# ENTREPRENEURIAL PERSPECTIVE AND PERFORMANCE OF DOMESTIC MANUFACTURING FIRMS IN KANO-NIGERIA

**MUHAMMAD, Baffa Sani**

**Department of Business Administration & Entrepreneurship,
Bayero University Kano - Nigeria**

**Abstract**

*This paper examines relationship between entrepreneurial perspective and performance of domestic manufacturing firms in Kano-Nigeria. Cross-sectional survey analysis was adopted. A structured questionnaire was administered on a census based sample of 156 firms. 144 copies of the questionnaire were retrieved and 27 copies were removed in data cleaning. Hence, a total of 117 copies of the questionnaire (representing 75 percent of the total copies distributed) were used for the analysis. The entrepreneurial perspective and the performance of the firms were measured by 5 and 6 items respectively, on a 5-point Likert scale. Partial Least Square Structural Equation Modeling (PLS-SEM) with the aid of Smart PLS 2.0 software application was the main technique used in testing the theoretical model and reporting the result of this study. This study finds significant relationship between the entrepreneurial perspective and the performance of the firms. According to the finding of the study, entrepreneurial perspective explains 60 percent of why domestic manufacturing firms are not doing well in Kano-Nigeria. Therefore, to improve on the performance of domestic manufacturing firms in Kano, the firms must bear 'in totality' the responsibility of their business; the primary focus of the firms must be on meeting the market needs and firms' acquaintance to the knowhow of turning problems to opportunities is highly recommended by this study.*

**Keywords:** Entrepreneurial Perspective, Domestic Manufacturing Firms, Kano, Performance

## Introduction

Domestic manufacturing firms (DMFs) are the veritable elements in building and sustaining local economy. Generally, DMFs overwhelmingly stimulate increased exploitation of local materials and greater capacity utilisation of manpower. This leads to enhanced socioeconomic endeavour and manifested mostly in increased employments, reduced poverty and curtailed inequality (Motilewa, Ogbari & Aka, 2015; Ogechukwu, Oboreh, Umukoro & Uche, 2013).

However, effective DMFs' impact to socio-economy depends on firms' ability to operate entrepreneurially (Gerber, 1995). Therefore, firms' failure to operate entrepreneurially generates narrower scales, restrictions and inhibitions thus, routine is championed and change limited, performance retarded and growth potentials become bleak. Hence, broader influence on a larger scale is blocked (Mitchelmore, 2010; Onwuchekwa, Ejike & Mgbemena, 2017; Thompson & MacMillan, 2011). However, broadly Nigerian manufacturing sector is one of the best sectors with 9.2 percent contribution to Gross Domestic Product (GDP) (Uchenna, 2019). Nonetheless, the subsector is relatively not doing well in the North (Obi & Fred, 2018; Sagagi, 2015). As a result, distress, closures and redundancy are highly observed. Consequently, the existence of most DMFs is put in peril (Idowu, 2014). For example, Kano that is often described the commercial hub and the most industrialised state of northern Nigeria, had over 450 industries operating in the State but, 1980s economic crisis triggered an industrial decline of 50-75 percent of all industries ceased production and the menace has persisted (African Development Bank

(ADB), 2019). Hence, presently, none of the existing manufacturing firms in Kano has lasted 5 decades (Sani, 2017).

This contributes to the North's systematic lost of advantages with 'alarmed' socioeconomic threat of massive unemployment, widened inequality, high prevalence of poverty and its related crises (Sagagi, 2015; Sani, 2017).

Even though, studies relate the challenges that business generally faces in northern Nigeria primarily to external factors, notwithstanding, entrepreneurial perspective firms consider problems and adversities as crucible for creativity and business-model innovation (Adebiyi, Banjo & Regin, 2017; Aminu & Shariff, 2015; Chakravorti, 2011; Gerber, 1995; Kazeem et al, 2015). Thus, they do not allow problems to cripple them instead they take actions to transform problems into desired outcomes to effectively serve the market.

It is in view of the above, this paper aims at investigating DMFs' entrepreneurial perspective to examine relationship with the poor performance of the subsector in Kano, Nigeria. Apart from being the commercial hub and the most industrialised state of the North, Kano is the most populous hence, viewed as the mirror and reflector of Northern economy (Ajayi, 2007; Ibenegbu, 2017). The paper is divided into five sections, section one is the background to the paper, section reviewed of related works in the area, section three method of empirical analysis and finally, section five is conclusion and policy implication

## Literature Review
### Entrepreneurial Perspective
Not all firms are 'truly' entrepreneurial, as there is also no 'purely' non-entrepreneurial firm (Desai, 2007). Therefore, two mutually exclusive perspectives i.e., technician and entrepreneurial (perspectives) shape enterprise attitude (Gerber, 1995). While the technician inhibits change and promotes status quo, the entrepreneurial induces change and progress (Gerber, 2016). Technician perspective makes firm more passive and resorts to constant wishes for good (Tracy, 2002). The entrepreneurial perspective (EP) on the other hand, stimulates direness to go forward. Hence, firms with high EP proactively transform business models to influence environment and exploit/build opportunity (Muro & Turner, 2018; Smith, 2008; Tracy, 2002). They are ever in assessment of problems, risks and opportunities and persistently devise means to solve

the problems, minimise the risks and seize the opportunities (Johnson, 1996).

EP posits firm's preference to entrepreneurship; thereby, entrepreneurial spirit is institutionalised within a firm's framework and manifested on firm's environment (Kuratko & Hornsby, 2018). EP exposes firm to bold opposition to routines and strictness, and excites vigour, 'entrepreneurial' intelligence and ambitions (Basso & Alain, 2010; Johnson, 1996). Hence, EP firms consider boldness as the first thing in business (Sands, 2018; Shinn, 2002; York, Sarasvathy & Wicks, 2013).

Therefore, EP often boosts keenness in the management of new situations, quick starting and rebuilding particularly, when firm is confronted with failure (Beech, 2018). Further, it stimulates firms' conviction to the primacy in the design and implementation of entrepreneurial actions to influence results (Corbett & Katz, 2012; Smith, 2008).

In effect, EP essentially places firms as agents of change who catalyse the economy, through persistent engagement in deciding and implementing actions that transform environment and results to creating/expanding activities that lead to identification and exploitation of new products, processes or markets (Ahmad & Hoffman, 2007; McMullen, 2015; Sutevski, 2010).

Therefore, generally, high sense of internal locus of control is rooted in enterprises with strong EP (Robbins & Judge, 2007). This helps in greater profit genrations that are further used to finance growth and engage more people in the mainstream of consumers (Abubakar & Zainol, 2015; Gerber, 1995; Omachonu&Einspruch, 2010; Onwuchekwa, Ejike & Mgbemena, 2017; Reguia, 2014; Thompson & MacMillan, 2011).

### Theoretical Underpinning: Self-Responsibility Theory
This study is underpinned by Self-Responsibility Theory. Sense of self-responsibility determines goal-directed action (Blackwood, Bentall, Simmons & Murray, 2003). Therefore, the higher the level of a sense of self-responsibility, the more action oriented behaviour is developed and skills and competences enhanced (Robbins & Judge, 2007). Thus, in difficult situations, firm with high self-responsibility tends to take entrepreneurial actions to master the challenge (and perhaps, discover/create opportunity).

The theory fits this study, because basically self-responsibility is of the primary characteristics of

entrepreneurial undertakings. Therefore, sense of self-responsibility determines level of firm's EP. Thus, self-responsibility firms to a greater precision will have high EP. As a result, these firms will actively engage in innovation, proactiveness and risk-taking (key entrepreneurship components); essentially to differentiate themselves from the industry rivals, enhance the quality and expectancy of their business life and facilitate competitiveness (Sani, 2018). In essence, to influence the environment and make change happens (to their desire) and exploits opportunity out of it.

## Methodology

This study adopts cross-sectional survey analysis. This means, data were collected at a single-point-in-time, using a structured questionnaire. This process allows the assessment of prevalence and intensity of an 'issue' at hand (Thelle & Laake, 2015). As indicated earlier, this study therefore, seeks to examine the extant of relationship between EP (independent variable (IV)) and performance (dependent variable (DV)) of DMFs in Kano-Nigeria.

administered to the top management staff of the entire 156 DMFs, registered with the Manufacturers Association of Nigeria (MAN), Kano Branch (as at February, 2019).

## Measurement

EP is operationalised in this study as a firm's ability to have a self defined future, 'high' sense of responsibility in achieving the future and taking proactive actions to actualise the future. EP was measured by 5 items on a 5-point Likert scale, ranging from 1= strongly disagree to 5= strongly agree. The items that measured the variable were the sense of responsibility, focus, optimism, innovation and uniqueness. The performance on the other hand, is treated in this study as a profitable execution of firm's activities, which mostly results in the increase in firm's sales and profit generation. Performance variable was measured by market expansion, increase in sales,profit generation, customer complaints, downsizing and decrease in the number of customers.

## Reliability and Validity of the Instrument

Cronbach's alpha coefficient is used to determine item's reliability. Its value ranges from 0 to 1; the closer it is to 1 the stronger the reliability. Recall this study used census (Pallant, 2001; Zar, 2010). Thus, as shown above, the IV has 5 items and the DV has 6 items. Table 1 below shows the reliability of the constructs.

**Table 1: Constructs' Reliability**

|  | AVE | Composite Reliability | R Square | Cronbachs Alpha |
|---|---|---|---|---|
| **Entrepreneurial Perspective** | 0.538488 | 0.850040 |  | 0.781266 |
| **Firm Performance** | 0.566588 | 0.885160 | 0.365310 | 0.877350 |

**Source: Survey Data, 2019**

Therefore, based on the recommended yardstick of 0.70 (Sekaran & Bougie, 2010), the reliability coefficient of the variables is strong. All have attained high reliability coefficient ranging from 0.78 to 0.87.

## Method of Analysis

The use of both descriptive and inferential statistics was employed in analysing the data. In the inferential statistics, Partial Least Square Structural Equation Modeling (PLS-SEM) with the aid of Smart PLS 2.0 software application was the main technique used in testing the theoretical model and reporting the result. PLS-SEM examines relationship between constructs and between latent constructs and indicators simultaneously (Chin, Marcolin & Newated, 2003). PLS-SEM is a popular technique in data analysis, mainly due to its capacity to accommodate any sample size (Adeleke, Bahaudin & Kamaruddeen, 2015).

Preliminary analysis was carried out before the final analysis. Missing value and outliers were treated accordingly, as suggested by Hair et al cited in Gorondutse, John and Isa (2017). A pilot test was conducted with a sample of 15 respondents to measure the validity and reliability of the measurements. Isaac and Michael (1995) and Hill (1998) recommend 10-30 respondents as the adequate size for pilots in survey research. Common method bias in behavioural studies are assumed potential problem. According to Podsakoff et al in Gorondutse et al (2017), the assumed problem is about a variance that is attributable to measurement process instead of the construct that the measures represent. This study used self reported data from the top managers of DMFs in Kano. Therefore, some of the procedural and statistical measures to address the common method variances such as reverse wording questionnaire and maintaining the anonymity of the respondents as suggested by Podsakoff et al in Gorondutse et al (2017) were used.

**Results and Discussion**
However, out of the 156 copies of the questionnaire administered, 144 copies were retrieved, achieving a response rate of 92.3 percent. Further, in the process of data cleaning, 27 copies were removed from the data set as outliers. Hence, a total of 117 copies of the questionnaire (representing 75 percent of the total copies distributed) were used for the analysis.

**Table 2: Demographic Profile of the Respondents (n= 117)**

| Characteristic | Frequency | Percentage |
|---|---|---|
| **Gender** | | |
| Male | 108 | 92.3 |
| Female | 9 | 7.7 |
| **Age group** | | |
| 45 to less than 55 years | 59 | 50.4 |
| 55 to less than 65 years | 40 | 34.2 |
| 65 years and above | 18 | 15.4 |
| **Educational attainment** | | |
| Diploma/NCE or equivalent | 20 | 17.1 |
| HND/First degree or equivalent | 23 | 19.7 |
| Masters/Postgraduate certificate | 59 | 50.4 |
| Others | 15 | 12.8 |
| **Experience in management position** | | |
| Below 5 years | 25 | 21.4 |
| 5 and below 15 years | 41 | 35.0 |
| 15 and below 25 years | 30 | 25.6 |
| 25 and below 35 years | 20 | 17.1 |
| 35 years and above | 1 | 0.9 |
| **Period of the Firm establishment** | | |
| Below 5 years | 16 | 13.7 |
| 5 and below 15 years | 44 | 37.6 |
| 15 and below 25 years | 31 | 26.5 |
| 25 and below 35 years | 24 | 20.5 |
| 35 years and above | 2 | 1.7 |
| **Nature of the firm** | | |
| (a) Sole Proprietorship | 19 | 16.2 |
| (b) Partnership | 3 | 2.6 |
| (c) Limited Liability | 93 | 79.4 |
| (d) Corporation | 2 | 1.7 |

**Source: Field Survey, 2019.**

The descriptive statistics shown by Table 2 indicates that majority of the respondents in this survey were male (92.3%) and mostly, within the ages of 45 and below 55 years (50.4%). High literacy rate was reported; only 12.8 percent of the respondents have less than diploma certificate (or its equivalent). Those with management experience of 35 years and above were the least participants in the survey (only 0.9%). This may not be unrelated to health issues, poor standard of living that vast majority of Nigerians face and low life expectancy rate among Nigerians. Equally, those firms that have survived for 35 years and above were only two (1.7%). This buttresses the argument that, business generally suffers survival and sustainability challenge in northern Nigeria. Further, 79.4 percent of the firms in this survey are limited liability companies and corporations occupy only 1.7 percent as well. Perhaps, this may also not be dissociated with inadequate growth management strategies among the DMFs in Kano.

**Evaluation of PLS-SEM Results**
In this study, a two-step approach was adopted. The first step comprises the assessment of measurement model, which emphasises on outer loading values to determine the goodness of the measure. The second step involves the assessment of the structural model to determine relationship between the variables under study. This is in line with guidelines from Hair et al and Henseler et al, cited in Gorondutse et al (2017).

Outer loading basically assesses individual's items reliability for each construct. And for an outer loading to be acceptable, each of the items must have a value of 0.5 and above otherwise, it is dropped (Memon & Abdul Rahman, 2014). Hence, out of the 12 items that initially measured DMFs' EP, 7 items were removed from the Model due to lower outer loading. See Figure 1.
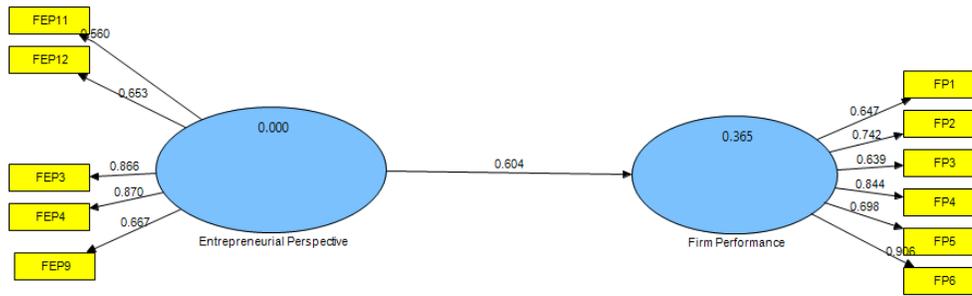
**Figure 1: Measurement Model**

## Convergent Validity

Convergent validity can be established based on PLS-SEM literature by using items reliability, composite reliability and the Average Variance Extracted (AVE) (Gorondutse et al, 2017). That is, the item of each construct is highly loaded and statistically significant in measuring a respective construct with at least 0.5 factor loadings, composite reliability of at least 0.7 and Average Variance Extracted (AVE) of at least 0.5 (Bagozzi & Phillips, 1991).

**Table 3: Convergent Validity**

| Construct | Items | Standardised Loadings | Average Variance Extracted (AVE) | Composite Reliability |
|---|---|---|---|---|
| **Entrepreneurial Perspective** | FEP3 | 0.865881 | 0.538488 | 0.850040 |
| | FEP4 | 0.869735 | | |
| | FEP9 | 0.667417 | | |
| | FEP11 | 0.560136 | | |
| | FEP12 | 0.653492 | | |
| **Firm Performance** | FP1 | 0.647070 | 0.566588 | 0.885160 |
| | FP2 | 0.742419 | | |
| | FP3 | 0.639297 | | |
| | FP4 | 0.844128 | | |
| | FP5 | 0.697732 | | |
| | FP6 | 0.906398 | | |

Therefore, Table 3 indicates that the items that were set to measure the DMFs' EP in Kano, have actually measured it because, all the measures have attained the standard.

## Discriminant validity

Discriminant validity determines the degree to which measures that should not be related are actually not related (Hanseler, Ringle, Sarstedt, 2015). In examining Discriminant validity, Fornell and Lacker (1981) suggest a comparing the correlations between the latent contructs AVE square roots. Also, the square root of the AVE values must be more than the latent construct's correlation.

**Table 4: Discriminant Validity**

|  | Entrepreneurial Perspective | Firm Performance |
|---|---|---|
| **Entrepreneurial Perspective** | **0.733** |  |
| **Firm Performance** | 0.604 | **0.752** |

**Source: Field Survey, 2019**

**Note**: The bolded values in the diagonals represent the square root of the AVE while the other represents latent variable correlations.

**Structural Model Assessment**

Hair *et al* cited in Gorondutse (2017), view structural model as testing the hypothesised direct relationship between endogenous and exogenous variables. Thus, it explains the directional association between the constructs, t-values and the path coefficient. Referring to the path coefficient, partial least squares are considered by Argawal and Karahanna, in Gorondutse et al (2017), the same as the standardised beta coefficient in regression analysis. Therefore, the fundamental objective of the structural model is to show the hypothesised relationships among constructs diagrammatically.
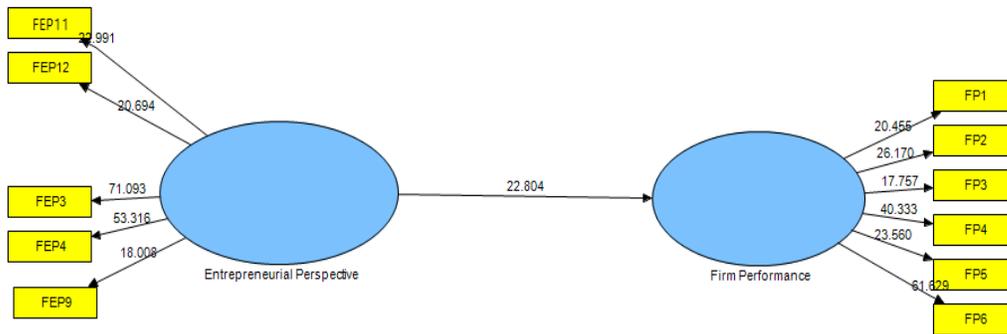


**Figure 2: Structural Model**

**Source: Field Survey, 2019**

The Figure 2 confirms the hypothetical relationship between DMFs' EP and DMFs' performance. Meaning, the hypothesis of this study which says, "Poor DMFs' performance in Kano relates to inadequate entrepreneurial perspective" is statistically confirmed and therefore, accepted. This is understood by the presence of high t-value of 22.804 on the path coefficient which is greater than the threshold of ±1.96 (Tabachnick & Fidell, 2007).

However, in assessing the strength of the IV's contribution to the DV, beta value (β) and the level of significance (P), are presented in Table 5. The β is calculated by the software and exhibited on Figure 1 above while the P is calculated with the aid of P-value calculator. T shows direction, β and P values show strength and level of significance in a relationship, respectively (Maiyaki, 2012).

**Table 5: Hypothesis Testing**

|  | Estimate beta (β) | Standard Error (STERR) | T Statistics (\|O/STERR\|) | P. VALUE | DECISION |
|---|---|---|---|---|---|
| **Entrepreneurial Perspective -> Firm Performance** | 0.604409 | 0.026505 | 22.803965 | 0.00001 | Supported |

**Source: Field survey, 2019**

From the Table 5, β value indicates that DMFs' EP explains 60 percent of why DMFs are not doing well in Kano-Nigeria. The P-value indicates the relationship is extremely significant. By convention, P-value of < 0.0001 statistically, indicates extreme significance in relationship (Graphpad Statistics Guide, 2017).

**Discussion**
This study entails that DMFs in Kano have low EP. This supports the findings of Gerber (1995), of why most businesses don't work. The finding of this study implies lower sense of self-responsibility amongst the DMFs in Kano to the problems they face. This made them to resort more to passivity, blames and wishes for good. Truly EP firms as shown earlier, have high sense of responsibility to themselves. Hence, engage in ever assessment of problems, risks and opportunities and persistently devise means to solve the problems, minimise the risks and seize the opportunities (Johnson, 1996).

To over 90 percent of the respondents of this study, financial gain is the main focus. According to Gerber (2016), Technician Perspective (TP) firms see business as a place to produce inner-directed results for personal satisfaction, resulting in income. To EP firms, business is a system for producing outer-directed results, for customer and other stakeholders, resulting in profits. This is in line with the Sani's (2018) Business Survival Model. According to the Model, for business to survive it must have an outer view to create relevance (value addition, solution to a problem, meeting customer demand and expectation, supply of market demand, etc), to gain advantage in the marketplace and stay alive.

Therefore, in view of the above, the implication to the DMFs is losing relevance in the market, losing advantage and endangering survival. This is because, market patronises and pays for what meets its interest. As Tracy (2002) puts it, customer often seeks answer to the question of what is (business) it for me? Obviously, self-satisfied answer is what influences patronage and purchases. Thus, ability to serve the market determines the rewards and the gains of a business.

**Predictive Relevance of the Model**
Besides evaluating the magnitude of $R^2$ values for predictive accuracy, Stone-Geisser's $Q^2$ value measures model's determining predictive power as well. It represents an evaluation criterion for cross-validated predictive relevance of the PLS path model to determine predictive capability of the model by using blindfolding technique (Geisser, 1974; Stone, 1974). The technique omits data for a given block of indicators and then predicts the omitted part based on the calculated parameters (Akter, D'Ambra & Ray, 2011). Thus, it uses a subset of available data to estimate model parameters and then predicts the omitted data. $Q^2$ is obtained either through cross validated communality or cross validated redundancy but, Chin cited in Akter, D'Ambra & Ray (2011) suggests using the latter under existing PLS software packages.

**Table 6: Cross Validated Redundancy**

| Dependent | SSO | SSE | 1-SSE/SSO (Q²) |
|---|---|---|---|
| Firm Performance | 864.0000 | 762.5552 | 0.1174 |

**Source: Field Survey, 2019.**

The rule of thumb indicates that a cross validated redundancy $Q^2 > 0.5$ is regarded as a predictive model (Chin, cited in Akter, D'Ambra & Ray, 2011). According to Table 6, this study obtains highly predictive model. Thus, this finding indicates that prediction of DMFs' EP is of greater relevance than the estimation of what are often artificial construct parameters (Geissar, cited in Akter, D'Ambra & Ray, 2011).

## Conclusion and Recommendations

EP is necessary for the well-being of every business. Lack of it has causedDMFs to suffer distress, redundancy and closure in Kano, Nigeria. This has contributed immensely to the 'alarmed' socioeconomic threat of massive unemployment, widened inequality, high prevalence of poverty and related crises.

Therefore, to remedy for the inadequate EP among DMFs in Kano, Nigeria the followings are necessary:

1. The DMFs must bear 'in totality' the responsibility of their business. This requires setting a well defined future for the firms, determining the necessary actions to reach the future and taking bold and proactive steps to influence the environment in order to make favourable for the conduct of their business.

2. DMFs should always focus first on market needs and problems. Market patronises and pays for what meets its interest. These are the businesses that effectively address market's problems, supply the demand of the market and provide for the market's needs. Thus, ability to serve market determines the business reward, gains and the chance for survival.

3. Problems come with corresponding opportunities to EP firms. Acquaintance to the knowhow of turning problems and adversities to crucible opportunities for creativity and business-model innovationis highly recommended by this study.

## References

Abubakar, L.S. & Zainol, F.A. (2015). Vision, Innovation, Proactiveness, Risk-Taking and SMEs' Performance: A Proposed Hypothetical Relationship in Nigeria. *International Journal of Academic Research in Economics and Management Sciences*, 4 (1), 45-53.

Adebiyi, A.J., Banjo, H.A. and Regin, O.O. (2017). Performance of Small and Medium Enterprises in Lagos State: The Implications of Finance. *ACTA UNIVERSITATIS DANUBIUS.* 13(5), 72-83. Journals.univ-danubius.ro>viewfile

Adeleke, A.Q. Bahaudin, A.Y. & Kamaruddeen, A.M. (2015). A Partial Least Square Structural Equation Modeling (PLS SEM) Preliminary Analysis on Organizational Internal and External Factors Influencing Effective Construction Risk Management among Nigerian Construction Industries. *Rev. Tec. Ing. Univ. Zulia.* 38(3), 143-155.

African Development Bank (2019). Supporting Industrial Development in Kano. https://www.afdb.org>supporting-industrial-development-in-kano..

Ahmad, N. & Hoffman, A. (2007). A Framework for Addeessing and Measuring Entrepreneurship. https://www.oecd.org>sdd>business-stats

Ajayi, D. (2007). Recent Pattern in Nigeria's Industrial Development. *Africa Development,* 32(2), 139-155. Doi:10.4314/ad.v32i2.57184

Akter, S., D'Ambra, J. & Ray, P. (2011). An Evaluation of PLS Based Complex Models: The Roles of Power Analysis, Predictive Relevance and GoF Index. Proceedings of the 17th Americas Conference on Information Systems. 1-7. Detroit, USA.

Aminu, I.M. and Shariff, M.N.M. (2015). Determinants of SMEs Performance in Nigeria: A Pilot Study. *Mediterranean Journal of Social Sciences,* 6(1), 156-164. Doi:10.5901/mjss.2015.v6nip156

Bagozzi, R.P., & Phillips, L.W. (1991). Assessing Construct Validity in Organizational Research. *Administrative Science Quarterly,* 36(3), 421-458.

Basso, O. and Alain, F. (2010). Entrepreneurial Spirit and Corporate Entrepreneurship in Large Companies. *International Journal of Entrepreneurship and Small Business,* 10(3), 307-323. Doi:10.1504/IJESB.2010.033570

Beech, M. (2018). Nurturing the Entrepreneurial Spirit. https://brighterworld.mcmaster.ca>articles

Blackwood, N.J. et al (2003). Self-Responsibility and the Self-Serving Bias: An fMRI Investigation of Causal Attributions. *NeuroImage.*20, 1076-1085. Doi: 10.1016/s1053-8119(03)00331-8.

Chakravorti, B. (2011). *Finding Competitive Advantage in Adversity.* Harvard Business Review: USA.

Chin, W.W., Marcolin, B.L. and Newsted, P.R. (2003). A Partial Least Squares, Latent Variable Modeling Approach for Measuring Interaction Effects: Results From aMonte Carlo Simulation Study and an Electronic-Mail Emotion/Adoption Study. *Information Systems Research.* 14, 189-217. doi: 10.1287/isre.14.2.189.16018

Corbett, A.C. & Katz, J.A. (2012). *Entrepreneurial Action.* Emerald Group Publishing: UK.

Desai, V. (2007). *Dynamics of Entrepreneurial Development and Management.* Mumbai: Himalaya Publishing House.

Gerber, M.E. (1995). *Why Most Small Businesses Don't Work and What To Do About It.* New York: HarperCollins Publishers, Inc.

Gerber, M.E. (2016). 6 Things that Set True Entrepreneurs Apart. https://www.inc.com/michael-gerber/6-perspectives...

Geisser, S. (1974). A Predictive Approach to the Random Effect Model. *Biometrika.*61, 101-107. Doi: 10.1093/biomet/61.1.101.

Gorondutse, A.H., John, J.A. & Isa, M.A. (2017). Influence of Person-Fit-Job on Employee Creativity in Higher Institutions. *Bayero Journal of Social Science and Administration.* 2(2017), 46-68.

Graphpad Statistics Guide (2017). Extremely Significant? https://www.graphpad.com>statistics>e...

Hanseler, J., Ringle, C.M., and Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validityin Variance-based Structural Equation Modeling. *Journal of the Academy of Marketing Science.* 43(1), 115-135.

Hill, R. (1998). What Sample Size is Enough in Internet Survey Research? Interpersonal Computing and Technology. *An Electronic Journal for the 21st Century.* 6(3-4).

Hillman, H. and Kaliappen, N. (2015). Innovation strategies and performance: Are they truly linked? *World Journal of Entrepreneurship, Management and Sustainable Development*, 11(1), 48 – 63.

Ibenegbu, G. (2017). What States are the Most Industrialized in Nigeria? https://www.legit.ng>1133061-...

Idowu, A.J. (2014). *The Evaluation of Competitive Advantage of Indian Owned Firms and Indigenous Businesses in Nigeria,* MBA Research Project, Bayero University, Kano.

Isaac, S., & Michael, , W.B. (1995). *Handbook in Research and Evaluation*. San Diego, CA: Educational and Industrial Testing Services.

Johnson, C.L. (1996). *Mafia Manager. New* York: St. Martins' Press

Kazeem, A.O. et al (2015). Evaluation of Performance of Small and Medium Enterprises Development in Nigeria. *EPRA International Journal of Economic and Business Review,* 3(2), 25-31. Epratrust.com>articles>upload

Kuratko, D.F. and Hornsby, J.S. (2018). Developing Entrepreneurial Perspective in Contemporary Organizations. https://www.researchgate.net>publication

Maiyaki, A.A. (2012),"Influence of Service Quality, Corporate Image, Perceived Value, Switching Costs and Culture on Customer Behavioural Responses in the Nigerian Banks", PhD Thesis, Othman Yeop Abdullah Graduate School of Business, Universiti Utara, Malaysia.

McMullen, J.S. (2015). Entrepreneurial Action. https://doi.org/10.1002/9781118785317.weom030026

Memon, A.H. & Abdul Rahman, I. (2014). SEM-PLS Analysis of Inhibiting Factors of Cost Performance for Large Construction projects in Malaysia: Perspective of Clients and Consultants. *Scientific World Journal.* Doi: 10.1155/2014/165158

Mitchelmore, S. (2010). Entrepreneurial Competencies: A Literature Review and Development Agenda. *International Journal of Entrepreneurial Behaviour & Research.* 16(2), 92-111. https://doi.org/10.1108/13552551011026995

Motilewa, B.D., Ogbari, M. and Aka, D.O. (2015). A Review of the Impacts SMEs as Social Agents of Economic Liberations in Developing Economies. *International Review of Management and Business Research.* 4(3), 903-914.

Muro, P.D. and Turner, J.R. (2018). Entrepreneurial Opportunity Pursuit through Business Model Transformation: A Project Perspective. *Internation Journal of Project Management,* 36(7), 968-979. https://doi.org/10.1016/j.ijproman.2018.07.001

Obi, J. and Fred, P. (2018). Contribution of Small and Medium Enterprises to Economic Development: Evidence from Transiting Economy. *Science Direct.* 18(2018), 835-839. https://doi.org/10.1016/j.dib.2018.03.126

Ogechukwu, A.D., Oboreh, J.S., Umukoro, F. and Uche, A.V. (2013). Small and Medium Scale Enterprises (SMEs) in Nigeria: The Marketing Interface. *Global Journal of Management and Business Research Marketing.* 13(9), 1-13.

Omachonu, V. K. & Einspruch, N.G. (2010). Innovation in Healthcare Delivery Systems: A Conceptual Framework. *The Public Sector Innovation Journal,* 15(1), 1-20.

Onwuchekwa, F.D., Ejike, D.C. and Mgbemena, G.C. (2017). The Role of Entrepreneurial Competencies in Promoting Entrepreneurship in Nigeria: A study of Practicing Entrepreneurs in anambra State. *African Research Review.* 11(2), 262-282. Doi: http://dx.doi.org/10.4314afrrev.v11i2.20

Reguia,C. (2014). Product Innovation and the Competitive Advantage. *European Scientific Journal*, June 2014 (1), 140-157.

Robbins, S.P. and Judge, T.A. (2007), *Organizational Behavior, Twelfth Edition*, India: Prentice-Hall private Limited.

Sagagi, M.S. (2015). Investigating the Determinants of Wealth Creation in Nigeria: Does Oil Revenue Allocation Really Matter? *Journal of Entrepreneurship and Innovation in Emerging Market Economies,* 1(1), 121-136.

Sagagi et al (2017). *Strategic Agenda for Northern Development (ed*). Kaduna: Arewa Research Development Right.

Sands, M. (2018). The Entrepreneur's Road Map: 11 Steps to Success. https://www.business.com>articles>entr...

Sani, M.B. (2018). Employment and Youth Entrepreneurial Interest in Northwestern Nigeria: Survey of *Mafita* Beneficiaries in Kano. *Nigerian Journal of Management Technology & Development,* 9(2), 385-394.

Sani, M.B. (2018). Islam and Entrepreneurship: The Compatibility Study from the Qur'an and Sunnah. *Sokoto Journal of Management Studies*, 14(1), 196-211.

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach (5th ed.)*, Chichester: John Willey & Sons Ltd.

Shinn, S. (2002). Entrepreneurial Spirit. https://bized.aacsb.edu>articles>may

**Shuttleworth**, M. (2009). Content Validity. **https://explorable.com/content-validity**

Smith, K.G. (2008). An Entrepreneurial Perspective on the Firm-Environment Relationship. *Strategic Entrepreneurship Journal,* 1(3-4), https://doi.org/10.1002/sej.25

Stone, M. (1974). Cross-Validatory Choice and Assessment of Statistical Predictions. *Journal of the Royal society.* 36(2), 111-147.

Sutevski, D. (2010). Willingness to Take Entrepreneurial Action. https://www.entrepreneurshipinabox.com>

Thompson, J.D. and MacMillan, I.C. (2011). *Making Social Ventures Work.* Harvard Business Review: Succeeding As an Entrepreneur. USA: Harvard Business School Publishing Corporation.

Thelle, D.S. and Laake, P. (2015). Epidemiology. *Research in Medical and Biological Sciences.* 275-320. https://doi.org/10.1016/B978-0-12-799943-2.00009-4.

Tracy, B. (2002). *Create Your Own Future.* NY: John Wiley & Sons, Inc.,

Uchenna, O. (2019). The Nigerian Economy: NESG GDP Alert, January 2019. https://nesgroup.org>docs>nesg-gdp-al..

York, J.G., Sarasvathy, S.D. and Wicks, A.C. (2013). An Entrepreneurial Perspective on Value Creation in Public-Private Ventures. *Academy of Management Review,* 38(2), 307-315. https://doi.org/10.5465/amr.2012.0097