struktur (*Structural Equation Modelling, SEM*)

digunakan untuk menguji hipotesis kajian dinyatakan. Sebelum penggunaan sepenuhnya model, penyelidik memastikan model memenuhi indeks ketepatan padanan yang boleh diterima: X^2 (CMIN) = 387.238 (DF = 196), *Relative X²* (CMIN/DF) = 1.976, AGFI = .870, GFI = .899, CFI = .939, IFI = .939, TLI = .928 dan RMSEA = .056.

Analisis deskriptif kajian ini menunjukkan bahawa terdapat tahap pencapaian keusahawanan yang sederhana dalam kalangan 307 responden sah dengan skor min 4.08 (SP= 1.43). Tambahan lagi, analisis menggambarkan bahawa tahap kualiti peribadi usahawan adalah tinggi pada skor min 3.81 (SP =1.13). Begitu juga, tahap kecekapan perniagaan dalam kalangan responden juga tinggi dengan skor min 4.25 (SP = 0.86). Walau bagaimanapun, tahap faktor kemurahan terhadap alam sekitar responden adalah sederhana dengan skor min 3 (SP = 1.33), sementara itu, tahap latihan pemindahan adalah tinggi pada skor min 4.27 (SP = 0.81).

Model persamaan struktur menunjukkan bahawa kualiti peribadi tidak menyumbang secara signifikan kepada pencapaian keusahawanan ($\beta = -.109$, $p = .108$). Walaupun, analisis model persamaan struktur menunjukkan bahawa kecekapan perniagaan menyumbang secara signifikan kepada pencapaian keusahawanan ($\beta = -.127$, $p = .043$), walaupun sumbangan tersebut berhubung secara negatif. Di samping itu, sumbangan latihan pemindahan kepada pencapaian keusahawanan dianggarkan pada ($\beta = .323$, $p = .000$) yang juga signifikan dengan kesan saiz positif tinggi jika dibandingkan dengan hubungan dengan kecekapan perniagaan dan pencapaian keusahawanan. Model struktur mendedahkan bahawa hubungan antara faktor-faktor kualiti peribadi, kecekapan perniagaan, dan kemurahan terhadap alam sekitar adalah disederhanakan oleh latihan pemindahan dalam kajian ini dengan X^2 reja pengukuran lebih besar daripada X^2 tanpa kawalan berdasarkan model perbandingan output ΔX^2 (CMIN) = 10.925; $\Delta df = 40$; $p = .000$. Oleh itu, kajian ini menunjukkan bahawa terdapat kehadiran kesan penyederhanaan latihan pemindahan pada penentu pencapaian keusahawanan dalam keseluruhan model.

Berdasarkan dapatan kajian, penyelidik membuat kesimpulan bahawa tahap sederhana pencapaian keusahawanan dalam kalangan pemilik PMKS pembuatan di Lagos, Nigeria adalah disebabkan oleh sumbangan latihan pemindahan dalam hubungan antara kecekapan perniagaan dan pencapaian keusahawanan. Ini bermakna tahap latihan pemindahan yang tinggi meningkatkan kecekapan perniagaan responden yang seterusnya meningkatkan pencapaian keusahawanan mereka. Oleh itu, terdapat keperluan bagi pemilik PMKS Nigeria untuk meletakkan lebih penekanan pada pembangunan modal insan, dan latihan pemindahan khususnya bagi meningkatkan pencapaian keusahawanan di Nigeria. Barangkali usaha ini boleh meningkatkan pencapaian keusahawanan di Nigeria. Oleh itu, kajian ini mencadangkan latihan keusahawanan yang lebih berkesan yang akan membolehkan latihan pemindahan yang diperlukan bagi peningkatan faktor kualiti peribadi, kecekapan perniagaan dan kemurahan terhadap alam sekitar dalam kalangan pemilik PMKS. Latihan pemindahan sedemikian boleh meningkatkan kelompok kritikal bagi pengetahuan berkaitan, sikap dan kemahiran yang usahawan peroleh dan miliki semasa latihan untuk berjaya dalam persekitaran kini yang bergolak. Dapatan kajian boleh dijadikan panduan dalam membangunkan kurikulum latihan keusahawanan, pemilihan sumber pekerja dan kaedah pedagogi diperlukan untuk menerapkan faktor-faktor sifat-sifat peribadi, kecekapan perniagaan, dan kemurahan terhadap

alam sekitar perlu untuk pencapaian keusahawanan dalam kalangan pelatih yang membolehkan latihan pemindahan yang mudah.



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This thesis submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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LIST OF ABBREVIATIONS

AGFI	Adjusted-goodness-of-fit index
AMEN	Association of Micro-Entrepreneurs of Nigeria
ASBON	Association of Small Business Owners of Nigeria
AVE	Average Variance Extracted
AMOS	Analysis Moment of Structure
B	Unstandardized Regression Weight
β	Standardized Regression Weight
BC	Business Competencies
CFA	Confirmatory Factor Analysis
Chi-sq/df	Relative Chi-square
CBN –	Central Bank of Nigeria
CV	Convergent Validity
CR	Construct Reliability
CFI	Comparative- fit-index
CR	Critical Ratio
D ²	Mahalanobis d-square
DF	Degree of Freedom
DV	Dependent Variable
EAO	Entrepreneurial Attitude and Orientation
EET	Entrepreneurship Education and Training
ET	Entrepreneurial Training
ES	Entrepreneurial Performance
EF	Environmental Munificence Factors
EDC	Entrepreneurship Development Centre
EFA	Exploratory Factor Analysis
EDP	Entrepreneurship Development Programmes
FIN	Financial Competency

FGN	Federal Government of Nigeria
GRAS	Growth Rate of Asset
GREP	Growth Rate of Employees
GFI	Goodness-of-fit Index
GLM	General Linear Model
GIS	Graduate Internship Scheme
GDP	Gross Domestic Product
HR	Human Resource
HOD	Head of Department
IRPM	Industrial Relations & Personnel Management
IFI	Incremental fit index
ILO	International Labour Organisation
INN	Innovativeness
IV	Independent Variable
LOC	Locus of Control
LCCI	Lagos State Chamber of Commerce and Industry
LCDA	Local Council Development Area
LTSI	Learning Transfer System Inventory
LASU	Lagos State University
MSMEs	Micro, Small and Medium Enterprises
MAN	Manufacturing Association of Nigeria
MI	Modification indices
MC	Marketing Competency
MoeV	Moderating Variable
NEEDS	National Economic Empowerment Development Strategy
NA	Need Achievement
NFI	Normed Fit Index
NBCI	Nigeria Bank of Commerce and Industry
NDE	National Directorate of Employment

NBS	National Bureau of Statistics
NASME	Nigeria Association of Small and Medium Enterprises
n/N	Number of member of sample or population
OPC	Operational Competency
PNFI	Parsimonious Fit Index
PQ	Personal Qualities
Ph.D.	Doctor of Philosophy
R^2	Coefficient of determination
ROA	Return on Asset
ROS	Return on Sales
ROE	Return on Employees
RMR	Root-Mean-Square-Residual
RMSEA	Root-Mean-Square-Error of Approximation
ROI	Return on Investment
RT	Risk Taking
S.D	Standard Deviation
S.E	Standard Error
SUREP	Subsidy Reinvestment and Empowerment Programme
SMEs	Small and Medium Enterprises
SMEDAN	Small and Medium Development Agency of Nigeria
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Sciences
TOT	Training Transfer
TLI	Tucker Lewis Index
TNA	Training Need Analysis
TOA	Tolerance for Ambiguity
UPM	Universiti Putra Malaysia
UMHSF	University of Michigan Health System Finance Competency Model
X^2	Chi-Square



CHAPTER 1

INTRODUCTION

1.1 An Overview

This chapter aims at providing an introduction to the thesis. It begins with a discussion on the background of the study, and entrepreneurial performance (success) in Nigeria context which was later discussed in two folds namely, MSMEs trend in Nigeria and an overview of manufacturing MSMEs in Lagos state, Nigeria. This was followed by a statement of the problem, and research objectives. The significance of the study was also discussed from three perspectives namely contribution to existing knowledge, policy making and to the entrepreneurs. This was later accompanied by the assumption of the study while limitations and delimitations of the study were not left out. The main terms used in the thesis were stated and operationalized.

1.2 Background of the study

Entrepreneurship research is rooted with many fundamental unanswered questions, for which there does not exist a cohesive explanatory, predictive, or normative theory (Amit, Glosten, & Muller, 1993). Some of these questions include why do some new ventures succeed while other fails? Who is most likely to become a successful entrepreneur and why? What market, regulatory, and organisational environments foster the most successful entrepreneurial activities? These are among some of the more frequently asked questions. These questions are very germane that make researchers to explore different disciplines in order to provide a viable answer to the questions. The success rate of entrepreneurs or entrepreneurial performance as the case maybe is very subjective and objective in nature because of the parameter used to measure performance (success) is highly contentious. However, there are still some disagreements as what constitute performance (success) sometimes among scholars.

Entrepreneurial performance is the evidence of persistence track record of success show by entrepreneurs' to outperform other industry peers in the same ventures (Gompers, Kovner, Lerner, & Scharfstein, 2008). Thus, the success is linked to more skilled, and commitment of more resources to the firms. The latter is how the entrepreneurs' manage the venture while the former is the identified skills that generate performance persistence. Delmar (1996) posited that there is distinction between entrepreneurial performance and business performance. The scholar argued that entrepreneurial performances are specific task control whereas business performances are either measured as the ability to survive or to grow. Therefore, entrepreneurs can be performing highly but the business performs poorly due to unforeseen events beyond the control of the entrepreneurs such as political decision. Thus, entrepreneurs can never control all factors that determine business performance (Delmar, 1996). However, entrepreneurial performances are actions

initiated by the entrepreneurs to reach their desired goals such as decision making and strategies. These actions are often determined by the individual capacity (ability and motivation) and the environment (organisational design and context). In the words of Barreto (2013), entrepreneurial performance is defined from success point of view which is the rate of success recorded by an entrepreneur in a set of firms and during a given period of time. For instance, if a firm continues operation after the first five years, then it is a successful firm (Cooper, Woo, & Dunkelberg, 1988; Maharati & Nazemi, 2012).

Similarly, Rosni (1994) refers to entrepreneurs' success as the respondents scored card with reference to net profits, expenses, sales, and client served per year in comparison to previous years. This definition sees entrepreneurs' success from both financial and non-financial measurement angle, whereby success was viewed from entrepreneurial performance perspectives. Thus, the meaning of success was basically linked to entrepreneurial performance which could be measured through financial or non-financial indices in relation to individual or organisational designed yardstick. The financial parameter of performance (success) can be measured using indices such as growth rate of sales, growth in employees, profitability rate, return on assets (ROA), return on sales (ROS), return on employees (ROE), return on investment among others (Maharati, 2010; Raduan Che, Kumar, & Yen, 2006; Solymossy, 1998; Wang & Lestari, 2013). Meanwhile, the non-financial performance (success) was attributed to the changes in the position of the venture after its operation for more than 3 years, which can be measured in term of survival rate, create value for customers, self-achievement, being recognised, and sustainability of the venture to mention few (Jo & Lee, 1996; Maharati, 2010; Yang, 1998).

In this study, however, entrepreneurial performance shall be the success recorded by the owners of micro, small and medium enterprises who have been in business for a period of three or more years and have had an increase in the number of employees, sales, and revenues. This definition becomes necessary to guide this study because there was no consensus among scholars on the specific duration or period to measure entrepreneurs' success. However, Ahirah (1993), Jo & Lee (1996), and Witt (2004) have vigorously posited in their respective studies that the duration of three years or more is ideal for measuring business owner success. This is due to mortality stage challenges of start-up by the business owners which are often unfavourable to the small businesses when compared to large firms. Therefore, this study will be guided by this specific duration in order to protect the researcher from working outside the shore of its intended scope. Thus, this definition becomes pertinent as a guide.

The none-consensus in the definitions of entrepreneurial performance has led to various determinants of entrepreneurial performance factors among scholars. These were as a result of wide range of fields involve in entrepreneurship studies, such as economic, management, psychology, organisational behaviour, education, sociology, political science among others. These multidisciplinary nature of the study of entrepreneurship lead to different perspective of what actually determine entrepreneurial performance or success (see Amit et al., 1993; Maharati & Nazemi,

2012; Raduan Che et al., 2006; Solymossy, 1998). The differences in the discipline of scholars in entrepreneurship give room for many perspectives on entrepreneurial success determinants.

For instance, Ucbasaran, Westhead, Wright, & Flores (2010) investigated human factors like knowledge, experience and competencies as a determinants of entrepreneurs' success; Ramana, Aryasri, & Nagayya (2008) looked at the environmental factors such as capital market, changes in government policies and regulations, strategies adopted by the competitors, economic conditions to mention a few as determinants of entrepreneurs' success; Deniz, Boz, & Ertosun (2011) examined the relationship of entrepreneurs cognitive and emotions on entrepreneurial success while Duchesneau & Gartner (1990) and Sharir & Lerner (2006) investigated personal factors of entrepreneur such as education, experiences on their success rate.

Similarly Krauss, Frese, Friedrich, & Unger (2005), Lachman (1980), Tang & Hull (2012), and Baron & Markman (2000) carried out studies on motivational factors such as need for achievement, self-efficacy, personal initiative, risk-taking orientation, innovativeness, and autonomy as main determinants of entrepreneurs' success. Solymossy (1998), Maharati & Nazemi (2012), and Raduan Che et al. (2006) among other studies examined entrepreneurial attributes/characteristics as the major determinants of entrepreneurial performance (success) using different constructs of personality and attitudinal traits. These studies shortcomings are flawed because the constructs are viewed individually, rather than studied the constructs in a multideterminant ways.

In the earlier studies conducted by Robinson, Stimpson, Huefner, & Hunt (1991); Shanthakumar (1992); Morris & Sexton (1996) and Lumpkin & Dess (1996) on entrepreneurial success all the scholars used Entrepreneurial Attitude and Orientation (EAO) as the determinant of entrepreneurs' success with dimensions such as innovativeness, risk taking, proactiveness, autonomy, competitive aggression, achievement, personal control, self-esteem and opportunism among others. Thus, these studies are basically to determine entrepreneurial performance from an individual perspective.

However, entrepreneurial performance (success) cannot be limited to individual perspective alone as it can also be measured from the firms or organisations perspectives. Therefore, scholars such as Van de Ven, Hudson, & Schroeder (1984); Gartner (1985) and Ibrahim & Goodwin (1986) among others focused on the organisational or productive functions of the firm itself rather than the personality of the individual founder. The scholars argument was based on the fact that "organisation carries forward the innovative and productive impetus of entrepreneurship which is facilitated by skilled managerial practices" (Solymossy, 1998, p.27). Meanwhile, some scholars were of the view and argued that individual entrepreneurial characteristics elements and organisational elements are both recognised as context based, because of the interaction with their environment and these affect the formation and performance of the new venture (Erofeev, 2002;

Lumpkin & Dess, 1996; Solymossy, 1998). Thus, the scholars posited that entrepreneurial performance (success) could also be determined from an environmental point of view (Tang & Hull, 2012; Tang, 2008).

1.3 Entrepreneurial Performance in Nigeria Context

According to Ladzani and van Vuuren (2002), the proliferation of small businesses all over the world has contributed significantly to job creation, social stability and economic welfare. Therefore the development of Micro, Small and Medium Enterprises (MSMEs) in likely all countries of the world have led to innovative products and services across globe, creation of new jobs, enhancement of the opening of foreign markets as well as making some economies of the world to have a competitive edge (such as US, China, Japan, and Singapore among others). Thus, the performance of the aforementioned economies has triggered many Africa countries to improve and redesign their economic policies towards the development of MSMEs (Ladzani & van Vuuren, 2002). It should be noted that considerable numbers of newly established MSMEs in African countries fail within a few years of their start-ups. Some MSMEs recorded failure at their infancy stages while others failed within their first three years of being in business operation (Adegbite et al., 2007; Ibrahim & Goodwin, 1986; Ladzani & van Vuuren, 2002).

Most MSMEs failure, particularly in an emerging economies, has been attributed to lack of preparedness as a result of inaccurate entrepreneurial training and lack of basic education on entrepreneurial skills (Echtner, 1995; Luca & Cazan, 2011; Pihie, Bagheri, & Sani, 2013; Sondari, 2014). Entrepreneurial skill training is relatively new in some African countries, which makes governments place major emphasis on entrepreneurial awareness and training (Ladzani & van Vuuren, 2002). It has been argued in some quarters that African entrepreneurs are not working towards the economic development of their nations because rather than the entrepreneurs indulging in productive activities such as manufacturing businesses; they are busy carrying out commercial entrepreneurship (Adjebeng-Asen, cited in Adegbite et al., 2007). This shortcoming was linked to lack of technical entrepreneurial talent among the African entrepreneurs plus managerial problems, particularly in the manufacturing businesses. This might invariably be one of the reasons for the slow rate of industrialisation in the continent.

Nonetheless, entrepreneurship development in Nigeria is not really new, it can be traced back to early 1960s (see Akeredolu-Ale, 1975; Ehigie, 2003; Odia & Odia, 2013; Osuagwu, 2001). In Nigeria, micro, small and medium enterprises (MSMEs) represent about 97.5% of the industrial sector in terms of the number of businesses. They also account for 70% of national industrial employment if the threshold is set at 1 – 199 employees, contribute about 10% of manufacturing output and a meager 1% of Gross Domestic Product (see Adegbite, Ilori, Irefin, Abereijo, & Aderemi, 2007; CBN, 2014; Eneh, 2010; NBS/SMEDAN, 2010). In spite the significance and contributions of micro, small and medium industries to the national economy, many problems and constraints still exist in promoting their development and growth which invariably affect the performance and success of the owners.

Eneh (2010) proclaims that 3 out of every 4 micro, small and medium enterprises in Nigeria die every year. Nine out of every 10 prospective entrepreneurs are discouraged from establishing their dream industries (Eneh, 2010). Similarly, the Central Bank of Nigeria (CBN, 2014) report shows a decreased of 1.90 percent in the Nigerian manufacturing production as at May of 2014, over the same month when compared to the previous year. Meanwhile, Nigeria manufacturing production was estimated at “an average of 2.72 percent from 2007 until 2014, reaching an all-time high of 14.85 percent in the fourth quarter of 2011 and record low of -2.62 percent in the fourth quarter of 2012” (CBN, 2014).

This data shows that there are issues in the Nigeria manufacturing production which manufacturing MSMEs sector is included. Thus, calls for action on the part of researchers to investigate what brought about the decline in the manufacturing sector of Nigeria economy, particularly as the nation aspires to be among the top twenty economies in the world by the year 2020. The decline was attributed to poor personal traits and destructive personal attributes of entrepreneurs in Nigeria, underdeveloped human resources and poor manpower management, and harsh operating business environment (Eneh, 2010).

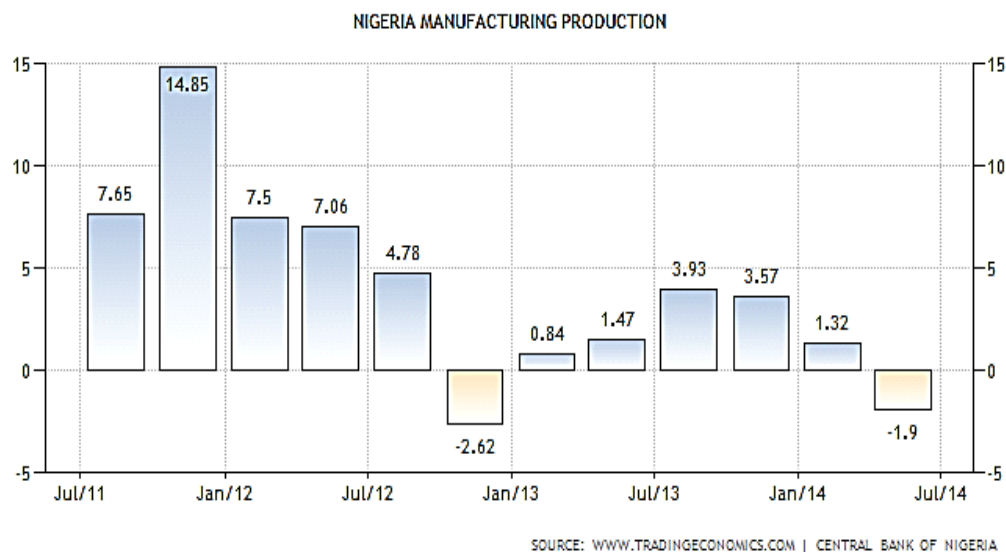


Figure 1.1 : Nigerian Manufacturing Production Trend

Source: Central Bank of Nigeria, 2014

1.3.1 Micro, Small and Medium Enterprises (MSMEs) in Nigeria

Micro, Small and Medium Enterprises (MSMEs) in Nigeria context are business enterprises with employment capacity ranging from 1 to 9 (micro), 10 to 49 employees (small) and 50 to 199 employees (medium) as well as having a capital assets excluding land and buildings of less than 5 million naira (micro), 5 to less than 50 million naira (small) and 50 to less than 500 million naira (medium). The capital

base is around 50 to 300 thousand US dollars for the enterprises to be referred to as micro, small and medium-scale in Nigeria (NBS/SMEDAN, 2010).

For the purpose of this study, the micro, small and medium enterprises shall be the focus of our investigation because of their peculiar employment capacities and asset basement. At the same time, the MSMEs are very accessible and easy to locate compare to the large enterprises or corporations with the serious bottleneck of bureaucracy and protocols. In Nigeria government has accordingly created the enabling environment to nurture entrepreneurial development, through the establishment of various agencies to provide financial resources and training to micro, small and medium scale entrepreneurs. In spite of this effort, there is no evidence supporting the links between training and entrepreneurial outcomes (performance), which is predominately promising but it is not yet definitive. This is so because training transfer are not usually taken serious in micro, small and medium enterprises (MSMEs) of Nigeria (Eneh, 2010).

Although, there is a limited agreement regarding what constitutes a micro, small or medium-sized enterprises but there is a consensus in the literature that MSMEs are not a scaled-down version of the large-scale company (Osuagwu, 2001; Westhead & Storey, 1996). Specifically, the influence of the owner-manager (i.e. the entrepreneurs) is perceived as the major factor distinguishing small-scale enterprises from large-scale enterprises (Osuagwu, 2001). In the survey report by Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) (2010), a classification of enterprises was done to define different categories of Micro, Small and Medium Enterprises based on National policy of Micro, Small, and Medium Enterprises (MSMEs). The definition adopts a classification based on dual criteria of employment and assets of the enterprises as describe below:

Table 1.1: MSMEs Classification in Nigeria

S/N	Size Category	Employment	Assets(#-million) (exclude land and buildings)
1	Microenterprise	Less than 10	Less than 5
2	Small enterprise	10 to 49	5 to less than 50
3	Medium enterprise	50 to 199	50 to less than 500

Source: National Policy on MSMEs

Burns, as cited in Osuagwu (2001), said the most obvious feature of the micro, small and medium business enterprise is the severe limitation of relevant resources with regards to management skills, human, money and other non-human resources. The major types of micro, small and medium business enterprise include the sole

proprietorship, partnership (General partnership, limited and liability partnership), corporation (C Corporation and S corporation) and limited liability companies forms of small business enterprises (Ogundele, 2012; Osuagwu, 2001). It is on the basis of the above discussion and categorisation that this present study adopted the National Policy on MSMEs definition for micro, small and medium enterprises in this present study with specific interest with MSMEs in manufacturing activities.

1.3.2 An Overview of Manufacturing MSMEs in Lagos State, Nigeria

In the past, Nigeria's government only paid a little importance to manufacturing Micro, Small and Medium Enterprises (MSMEs), rather their roles were neglected in the favour of their large-scale counterparts (Bamidele, 2011). Perhaps, the large-scale industries were seen and perceived as the hub and pivotal of economy growth and development. Meanwhile, about 10 percent of total manufacturing output and 70 percent of industrial employment opportunities are from the manufacturing MSMEs (Eneh, 2010; Odia & Odia, 2013; Osuagwu, 2001).

Realising this lately, many special government agencies were established in every state of the country to cater and support the activities of the manufacturing MSMEs. These agencies focus on entrepreneurial training that helps "owner/manager to learn how to approach certain problems, and in this way save time and money, and to become aware of certain rules and procedures that could help them do the work with fewer difficulties" (Ladzani & van Vuuren, 2002: 155).

Prior to 1957, during the creation of the first set of States in Nigeria, the government ensure the participation and involvement of the two tiers of governments, both federal and regional in financing SMEs and other real sub-sector of the economy (Akeredolu-Ale, 1975; Fapohunda, 1977). Many agencies and institutions have been established in the country since this period while new ones are still evolving to foster entrepreneurialism namely Entrepreneurship Development Centre (EDC), National Directorate of Employment (NDE), former Nigeria Industrial Development Bank (NIDB) now Bank of Industry (BOI), Nigeria Bank of Commerce and Industry (NBCI), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) among others. Recently, the Subsidy Reinvestment and Empowerment Programme (SURE-P), the Young Entrepreneur, the Youth Enterprise with Innovation in Nigeria (YOUWIN) and the Graduate Internship Scheme (GIS) programmes were all created for a similar purpose.

Although, all the aforementioned programmes are meant to promote entrepreneurship skills development through training, and reduce unemployment in Nigeria but contrarily, the reverse is the case. Rather than the programmes solving unemployment and stimulate entrepreneurship development, most of the programmes are weak in institutional capacity and failed to advocate for a more inclusive approach (Ebiringa, 2012). It should be noted that there is no existing business concern in Nigeria environment (whether micro, small scale, medium scale or the multinational firm) that does not have difficulties and problems facing it.

However, the magnitude and severity of the difficulty and problems facing various types of firms in Nigeria vary.

Specifically, some of the difficulties and problems facing small business enterprises in Nigeria include: lack of sufficient capital; lack of good and acceptable collateral facility; the culture of mistrust among Nigerian managers and entrepreneurs; lack of stable government policies in small-scale enterprises; lack of reliable infrastructure and relevant enabling environment; problem of management knowledge and practices among others (Adeyemo, 2010; Ogundele, Akingbade, & Akinlade, 2012). All these challenges lead to the failure of entrepreneurs which are basically a concern to this present study.

Lagos state which is the focus study area of this research has the highest number of micro, small and medium enterprises in Nigeria estimated at 889,486. This comprises of 880,805 (micro), 4,146 (small) and 4,535 (medium) (Aganga, 2014; NBS/SMEDAN, 2010). Lagos controls the highest number of manufacturing MSMEs in Nigeria with an estimated figure of 1,195 provided by SMEDAN. Perhaps because of the State proximity to the major ports in the country, and being the former country capital might have contributed to Lagos State having the highest manufacturing MSMEs. Lagos State usually refers to as the commercial nerve centre of the Nigeria because of its prominent commercial activities and it harbour major headquarters of business empires of the country. Lagos State is one of the most populous cities in Nigeria with about 20 million inhabitants and maintaining a landscale area of 3,474 km square with GDP of U\$33.68 million as at the year 2007 (www.lagosgov.ng)

Recently, the president of Lagos State Chamber of Commerce and Industry (LCCI) lamented over activities of the local councils and state revenue collectors, particularly on the multiple tax system in the state warning that this is threatening the existence and survival of businesses in the state, most especially the Micro, Small and Medium Enterprises (MSMEs) (Vanguard Newspaper, 2014). This has led to the closing down of some MSMEs in the state while some have reluctantly relocated to the neighbouring countries. Therefore, it is pertinent for Lagos State Government to take the issue into consideration and attempt to put things in their proper perspective in order to reduce the dwindling number of manufacturing MSMEs in the state.

Again, the extent of skilled workers determines the performance and success as well as the operation of manufacturing micro, small and medium business (Hassan, 2005). The awareness of this fact compels the Lagos State Government to introduce numerous training packages that aim to promote innovations and creativity in entrepreneurship (Ogundele et al., 2012). Generally in Nigeria, efforts were made since the 1960s to promote entrepreneurship through the establishment of training institutions and facilitating industrial development centres (Abdullahi, 2012; Osuagwu, 2001). Studies in developed economies have shown the significance of entrepreneurial performance as a determinant of economic growth and development (Ahiarah, 1993; Maharati & Nazemi, 2012; Maharati, 2010; Solymossy, 1998).

Nigeria as a country also supported the idea of entrepreneurship training and development with Lagos State in particular.



Figure 1.2 : Nigeria Map Showing Lagos

Source: Nigeria Country Report, 2011

1.4 Statement of the Problem

Business failure incidence is on the increase globally, especially among the micro, small and medium enterprises (MSMEs). In Nigeria, the trend is alarming and requires urgent attention. The failure were attributed to poor personal traits and destructive personal attributes of entrepreneurs in Nigeria, underdeveloped human resources and poor manpower management, and harsh operating business environment (Eneh 2010). Similarly, lack of preparedness as a result of inaccurate entrepreneurial training and lack of basic training transfer of skills have been pointed out as some of the factor that lead to MSMEs failure in Nigeria (Echtner 1995; Oyeku et al. 2014; Adegbite et al. 2007; Inyang & Enuoh 2009; Obisi & Anyim 2012). The Manufacturing Association of Nigeria (MAN, 2011) report reveals that a total of 834 companies closed their operation in 2009 across the country. Though, very few studies have been conducted in Nigeria to ascertain the success rate of entrepreneurs and factors influencing entrepreneurial performance. In view of the background of this study, entrepreneurship research still has an inconclusive direct relationship with entrepreneur's traits in relations to their performance. Perhaps researchers ought to look again at traits and moderation models that test more complex causal effects on this relationship (Baum et al., 2001; Dickson et al., 2008).

Aside the individual psychological traits dimension that is often times one hand studied in Nigeria. The organisational dimension was rarely investigated on entrepreneurial performance in Nigeria. Organisational level in this regards refer to

business competencies which are the individual managerial competencies possess by the entrepreneurs that could make them perform exceptionally. Entrepreneurship theorists have proposed that tenacity and proactivity-initiative are important for successful establishment and operation of a new venture (Baum et al., 2001; Edwards, 2008; Solymossy, 1998). Competencies imply the individual-organisational characteristics such as knowledge, skills, and abilities required to perform a specific job perfectly. Similarly, environmental dimensions have also demonstrated significant relationships with business performance and entrepreneurship theorist have pointed to the important of environmental munificence such as government supports, family network inclination, and society acceptance to entrepreneurial performance (Yaghoob et al. 2011; Ramana et al. 2008; Tang 2008; Yen 2007). However, some of the earlier studies have proposed that individual, organisation, and environmental dimensions combine should be used for the study of entrepreneurial performance to provide a more comprehensive prediction of venture development and growth rather than any one dimension in isolation (Baum et al., 2001; Maharati, 2010; Robinson et al., 1991; Solymossy, 1998). These three dimensions often time refers to as the streams of entrepreneurship research.

Baum, Locke, & Smith (2001) posited that by integrating the perspectives of psychological theory, strategic management theory, organisational behaviour theory, and entrepreneurship models it could predict venture growth and general competencies of entrepreneurs. To the best knowledge of the researcher, there has been a dearth of research in Nigeria on studying entrepreneurial performance with multidimensional constructs rather Nigeria entrepreneurship studies are limited to one dimension that is tailor towards entrepreneurial process development. The implication of studying entrepreneurial performance without considering these three dimensions namely individual, organisational and environmental simultaneously leads to inconclusive study on entrepreneurial performance determinants, especially in the context of Nigeria. This gap is one of the concerns of this study because it could result into closing down of more MSMEs and sending thousands of entrepreneurs to premature retirement. Therefore in order to overcome these challenges, there is a need for multidimensional study of entrepreneurial performance factors in Nigeria context.

Theorizing on entrepreneurial performance, Iakovleva (2002) built on the strengths and weakness of population ecology, behavioural, resource-based and strategic-adaptation perspectives to explaining entrepreneurial performance. These perspectives are integrated into a model to provide theoretical basis for future empirical research. Thus, there is a complex set of contiguous and overlapping constructs in studying entrepreneurial performance phenomenon due to multidisciplinary fields involves in entrepreneurship studies (Iakovleva 2002). Therefore, entrepreneurship studies could and should be carried out at multiple levels of analysis because these analyses complement each other (Baum et al. 2001; Rauch & Frese 2000; Iakovleva 2002). For instance in psychology, organisational behaviour and environmental fields' different theories have been used to explain entrepreneurial performance in relations to traits, competencies and environmental factors with their respective limitations. However, resource-based view has been

explicitly used to explain performance in the HRD field because scholars in RBV argues that differences in performance among companies are best explained through differences in resources and corporate assets, as well as their application rather than through differences in industry structure (Huang 2010). It is on this note that resource-based view would be used in this study to explain the moderating effect of training transfer on the determinants of entrepreneurial performance, particularly in the area of human capital formation.

Resource-based view perceived firm as an aggregation of resources and capabilities which are translated by management into strength and weakness of the firm. Firm resources comprises of human resource, financial resource, technology resource, and physical resource among others. These resources must be internally developed through training, education and experience because it cannot be purchased on the factor market (Iakovleva 2002). The resource-based perspective help researchers to understand the importance of internal resources of the firm such as organisational resource, human capital of the firm and tacit knowledge to achieve high performance and how small firm can utilise different resources in their strategies (Wiklund & Shepherd 2003). Although, internal resource may not be sufficient enough to achieve sustainable competitive advantage, thus, there is need for external resources by entering into transactional relationship with the environment (Ucbasaran et al. 2008). Therefore, entrepreneurs must develop skills, knowledge and competencies to make better use of the available resources.

Furthermore, studies have argued for positive relationship between entrepreneurship education-training (EET) and the performance of small and medium scale enterprises (SMEs) (Choo & Wong, 2006; Dickson et al., 2008; Martin, McNally, & Kay, 2013; Mohamed, 1988; Sánchez, 2013; Torikka, 2013; Zimmerman & Chu, 2013). But the transfer of training in entrepreneurial studies has not been vividly probed, while training is not usually taken seriously in micro, small and medium enterprises studies (Eneh 2010). According to Unger, Rauch, Frese, & Rosenbusch (2011) findings show that future research should pursue moderator approaches to study the effects of human capital on success. This becomes necessary because the amount of variance in traits can be changed through training (Rauch & Frese, 2007). In response to the suggestion, this study investigates the processes of learning, knowledge acquisition and the transfer of knowledge to entrepreneurial task. In summary, this study attempts to integrate investigation of entrepreneurial performance determinants collectively rather than examine the performance of entrepreneurs from one single paradigm. Hence, a multidimensional study with four theoretically identified antecedents of entrepreneurial performance is proposed. These antecedents are psychological or personal qualities (personality traits and general motives of entrepreneurs); business competencies (personal competencies and skills development of entrepreneurs to manage the firm); and environmental factors (situation specific motivation and business environment supports) as well as establish the moderating role of training through learning transfer in these relationships.

1.5 Research Objectives

In general term, this present study attempt to examine the moderating role of training transfer on determinants of entrepreneurial performance among manufacturing micro, small and medium enterprises (MSMEs) owners in Lagos State, Nigeria.

The specific objectives are:

- i. To determine the level of entrepreneurial performance, personal qualities, business competencies, environmental munificence factors, and training transfer among the manufacturing MSMEs owners in Lagos State, Nigeria
- ii. To determine the relationship between personal qualities and entrepreneurial performance among manufacturing MSMEs owners in Lagos State, Nigeria
- iii. To determine the relationship between business competencies and entrepreneurial performance among the manufacturing MSMEs owners in Lagos State, Nigeria
- iv. To determine the significant relationship between training transfer and entrepreneurial performance among manufacturing MSMEs owners in Lagos State, Nigeria
- v. To determine the moderating effects of training transfer on the relationship between personal qualities, business competencies, and environmental munificence factors on entrepreneurial performance among manufacturing MSMEs owners in Lagos State, Nigeria.

1.6 Significance of the study

The outcome of this study will serve as a guide and form literature for reference materials to future researchers that are interested in examining the relationship between training transfer and entrepreneurial performance factors in different context. Thus, finding of this study will contribute significantly in three folds namely existing knowledge, policy making and the entrepreneurs.

1.6.1 Significance to Existing Knowledge

At the completion of this study, the researcher assumes it contributed significantly to theoretical gap through improvement in existing model on entrepreneurial success/performance which the researcher observed was noticeably absent in some developing countries, particularly in Nigeria. Similarly, this study assist to simplify the modified version of complex Giessen-Amsterdam model of small business owner success developed by Rauch & Frese (2000), as well as show the direct link of arrows on the relationship between personality, goals and strategies, environment, and the moderating effect of human capital (training transfer) on the entrepreneurial success. The study also filled the gap of lack of uniformity in the definition and indicators of entrepreneurial performance by measuring success from subjective perspective. With some exceptions, the global standards of entrepreneurial performance/success measurement are solely in qualitative because entrepreneurs are often time find it difficult to divulge information related to their financial status.

Thus, the gathered information needs to be analysed with state-of-art statistical tools before the findings can be generalised.

Therefore, the study fills up this gap quantitatively rather than the narrative entrepreneurs' success stories of the previous researchers. Relatedly, most studies in Nigeria focus on the business performance of MSMEs (i.e. business perspectives) without taking into cognisance individual entrepreneurial performance and success (Adegbite et al., 2007; Ehigie, 2003; Inyang & Enuoh, 2009; Ogundele et al., 2012; Oyedijo & Akewusola, 2012; Oyedijo, Olateju, Okunnu, & Adeyemi, 2010). Efforts of most Nigeria researchers have been on measuring the performance of MSMEs from different constructs such as organisational strategy, owner-motivation, marketing orientation practices among others instead of multidimensionality. Meanwhile, there is noticeably an absence of studies to investigate the relationship of entrepreneurial training transfer to MSMEs performance. Thus, this study also fills this gap by examined empirically the relationship between training transfer on entrepreneurial performance taking into consideration the factors that influence MSMEs success in Lagos state, Nigeria.

Finally, this study incorporated a new knowledge into the multidimensional factors of entrepreneurial performance by evaluate the moderating effect of training transfer on the outcomes of entrepreneurs' success determinants which up to now, no study has attempted to investigate in human resource development, particularly among micro, small and medium enterprises (MSMEs).

1.6.2 Significance to Policy Making

Given that MSMEs represent the largest and fastest growing sector in the world economies, it is important for human resource development practitioners to view the concept of training transfer as an important issue in achieving entrepreneurial performance. Specifically, the issue of training transfer as a factor influencing entrepreneurship development and growth has not been addressed in the context of entrepreneurship studies unlike other established organisations. Therefore, it is pertinent for HRD practitioners to investigate the moderating effect of training transfer on the entrepreneurial performance determinants because government and other stakeholders have invested heavily on the training and development of entrepreneurs across globe.

The study will be significant to the Federal Government of Nigeria (FGN) based on the need to design the national policy on education to ensure that, the acquisition of appropriate skills and the development of mental, physical and social abilities, and competencies are acquired through comprehensive and standard entrepreneurial training. Thus, for the achievement of National Economic Empowerment Development Strategy (NEEDS) in Nigeria set to facilitate the country goals of wealth creation, employment generation and poverty reduction make this study significant. Again, it is worth to note that a study of this magnitude will assist in filling the gap between what the entrepreneurs learn while acquiring the training and

what is obtained in the real work life. Hence, bridge the yawning gap between school and real life situation in order to promote employability (Adeyemo, 2009).

Similarly, the study will contribute by making recommendations to the government agencies and policy makers in Nigeria, particularly Lagos State to initiate effective entrepreneurial training programmes. Through heavy investment in curriculum design with state-of-the-art training facilities at all educational levels that will stimulate better and efficient entrepreneurial performance such as skills development, which in turn will change the nascent entrepreneurs' behaviour positively. This will increase the number of a start-up in businesses, improve entrepreneurship performance, and create a sustainability entrepreneurship system. The study will not only emphasise on the contents of the training to the entrepreneurs alone but will advocate for training based on factors identified that are responsible for entrepreneurial performance and success. Therefore, the instructors (academia, lecturers and trainers) will be enlightened to take these factors into consideration, in designing entrepreneurial training programmes curriculum that will change the "hearts and minds" of the nascent entrepreneurs toward entrepreneurial performance through effective training transfer.

1.6.3 Significance to Prospective Entrepreneurs.

The study will assist and encourage the aspiring entrepreneurs in the development of their versatile thinking style and how to adequately assess the environment for opportunities. This will only be achieved, if entrepreneurial training focuses on other determinants and not personality trait alone, has been done by some earlier scholars in Nigeria. But it should be encompassed with training transfer in relations to the environmental influences, business competencies and other determinants identified in this study. By so doing will inculcate the relevant skills and competencies onto the nascent entrepreneurs to survive in rigorous terrains.

Therefore, such training will be tailored towards self-fulfilment, entrepreneurial passion and entrepreneurial drive as well as motivation to transfer learning to the MSMEs by the entrepreneurs after training. This becomes obvious and necessary because entrepreneurial training goals cannot be achieved without linking the training transfer on the entrepreneurial performance factors identified namely individual personal qualities, business competencies and environmental factors. Thus, transfer of learning by the entrepreneurs to their respective MSMEs will be emphasised as a determinant of entrepreneurial performance.

1.7 Assumptions of the study

The basic rationale and assumption guiding this study are to determine the extent of the relationship between training transfer and entrepreneurial performance rate of entrepreneurs taking into consideration the determinants/factors influencing the success such as personal qualities, business competencies, and the environmental influences. The epistemological belief of training is about the nature of knowledge

and knowing with the presumption that training transfer to the organisation will enhance entrepreneurial performance. At the same time the perception that entrepreneurs' with adequate personal qualities, good supportive environment are often time successful and perform exceptionally. Ontologically, the expectations that training, personality, and environmental support are positively correlated with performance (entrepreneurs' success) are often inconclusive in reality.

Hence, this study was guided by the assumption of previous studies on the relationship between the constructs under study, while measuring the role of "training transfer with the ability to transfer KSA" by entrepreneurs who partook in any entrepreneurship development programme in Nigeria. And the training acquired should be transferred to the MSMEs which in turn may lead to exceptional performance. The study assumed that some of the manufacturing MSMEs owners in this present research have participated in entrepreneurial training. This training might have been acquired before or during the time of starting the business but the transfer of the training becomes imperative for entrepreneurial performance.

However, it is beyond the scope of this research to view all variables that enhance entrepreneurial performance, even though it might be equally significant. The study shall focus only on those constructs incorporated in the theoretical and conceptual frameworks namely personal qualities, business competencies, environmental factors, and entrepreneurial training transfer while other variables are held constant in this study.

1.8 Limitations and Delimitations of the study

This study was limited to entrepreneurs in Lagos State Nigeria, who are the founder/owner of the micro, small and medium enterprise (MSMEs) in manufacturing sector only. This is because the Statistic given by National Bureau of Statistic (NBS) and Small-Medium Enterprises Development Agency of Nigeria (SMEDAN) reveals that Lagos State housed the highest MSMEs in the country, with 880,805 (micro), 4,146 (small) and 4,535 (medium) of which 1,195 are from the manufacturing MSMEs sector in Lagos State (NBS/SMEDAN, 2010). Thus, data for the study was gathered from Micro, Small and Medium Enterprise owners who are basically operating in the manufacturing sector of MSMEs in Lagos State for at least 3 years. It comprises of the MSMEs in manufacturing sector of the following industries namely textiles, food processing, furniture making, metalwork, block making or laying, printing, leather works and footwear among others in-line with the given list from Small-Medium Enterprise Development Agency of Nigeria (SMEDAN) in Lagos State Nigeria.

Although, the micro-scale enterprises takes the largest percentage of MSMEs in the country but this study adhere to MSMEs due to their employment pattern as stipulated in National Policy on MSMEs. Thus, the study examines factors that are responsible for their entrepreneurial performance, so as to determine the extent of the relationship between moderating roles of training transfer on the factors identified.

Importantly, the researcher takes into account entrepreneurs who have been in operation for at least three years which were in consonance with previous studies (e.g Maharati, 2010; Solymossy, 1998; The World Bank, 2013). It should be noted that these set of entrepreneurs have duly registered with Small and Medium Enterprise Development Agency of Nigeria (SMEDAN). However, the study was constrained by funding, timing, non-cooperation of some respondents, and lack of proximity between the University of Study and the study area location.

1.9 Operational Definition

In this subheading, every construct used in the study were identified and defined operationally to give a clearer meaning. These will serve as a guide to the researcher during data collection and analysis by showing the parameters used to measure the dimensions as well as allow generalizability of the research results.

1.9.1 Entrepreneurial Performance

Entrepreneurial performance is the dependent variable of this study and it is been influenced by the independent variables such as personal qualities, business competencies and environmental factors. Therefore in this study, entrepreneurial performance is the rate of success recorded qualitatively by entrepreneurs after being in enterprise operation for at least 3 years. These qualitative success indicators include sales growth, employees' growth, profit growth, assets growth, survival, and satisfactions among others. Thus, the quantitative performance indicators are not used in this study because the entrepreneurs refused to divulge information in this regards to measure their entrepreneurial performance.

Satisfaction level: In this study, satisfaction level is one of the indicators of entrepreneurial performance and it connotes contentment derives by the MSMEs owners from the state of the firm development such as market persistence, an increase in firm values, ability to meet founder expectations and feelings among others.

Sales Growth: In this study, sales growth is an increase in sales of entrepreneurs output when compare to previous years.

Profits Growth: In this study, profit growth is the marginal expansion in net income of entrepreneurs after being in MSMEs operation for at least 3 years when compares to the firms at earlier stages.

Employees Growth: In this study, employees' growth is the positive increase in the employment pattern of the MSMEs as a result of changes in the firm operational activities when compared to previous years by the entrepreneurs.

Entrepreneurs: In this study, entrepreneurs are the owners/founder of micro, small and medium enterprises (MSMEs) who has been operating the firm/venture for at least 3 years.

1.9.2 Personal Qualities

In this study, personal qualities are one of the exogenous/independent variables and it is the personality of the entrepreneurs. These are the specific characteristics traits of entrepreneurs which are psychological in nature and differentiate successful entrepreneurs from non-performing entrepreneurs. Since personal qualities are as a result of attitude and orientation of the entrepreneurs', thus, Entrepreneurial Attitudinal and Orientation Scale (EAO) were used to determine the personal qualities of successful entrepreneurs. Therefore, personal qualities in this study are measured with the following characteristics namely need for achievement, risk taking propensity, internal locus of control, tolerance for ambiguity, and innovativeness.

Need for Achievement: In this study, need for achievement is the achievement orientations and motives of entrepreneurs which enable them to increase the growth rate of their firms. It is the traits of sources of inspiration for entrepreneurs which acts as an internal drive to succeed.

Risk Taking: In this study, risk taking is the ability of an individual entrepreneurs' to make a decision and take action in the context of uncertainty, and committed substantial resources without knowing the consequence of such decisions.

Locus of Control: In this study, the locus of control was viewed from the internal perspective that implies individual entrepreneur's ability to influence the outcomes of events based on appropriateness of their own behaviours rather than determine event outcomes through external forces.

Innovativeness: In this study, innovativeness is the willingness of entrepreneurs to discard old beliefs and explore new means by which MSMEs pursue new opportunities through creativity in unique ways.

Tolerance for Ambiguity: In this study, tolerance for ambiguity is conflicting feelings of entrepreneur's caused by emotional or social situations such as novelty, complexity and insolubility which individual entrepreneurs can deal with in fulfilment of their entrepreneurial role.

1.9.3 Business Competencies

In this study, business competencies are exogenous/independent variables and it implies the managerial strategies toward organisational goals accomplishment possess by the MSMEs entrepreneurs which make them have an edge over other entrepreneurs. These strategies are basically the knowledge, skills and abilities possessed by the MSMEs owners include human resource management competency, financial management competency, marketing competency and operating management competency necessary to increase profits growth, sales turnover, employees' growth, customer satisfaction and return on assets among others.

Human Resource Management Competency: In this study, human resources competency is concern with strategies of attracting, selecting, training, developing, motivating, evaluating, and retention of right calibre of persons working with the entrepreneurs to achieve MSMEs goals.

Marketing Competency: In this study, marketing competency is the strategic activities used by the entrepreneur's to promote MSMEs products and services, to understand market needs, to get customers feedback, and market analysis necessary for long-term business success and performance.

Financial Management Competency: In this study, financial management competency are the strategies of how entrepreneurs acquires funds, allocation of the funds, meet financial needs, and investment necessary for MSMEs day to day operation activities for entrepreneurial performance.

Operational Competency: In this study, operational competency is the competitive strategies of entrepreneurs to enhance higher performance in the MSMEs products and services, through the process of improvement in production scheduling, day to day operations, and equipment selection.

1.9.4 Environmental Munificence Factors

In this study, environmental munificence factors are the conditions which predict the success and performance of entrepreneurs based on supportive mechanisms received namely government support programmes, family supports, and society/community acceptance supports. This is because it has been argued in some quarters that supportive (munificence) received by entrepreneurs are determinants of their success rate (Altinay & Wang, 2011; Tang & Hull, 2012; Tang, 2008). This is another exogenous/independent variable in the study.

Government Supports: In this study, government supports are the policies and regulations enacted by the government in creating a friendly atmosphere necessary for entrepreneurs to strive, such as access to finance, access to training and

development programmes, infrastructure provision, access to market and marketing research, and other supportive mechanism provided by the government.

Family and Community Supports: In this study, family and community supports are the positive sociocultural attitude enjoyed by the entrepreneurs which reflects on their emotional, intellectual, and physical energy to achieve their predetermine goals such as strong presence of family as a role model, availability of resources in the community, and favourable attitudes of the society towards entrepreneurial activities to mention just a few.

1.9.5 Training Transfer

In this study, training transfer is the conditions of applying the task-related human capital to MSMEs activities. That is the applicability of knowledge, skills, competencies and attitude acquired by entrepreneurs into the MSMEs operations after undergone training.

1.9.6 Micro, Small and Medium Enterprises (MSMEs)

MSMEs are business entity with employment capacity ranging from 1 to 9 employees (micro), 10 to 49 employees (small), and 50 to 199 employees (medium) as well as having capital assets excluding land and buildings of less than 5 million naira (Micro), 5 to less than 50 million naira (small) and 50 to less than 500 million naira (medium). The capital base asset is around 50 to 300 thousand US dollars.

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