EFFECT OF ENTREPRENEURIAL COMPETENCIES ON THE PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN KADUNA STATE

BY

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Declaration

I declare that the work in this dissertation entitled “Effect of Entrepreneurial Competencies on the Performance of Small and Medium Scale Enterprises in Kaduna State” has been performed by me in the Department of Business Administration. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was previously presented for another degree or diploma in this or any other Institution.

Muhammed Yazeed

_____ Signature

_____ Date

Dedication

This research work is dedicated to Almighty Allah (S.W.T) for His countless bounties upon me.

Certification

This Dissertation entitled "EFFECT OF ENTREPRENEURIAL COMPETENCIES ON THE PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN KADUNA STATE" by Yazeed MUHAMMED meets the regulations governing the Award of the Degree of Master of Science (M.Sc.) in Business Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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Abstract

The growth and development of small and medium enterprises have been a focus for policy makers and researchers in the developed and developing countries. One major issue that has been inhibiting the ability to assist this important sector to achieve higher performance is lack of competencies on the part of the entrepreneurs. This study therefore investigates the effect of entrepreneurial competencies on the performance of small and medium scale enterprises in Kaduna state. Survey research design was employed in the study which is cross sectional in nature. Primary data was collected through a self-administered questionnaire issued to the respondents using stratified and simple random sampling technique. The data was collected from a sample of 174 out of a population of 201 owner managers in Kaduna state. Descriptive and inferential statistics were used to analyze the data collected for the study with the aid of Statistical Package for Social Science (SPSS) version 20. Multiple regression analysis was used to test the hypotheses formulated for the study. The findings revealed that entrepreneurial skills and entrepreneurial characteristics have significant positive effect on the performance of SMEs in the state. It was also found that entrepreneurial motives have insignificant effect on the performance of SMEs. The study recommended a need for combined efforts between governments at all levels and NGOs towards not only funding but also initiating management training and development programmes for the entrepreneurs in order to enable them acquire necessary skills, enhance and appreciate their inborn personalities and abilities.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The contributions of Small and Medium Enterprises (SMEs) to economic growth and development of nations have been widely acknowledged and well documented by researchers and policy makers globally (Kalpande, Gupta & Dandekar, 2010; Shastri, Tripathi, & Ali, 2011; Martey et al., 2013). Countries all over the world constituting the developed and developing ones have moved away from the former approach to economic growth and development which focuses on Large Scale Enterprises (LSEs) to SMEs which are considered as contributing higher to their economic wellbeing. According to the National Enterprise Development Programme (NEDEP) Release 1.0 in 2011, SMEs contribute 40-55% of the world's Gross Domestic Product (GDP) and 50-80% of the world's employment.

Sanni (2009) argued that SMEs are the best scale of businesses for developing economies. Nigeria, being among the developing countries had also change its focus in the last three decades as successive governments have shown much interest in enhancing the development and growth of SMEs. Perhaps since the adoption of the Structural Adjustment Program (SAP) in 1986, there has been a shift from the former capital intensive method which was based on LSEs to SMEs which are labour intensive, rely heavily on local raw materials and require small capital for operation. The SAP enabled the sector to be a key focus in the country which in turn resulted in the rising profile of increased number of SMEs largely due to the favourable policies it had developed. Thus, the ability to manage small business provides a useful and reliable economic foundation for a nation.

However, the shift of emphasis was as a result of the realization that, prior to the adoption of SAP, economic development strategies aimed at attracting LSEs were either not successful or successful only at great cost. Therefore, creating a conducive environment for SMEs will enhance their job creation role and may produce more jobs than trying to lure one or two LSEs. The hope is that small enterprises may grow into medium and eventually large enterprises, which may spawn perhaps hundreds of jobs and become industry leaders of tomorrow. NEDEP (2011) revealed that SMEs in Nigeria provides 75% of the total employment which is higher than the global average of 50%. It also shows that there are over 17 million SMEs in Nigeria employing over 30 million people. This is supported by Terungwa (2012) who posited that SMEs form most part of the business activities in developing countries because they are labour intensive, rely heavily on the use of local materials and require small capital to operate when compared to LSEs.

Cognisance of the enormous roles SMEs play in the economy, successive governments have adopted different mechanisms aimed at entrenching the sector into the main stream of the Nigerian Economy. The government had accorded and gave priority to them through the introduction of different policies, incentives, subsidies, programs and agencies aimed at providing a favourable environment for businesses to flourish. Some of these establishments include: National Economic Reconstruction Fund (NERFUND) in 1990, National Poverty Eradication Programme (NAPEP) in 1996, Small and Medium Enterprise Development Agency of Nigeria (SMEDAN) in 2003, Micro Finance Institutions (MFI) in 2005 and Small and Medium Industries Equity Investment Scheme (SMIEIS) in 2006. Other recent ones include Youth Enterprise with Innovation in Nigeria (YOU WIN), Train to Work (TRATOW) initiative and so forth. The cardinal points of all these development initiatives were to

accelerate the pace of industrialization, complement LSEs and promote entrepreneurship among the populace.

Despite all government interventions and supportive mechanisms, SMEs fail to grow from micro to small and small to medium and eventually large enterprise as it will be expected. A 182 page Nigerian Bureau of Statistics/Small and Medium Enterprise Development Agency of Nigeria (NBS/SMEDAN) 2012 National SMEs collaborative study revealed that there are 17, 284,671 SMEs in Nigeria. The breakdown shows that micro businesses constitute about 17,261,753 or 99.87%, the small enterprises accounted for about 21,264 or 0.12% while the medium scale enterprises is about 1,654 or 0.01%. NEDEP also revealed that Micro enterprises contribute 60-75% of the Nigerian employment, small enterprises contribute 20% and Medium enterprises contribute 5-10%. Given the fact that micro enterprises constitute 99.87% of the total SMEs operating in the country; this explains that SMEs in Nigeria are characterized by low performance and therefore are unable to grow from one scale of business to another (SMEDAN, 2012). Also, in an international conference on SMEs, Oyelaran (2010) posited that SMEs contribute approximately 1% of the country's GDP compared to 40% in Asia and 50% in the USA. This implies that there are some forces behind their low performance in Nigeria.

According to Fatoki (2011), problems encountered by small businesses are numerous and can be described among others as being environmental, financial or managerial. In a study on why businesses fail, West and Wood (1972) found out that 90% of all business failure result from lack of entrepreneurial expertise. Charles and Babatunde (2012) also identified incompetence as the most fundamental factor causing poor performance of SMEs. The effective utilization of the substantial financial resources

provided under the schemes might have been constrained by such factors as lack of entrepreneurial competencies.

Van der Laan, Driessen and Zwart (2010) asserted that the most important asset of a business is a competent manager. They developed an instrument called Entrepreneurial Scan (E-Scan) which will be used to measure entrepreneurial competence. They argued that an examination of the competencies of an entrepreneur should focus on four components, thus; wanting, being, capable to and knowledge. Wanting component refers to the motives behind engaging in entrepreneurship. Being is the attributes or characteristics possessed by an entrepreneur. Capable refers to the capability of the entrepreneur and knowledge is the entrepreneur's educational level and experience. E-Scan was found to be reliable and valid and of great value to entrepreneurs.

Entrepreneurial Competencies can be defined as the combination of the owner-managers' identifiable characteristics, skills and motives that are vital in managing a business. Entrepreneurial Characteristics are the psychological attributes that an entrepreneur can be identified with and are vital to the management of a business. Entrepreneurial Skills means knowledge in practice. It refers to the practical application of knowledge in performing managerial function. Entrepreneurial motives is the inner force that drives an entrepreneur to engage in entrepreneurship and accomplish his goal.

Given the myriad of challenges faced by SMEs, the benefits of having a competent entrepreneur cannot be overemphasized. Ogechukwu (2011) posits that SMEs success largely depend on a competent entrepreneur. The question here is thus, can

improvement in entrepreneurial competencies leads to higher performance of SMEs in Kaduna State?

1.2 Statement of the Problem

Given the fact that SMEs constitute majority of businesses operating in the country, their low performance call for this research to be undertaken. Oyelaran (2010) posited that SMEs contribute approximately 1% of the country's GDP compared to 40% in Asia and 50% in the USA. Previous studies on issues, challenges and prospects of SMEs such as Charles and Babatunde (2012) and Agwu, (2014) identified incompetencies among entrepreneurs as the major cause of low performance of SMEs. While the performance of SMEs has been an area of policy and academic debate, (Talik, Laguna, Wawrzenczyk-kulik, Talik, & Wiacek, 2012) argued that studies on competencies largely focused on large organizations while less attention has been given to SMEs.

In spite of the fact that entrepreneurial competencies were generally assumed to be positively related to SMEs performance, there are some evidences that this assumption is not always true. Previous studies aimed at establishing the direction of relationship between competencies and performance reported inconsistent results. While (Julius, 2011; Fatoki, 2014) reported positive relationship, (Oo, 2007; Sanda, 2011) reported negative relationship. For example, Sanda (2011) found that despite high competence level exhibited by executives of small businesses, it appeared not to have positive impact on their performance. What conclusion can therefore be drawn from these inconsistencies? In line with the inconsistencies, Mitchelmore and Rowley (2010) in a literature review on entrepreneurial competencies suggested the need for

further rigorous research on the relationship between entrepreneurial competencies and entrepreneurial performance and business success. Thus, this study focuses on clearly investigating the effect of entrepreneurial competencies on the performance of SMEs.

Again, previous researches on entrepreneurial competencies and performance concentrate on only two broad issues; entrepreneurial skills (Cooney, 2013; Kinyua, 2014) and entrepreneurial characteristics (Ogunleye, 2012; Sarkowa, 2013) while little attention has been given to entrepreneurial motives and its effect on performance. Only two studies attempted testing this relationship include; Waita (2013) in Kenya looked at the relationship between entrepreneurial motivation of his employees and how that affect business performance and Liebregts (2013) in Netherlands looked at how entrepreneurial motives affect business performance through some mediating factors, while no available literature was found to have test a direct relationship between entrepreneurial motives and SMEs performance. This therefore calls for a research to clearly investigate a direct relationship between the variables.

Although, Van der Laan, Driessen and Zwart (2010) developed an entrepreneurial competency tool which comprises of entrepreneurial motives, capabilities, knowledge and characteristics, they have not in any way determine the predictive validity of the factors. Therefore, they suggested a study that will empirically test the extent to which the factors predict business success. They also suggested that other factors need to be considered to assess their prediction on business success. One study on entrepreneurial motives by Robichaud, Cachon and Haq (2010) conducted across Mexico, Canada and U.S.A established that the degree of motivation exhibited as well

as the linkages to business performance appears to vary across country context. Thus, this study intends to test the effect of entrepreneurial motives, characteristics and skills on the performance of SMEs in Nigeria.

Associated with the aforementioned issue of low performance, Kaduna State SMEDAN Office revealed that government had provided loan for the establishment of new businesses and expansion of existing ones which are considered economically viable for the economic development of the state. In the year 2014, the government had under the National Directorate for Employment (NDE) given loan to 1,400 SMEs owners operating within the state. Also in August 7, 2014, the government signed a 2 billion Naira entrepreneurial development fund partnership agreement with Bank of Agriculture (BOA) and Bank of Industry (BOI) where the government provided 1billion Naira while the other institutions provided 500 million Naira each at 8% interest rate. As at the said date, the Managing Director of BOI, Rasheed Olaoluwa asserted that a total loan portfolio of N23.6 billion had been disbursed to SMEs operating in Kaduna State (cited in Guardian newspaper, 2014).

In a personal interview with the Manager, Kaduna State SMEDAN Office revealed that the funds could not be retrieved because many newly established ventures were closed down and the already established ones have not experienced any meaningful expansion as a result of lack of necessary competencies on the side of the entrepreneurs. He added that the risk of nonpayment of the loan had however discouraged many financial institutions especially the commercial banks from continuing some of these schemes. It is against this background that the researcher finds it timely to investigate the true picture of this claim by determining the effect of entrepreneurial competencies on the performance of SMEs in Kaduna State.

1.3 Research Questions

In view of the research problem outlined above, the following research questions were addressed in the course of the research:

i. To what extent does entrepreneurial skills affect the performance of SMEs in Kaduna state?
ii. To what extent does entrepreneurial characteristics affect the performance of SMEs in Kaduna state?
iii. To what extent does entrepreneurial motives affect the performance of SMEs in Kaduna state?

1.4 Objective of the Study

Generally, the research seeks to determine the effect of entrepreneurial competencies on the performance of SMEs in Kaduna State. Specifically, the study is designed to achieve the following objectives:

i. To determine the effect of entrepreneurial skills on the performance of SMEs in Kaduna State.
ii. To determine the effect of entrepreneurial characteristics on the performance of SMEs in Kaduna State.
iii. To determine the effect of entrepreneurial motives on the performance of SMEs in Kaduna State.

1.5 Statement of Hypotheses

The following research hypotheses have been formulated for the purpose of validation during the course of this study;

$H0_1$: Entrepreneurial skills have no significant effect on the performance of SMEs in Kaduna State.

$H0_2$: Entrepreneurial characteristics have no significant effect on the performance of SMEs in Kaduna State.

$H0_3$: Entrepreneurial motives have no significant effect on the performance of SMEs in Kaduna State.

1.6 Scope of the Study

The study covered SMEs registered with SMEDAN in Kaduna state as at the year 2015. They consist of businesses across different sectors including; manufacturing, distribution, wholesale, retail and service. The state was chosen because it is ranked as the 4^{th} with high concentration of SMEs after Lagos, Kano and Oyo (SMEDAN, 2012). The choice of this SMEs group was necessitated by the fact that they are well organized and registered, they have full time employees and they can provide the researcher with adequate information required for this study. The independent variables of the study are Entrepreneurial motives, Entrepreneurial skills and Entrepreneurial characteristics. While the dependent variable is SMEs performance measured by customer satisfaction, growth in sales and growth in profit within the last 3 years.

1.7 Significance of the Study

Countries all over the world have realized the enormous contribution of SMEs to their economic wellbeing, and are therefore establishing different schemes to support their growth and development. Given the low performance and the premature death of SMEs in Kaduna state, the study brings to the fore the effect of entrepreneurial competencies on business performance in the state. This study is therefore significant to the following categories:

1.7.1 Managerial Contribution

The findings of this research will be of benefits to the individual owners/managers of SMEs who may lay their hands on this work. It will clarify the extent of the effect entrepreneurial competencies have on their business performance. Thus, encourage the managers/entrepreneurs to acquire the necessary competencies for proper management and better performance.

The study will also be beneficial to the Kaduna state government that is aimed at making the state a better place for businesses. Through the explanation on the level of SMEs performance predicted by entrepreneurial competencies, it will guide them in restructuring their pattern and level of supports given to SMEs operating in the state.

The study will also be beneficial to federal government bodies such as CBN, SMEDAN, BOI and BOA who are in charge of the formulation and the implementation of federal government policies regarding SMEs. It explains to them the level of SMEs problem that is as a result of entrepreneurial competencies so as to determine the level and pattern of their support when it comes to policy formulation and implementation. Thus, it guides them on the formulation of policies on SMEs.

This study will also serve as a guide to international agencies such as United Nations Industrial Development Organisation (UNIDO), United Kingdom Department for International Development (DFID), Organisation for Economic Co-operation and Development (OECD), World Bank and other agencies that are known for providing financial support to SMEs as part of their efforts towards seeing that the world is a better place. It will be made clear to them the relevance of capacity development training rather than focusing on only financing.

1.7.2 Contribution to Knowledge

The research has provided empirical evidence on the extent and pattern of relationship through the combination of entrepreneurial characteristics, skills and motives under a single model. It is our belief that the study has added to literatures on entrepreneurial competencies. This is because no study to the best of the knowledge of the researcher has investigated the effect of entrepreneurial competencies on SMEs performance using the 3 components. In the light of this, students and researchers would find it instructive.

However, to expand the frontier of existing knowledge, the study has empirically tested the direct effect of entrepreneurial motives as an independent variable on the performance of SMEs in Kaduna State. This is given by the paucity of studies on that, as well as the study of Robichaud, Cachon and Haq (2010) who established that the degree of entrepreneurial motives and its linkages to performance vary across countries. Since no previous study to the best of the knowledge of the researcher has empirically tested this relationship in the Nigeria context, this study is therefore useful. It has also provided empirical evidence on the relationship between the variables as it is very crucial because confidence intervals, corrected estimates and

measure of variability in correlations across studies provide strong evidence about the strength and consistency of the relationship between variables.

1.8 Limitations of the Study

Every research work must have its short comings; this research work however is not an exemption. In the course of this research work the following limitations were observed:

Firstly, the findings of this research cannot be generalized to a large context among all SMEs because; this study could not capture all the SMEs in Kaduna state as intended. Specifically, only 201 SMEs registered with Kaduna state SMEDAN office were captured in this study due to the fact that there is no available data on the total number of SMEs in the state. However, small sample size is known to yield statistical results that are less widely generalisable to other groups (McCall, Land & Parker 2010).

Secondly, the cross sectional design adopted in the study suggest that the interpretation of the result is limited to a group examine at the point in time of the research. Hence, a longitudinal design for measuring dependent and independent variables at different times over an extended period of time would have been more revealing as it allows for the drawing of conclusions about the causality of the relationship which is difficult under a cross sectional study.

1.9 Definition of Key Terms

Entrepreneurial Competencies: This was used to mean the combination of the owner-managers' identifiable characteristics, skills and motives that are vital in managing a business.

Entrepreneurial Characteristics: these are the psychological attributes that an entrepreneur can be identified with and are vital to the management of a business.

Entrepreneurial Skills: it means knowledge in practice. It refers to the practical application of knowledge in performing managerial function.

Entrepreneurial motives: this means the inner force that drives an entrepreneur to engage in entrepreneurship and accomplish his goal.

SMEs: These refer to businesses with less than 200 employees operating in Kaduna state and are registered with Kaduna state SMEDAN office as at 2015.

Performance: This is the ability to make higher profits, sales and satisfy customers

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter discusses the concept of entrepreneurial competencies, entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives, SMEs Performance, SMEs and entrepreneurship. It also reviews empirical studies on entrepreneurial competencies and SMEs performance, entrepreneurial Skills and SMEs performance, entrepreneurial characteristics and SMEs performance and entrepreneurial motives and SMEs performance.

2.2 Concept of Entrepreneurial Competence

The concept of competence has become increasingly important in entrepreneurship education (Hornsby & Kuratko, 2014). Entrepreneurial competencies identification and development are important tools of human resource management targeted at achieving the strategic goals of the organization. As entrepreneurs and managers share similar roles and tasks in organizations, particularly in small businesses, therefore, researchers in the entrepreneurship field now borrow the concept and related theory of competency from the management literature (Kochadai, 2012). As a result of this, the competency approach has now become a popular means of studying entrepreneurship.

Spencer and Spencer (1993) define entrepreneurial competency as an underlying characteristic of an individual that is casually related to effective and/or superior

performance in a job or situation. Kaur and Bains (2013) similarly defined it as the individual characteristics of a person who undertakes risk for gaining profit in the business venture. Underlying characteristic means the competency is a fairly deep and enduring part of a person's personality and can predict behavior in a wide variety of situations and job tasks. For these researchers, competencies are seen as internal personality traits residing in an individual. That is, someone has an inborn trait that makes him likely to be more competent than others who do not possess such traits.

Other researchers view entrepreneurial competencies as constituting more than just personality traits but have to be shown in the entrepreneur's behaviour while managing his business. In the light of this, Martina, Hana and Jiří (2012) defined entrepreneurial competencies as a set of specific knowledge, abilities, skills, traits, motives, attitudes and values essential for the personal development and successful participation of each person in an organization. Rezaei-Zadeh, Hogan, O'Reilly, Cleary and Murphy (2014) defined it as the abilities of the person that enable him/her to demonstrate the appropriate entrepreneurial behaviour including: identifying opportunities, start-up and maintenance of business. Sanda (2011) also refers to it as specific behaviour and characteristics of a person that result in effective or superior performance.

The Hay group cited in Julius (2011) developed a model identifying six components of entrepreneurial competencies including; skills: what people can do well. Knowledge: refers to what people know. Social roles: is the image an individual displays in public. Self-image: implies what people think about themselves. Traits: enduring characteristics of people. Motives: unconscious thoughts and preferences.

Van der Laan, Driessen and Zwart (2010) while developing an instrument called E-scan used in measuring entrepreneurial competencies, compressed the components into four including; capabilities, knowledge, motives and characteristics. Although, the factors were found to be important, reliable and valid, the study did not determine the predictive validity i.e. it has not empirically test whether the factors predict business success.

From the preceding review, it is worth deducing that entrepreneurial competencies generally comprises of those that are deep rooted in a person's background (including entrepreneurial characteristics, traits, and personality), those that serve as unconscious thought of the entrepreneur (motives) and those that are acquired at work through training (knowledge, experience and skills).

For the purpose of this work, Van der Laan, Driessen and Zwart (2010) model is adapted where capabilities and knowledge where merged to mean skills, while motives and characteristics continue to exist. The argument is that since the task of an entrepreneur is to ensure the survival of his business, he/she needs to be driven by some motivations, possess some characteristics and acquires some skills. Internally driven motives come from within and form the internal drives for someone to start a business of their own. Characteristics consist of psychological traits that shape the thought of an entrepreneur. Finally, the capabilities and knowledge forms the skills as used in this study. Skills are defined as the practical application of knowledge while managing a business.

This is because it provides one of the most comprehensive explanations of what constitutes entrepreneurial competencies.

2.2.1 Entrepreneurial Skills

Entrepreneurial skills are needed by managers for the development and running of their businesses (Papulová, 2007). It has been defined by Reza, Javadin, Amin, Tehrani and Ramezani (2010) as specialized technical knowledge that entrepreneurs should possess in order to perform their roles and these skills are acquired through learning and experience.

Fizel and Itri (2014) identified 4 skills needed in Nigerian Firms, namely: Individual, Supervisory, line management and strategic skills. This view looks at large organizations having different levels of management where a manager at each level is expected to possess a specific skill. Nurach, Thawesaengskulthai and Chandrachai (2012) also conducted a survey of some selected SMEs in Thailand and measured skills in terms of: leadership; ability to portray good behaviour. Functional skills; refers to the ability to perform different managerial roles. Stakeholder management skills: ability to satisfy business stakeholders such as banks, customers, suppliers, etc. Team selection and team development: ability to manage cross-geographical employees. Communication: writing and listening abilities. Decision-making and problem-solving skills: ability to make good decision and solve problems that are deem to occur while running the business. Managing cross-geographical team members is highlighted which might be irrelevant as SMEs involve small number of employees who are largely from the same geographical location.

Stoner, Greg and Manz (1995) in a study on Education and training of managers through educational policies and curricular content that emphasized practical business expertise such as; technical, engineering, accounting and finance, marketing and human resource management. This categorization of skills contributes to providing

potential entrepreneurs with the needed practical managerial knowledge and skills necessary to perform the required task.

Lowden (1988) in his study titled "managerial skills for the entrepreneur" came up with four areas an entrepreneur needs to develop in order to be a strong and successful manager; they include planning, organizing, leading and controlling. He concludes that an entrepreneur needs to have the following skills; planning skills; deals with establishing goals and ways of achieving it, organizing skills; arranging work and people to accomplish set objectives, controlling skills; making sure that performance conform with plans and leading skills; encouraging the human factor in performance. Khang, (2012) considered the four identified skills above and added motivating to his model, making it 5 components model.

Based on the above review, we can conclude that much taxonomy of managerial skills are ambiguous to be useful, others cover similar skills but different terms were used to describe them and there is no absolute set of skills. The study therefore adopted the Lowden classification of skills as they are more relevant to entrepreneurs who are largely their business managers.

2.2.2 Entrepreneurial Characteristics

Entrepreneurial characteristics of the owner-manager popularly known as an entrepreneur play a very important role in ensuring the success of the business (Rajah & Takan, 2005). Islam, Khan, Obaidullah and Alam (2011) added that it makes them different from ordinary people. Many different types of people are drawn to entrepreneurship and a wide variety of talents, aptitudes, and personal traits help contribute to an entrepreneurial spirit, personality, and vision (eOkafor, Fagbemi, & Hassan, 2010). The attitude, mindset, passion and character that define the successful

entrepreneur are sometimes hard to pinpoint, specify or sum up in a profile. But Luisa (2006) contend that it is always easy to recognize in an individual or spot in action within the business arena. Thus, Thandeka (2008) established that the closer the match between the individuals' personal characteristics and the required characteristics of being an entrepreneur, the more successful the individual will be.

However, after examining the personality of the entrepreneur, Dingee, Haslett and Smollen (1970) suggested traits like: drive and energy level; ability to work for long hours. Self-confidence; implies a belief in yourself and your ability to achieve set goals. Setting challenging but realistic goals, long term involvement: imply having a high sense of commitment and dedication. Risk taking; taking calculated and moderate risk. Persistent problem solving: having an intense and determined desire to solve problems towards the completion of tasks, and learning from failure; understanding your role in a failure and preventing future occurrence. Joseph, (2010) identified; need achievement; the tendency to choose and persist in an activity, locus of control; success or failure results from people's behaviour and self-efficacy; ability to cope, perform and be successful. Driessen and Zwart (2000) looked at social orientation; good at developing and maintaining contacts. Self-efficacy; implies accepting responsibility for success or failure. Endurance; refers to perseverance in good and bad times. Creativity; refers to the ability to recognize opportunities and flexibility; ability to adapt to changing circumstances as the most important characteristics that define a successful entrepreneur.

From the preceding review, we can deduce three traits that have frequently appeared in the literature include; self-efficacy, risk taking and locus of control.

2.2.3 Entrepreneurial Motives

A business can neither start nor succeed without motivation Sharman (2008). Van der Laan, Driessen and Zwart (2010) while emphasizing the importance of entrepreneurial motives argue that a skilled and capable entrepreneur is not likely to succeed if he lacks self-motivation. Wagner and Ziltener (2008) posited that an individual will choose to become self-employed if the expected life-time utility from self-employment is greater than the life-time utility from dependent employment.

Segal, Borgia and Schoeifeid (2005) studied the motivation to become an entrepreneur on a sample of 114 undergraduate students in Florida, Gulf coast University. They established that entrepreneurial motives are classified into push and pull motivators. They argued that individuals are pushed into entrepreneurship by negative external forces such as unemployment and job dissatisfaction. They also contend that individuals are attracted to entrepreneurial activities from their search for independence, self-fulfillment among others. They finally established that individuals become successful entrepreneurs primarily due to pull factors rather than push factors.

Similarly, Liebregts (2013) classified entrepreneurial motives into two; opportunity driven and necessity driven. He considers opportunity driven entrepreneurs as those who start a new venture in order to exploit a unique business opportunity while necessity driven entrepreneurs start a firm because it is their best available option. Similarly, Krishna (2013) in a study on entrepreneurial motivation established that individuals are motivated into entrepreneurship by their ambition or other compelling factors. Entrepreneurs ambition include desire to be independent, to create employment opportunities, etc., while compelling factors include; unemployment, dissatisfaction with previous employment, etc. It is understood from the studies that

opportunity driven entrepreneurs are influenced by pull factors while necessity driven entrepreneurs are influenced by push factors.

Morales-Gualdrón, Gutiérrez-Gracia and Dobón (2009) in their study identified need for independence, need for achievement and desire for wealth as the motive behind entrepreneurship. Rao, Joshi and Nadu (2013) though agreed with them on desire for independence, added four other factors, thus; Desire for independence; refers to the desire to become one's own boss, family support, dissatisfaction with previous employment, education, and dream desire. Van der Laan, Driessen and Zwart (2010) Suggested need for achievement; implies desire to perform at best. Need for power; implies desire to control other people and need for autonomy; desire to be independent as the internally driven motives leading to entrepreneurship. Baumol cited in Wagner and Ziltener (2008) identified need for power, need for prestige and desire for wealth as the motive behind entrepreneurship. Woldie, Leighton and Adesua (2008) argue that the desire to be independent, self-fulfillment, financial and employment creation are the primary motives for entrepreneurship.

Generally, opportunity driven motives were largely used in the above studies reviewed. Need for power, need for achievement and need for independence are entrepreneurial motives that frequently appeared in the literatures and thus, they will be used in this study.

2.3 SMEs Performance

Performance measurement help an entrepreneur understand, manage and improve his business activities (Pirich, Knuckey, & Campbell, 2001). Four different approaches

are basically used by researchers in measuring performance namely; goal approach, system resource approach, stakeholders approach and competitive value approach. Phihlela (2012) posited that while the stakeholders and competitive approach looks at meeting the needs and expectations of the external stakeholders, the goal and system approach focus on meeting the internally-set targets. However, the goal approach is best used when dealing with small businesses due to its simplicity and understandability (Sanda, 2011) and targets are set internally based on the owner-managers interest and capability (Taticchi, Botarelli, & Cagnazzo, 2008).

While the goal approach directs the owner-manager to focus his attention on the financial measures, Buckling and Sengupta cited in Leitão and Franco (2011) contended that financial measures of performance, such as sales and profit, may not clearly reflect the quality of the SMEs' performance. Nevertheless, Chong (2008) asserted that SMEs need to adopt a hybrid approach where the financial and non-financial measures of performance are used against a predetermined goal and time frame. Therefore, combination of these two measures help the owners-managers gain a wider perspective on measuring and comparing their performance in particular, the extent of effectiveness and efficiency in utilizing the resources, competitiveness and readiness to face the growing internal and external pressure.

However, Chong (2008) suggested non-financial measures like increase in the number of employees, growth in market share and customer satisfaction as good indices for measuring SME performance. Kutinisa cited in Anonymous (2011) opined that profit making, business survival and expansion is the goal of a business. While Ehinomen and Adeleke (2012) suggested performance measurement in terms of increase in profit, branches and employees. Julius (2011) and Jamiya (2010) in their studies on

SMEs used changes in sales, profit and assets to measure performance. Appolot (2012) used sales growth, profitability, return on investment and market share as measures of SMEs performance. This explains that most studies on SMEs have used 3 or more performance measurement indices, thus combining the financial and non-financial measures.

Given the fact that the availability of financial data concerning these performance indicators in small business settings is limited, relying on the financial measure can be misleading despite its objectivity. This has however led to the hybridization of these performance indices in most of the studies reviewed above. Therefore, two financial and one non-financial measure are used in this study based on the manager's perception of growth in sales, growth in profit and customer satisfaction.

2.4 Entrepreneurial Competencies and SMEs Performance

Shahadat (2006) in a study on the problems of financing and managing small businesses in Bangladesh found that lack of competent managers and employees negatively affect business performance. Another study by Charles and Babatunde (2012) on the topic " the evaluation of the challenges and prospects of SMEs in Lagos, Nigeria" found that lack of managerial competence hamper the efficient performance of SMEs. Agwu (2014) on a similar topic conducted in Port-Harcourt also identified incompetence among managers as the biggest challenge facing SMEs. Li (2009) conducted a research among the business owners and the managers aimed at investigating whether entrepreneurs generally possess high level of competencies than non-entrepreneurs and whether they can be discriminated based on their entrepreneurial competency level. After employing discriminant analysis, He found

that business owners generally possess higher entrepreneurial competencies than the managers. It was also established that the business owners and managers can be discriminated based on their entrepreneurial competency level.

Other studies that established a relationship between entrepreneurial competence and performance include; Sanchez (2011), who investigated the influence of entrepreneurial competencies on the performance of small businesses in Spain. Innovation, quality assurance, and cost effectiveness competencies were used. He found that entrepreneurial competencies play an influential role in organizational capability and competitive scope and has a direct effect on firm performance. This study had a limited scope because it focuses on only newly established businesses within the service sector.

Talik, Laguna, Wawrzenczyk-kulik, Talik, and Wiacek (2012) on the topic "the competencies of managers and business success" demographic variable served as mediators between competencies and business success of SMEs. Focusing on 5 European countries, the findings revealed that general competencies (organizing and opportunity recognition) affect SMEs performance not directly but through more specific managerial competencies including (industry and technical). Subjective measures were used to ascertain a business success by comparing its performance with two leading competitors in the market. This may be difficult because making comparison largely depends on objective measure rather than subjective ones. This will prevent sentiments and bias in making the comparison.

Julius (2011) examined the relationship between managerial competencies and SMEs performance in Masindi and Hoima district. Competencies components include skills, knowledge and experience. Using a cross sectional design, primary data was collected

through self-administered questionnaires. The results of a multiple regression analysis revealed a positive and strong relationship between managerial competencies and performance of SMEs. The study adopted only the financial measures of performance on the basis of profitability and sales growth, adding some non-financial measures would have provided a better performance measurement.

Fatoki (2014) studied the impact of managerial competencies on the performance of immigrant owned enterprises in South Africa. Owners' knowledge of the industry, managerial experience, and start-up experience were used as determinants of competencies. Primary data was collected through Questionnaire administration while data was analysed using descriptive and chi-square test of independence. The study findings revealed a strong relationship between managerial competencies and small business performance.

Sanda (2011) investigated the competence challenges of executives of small firms and non-performance in the Ghanaian Industrial environment. Competencies such as communication, relationship, financial, human resource and strategic planning were considered for the study. The result shows that executives of small firms in Ghana possess the competencies and behaviour to enhance their performance. But despite their exhibition of competence and organizational behaviour attributes, they appear not to have positive impact on their performance towards making the firm more competitive. 100 SMEs were surveyed which is too small to represent the whole population of Ghana SMEs.

Oo (2007) also investigated the relationship between entrepreneurial competencies and performance of SMEs in Kyaing Tong area of Myanmar, using Questionnaire method to collect data and Pearson correlation coefficient tool to analyse it.

Organizing, opportunity, relationship, conceptual, strategic and commitment competencies were found to have negative impact on SMEs performance. Urban centres where businesses are more pronounced were neglected in the study as the study concentrated on rural areas. The study also limited its respondents to only the service sector neglecting other important sectors.

Based on the previous review on entrepreneurial competencies and SMEs performance, it can be deduced that most of the studies used entrepreneurial skills as determinants for competence while entrepreneurial characteristics and motives were neglected. There is also inconsistency in the finding from the studies; while most of them showed positive impact on performance, others indicated negative impact. Again, none of the studies also consider entrepreneurial motives as components that make up entrepreneurial competencies. This study considers entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives as the most important components an entrepreneur needs to possess in order to be competent.

2.4.1 Entrepreneurial Skills and SMEs Performance

Cooney (2013) while analyzing entrepreneurial skills for growth oriented business found that entrepreneurial skills are critically important for business growth. Macheke (2012) also conducted an analysis of entrepreneurial and business skills and training needs in SMEs plastic manufacturing industry in South Africa. Skills studied included; financial, legal, communication, strategy among others. After collecting data from 74 respondents, the result revealed a strong relationship between training in entrepreneurial skills and success of an organization. The respondents are too small to represent the entire manufacturing SMEs in the whole of South Africa.Kinyua (2014) investigated the factors affecting the performance of Small businesses in Limuru town

market in Kenya. Questionnaires were used to collect data from 275 micro and small businesses and using a descriptive research design, SPSS output revealed that access to finance and availability of management experience are the key determinants of business performance. Other factors that were found to affect business performance include; access to business information, access to infrastructure, government policy and regulation. The study was restricted to micro and small business while other scales of businesses were not included.

Mohammed and Obeleagu-nzelibe (2014) studied entrepreneurial skills and profitability of SMEs in Nigeria. Data was collected from 250 respondents in Nigerian major cities through a self-administered questionnaire. Entrepreneurial skills including record keeping, communication, and relationship were found to be significant factors required for business success and profitability in Nigeria. This study focused on only profitability as a performance indicator; however, other indicators such as the non-financial measures may have provided a better assessment.

Thandeka (2008) investigated whether entrepreneurial skills determine business success. Skills considered in the study include; communication, legal, human resource, operational, planning, marketing, ability to gather resources, networking, motivation, and financial skills. Owners of 570 SMEs in South Africa were interviewed and the data was analysed using chi-square and t-test. Ability to gather resources, marketing, motivation, legal and financial skills were found to be key skills that enhance SMEs success. The model used in the study resulted from the review of largely European based literatures; however, African literature would have provided more direction to the study since it is a South African based study.

Tijjani (2012) examined the impact of technical entrepreneurial skills on employment generation in Nigerian SMEs. Data was collected from 37 SMEs owners through a self-administered questionnaire and sample t-test and simple regression were used for analysis. The findings revealed that improvement in technical entrepreneurial skills generates higher employment in SMEs. The sample of the study is too small to be a representative of Lagos state SMEs.

The major limitations of the above studies reviewed attempting to find the relationship between of entrepreneurial skills and SMEs performance is that most of them used very small sample and restricted to a particular business activity. This study will cut across all sectors including services, manufacturing, distribution, wholesale and retailing.

2.4.2 Entrepreneurial Characteristics and SMEs performance

Woldie, Leighton and Adesua (2008) in an analysis of the influence of five owner/managers characteristics and four firm characteristics on the growth of SMEs found that, SMEs growth is largely influenced by firm characteristics including age, sector, legal status and number of employees. Owner/ managers characteristics including age, education and prior experience were also found to influence growth of SMEs. In South Africa, Machirori and Fatoki (2013) investigated the impact of entrepreneurial characteristics on networking of SMEs. Gender, age and educational level were used as measures of entrepreneurial characteristics. Using a self-administered questionnaire to collect primary data, descriptive and regression analysis were employed to analyse such data. They found that some entrepreneurial characteristics impact positively on networking of SMEs. Islam, Khan, Obaidullahi and Alam (2011) also examined the effect of entrepreneurial characteristics and firm

characteristics on business success of SMEs in Bangladesh. Age, gender and educational qualifications were used as measures of entrepreneurial characteristics. Data was collected using a self-administered questionnaire on the owners and employees of SMEs and the SPSS output revealed that only gender has significant effect on business success of SMEs. Different indices were used to measure success. However, the study failed to explicitly state the parameters for the measurement of success. Muzenda (2014) also investigated the effect of entrepreneurial attributes, firm characteristics and external factors on the performance of SMEs. The data was collected using structured questionnaire and analysed using regression. The findings revealed that entrepreneurial attributes, firm characteristics and external factors demonstrated significant association with SMEs performance. What is common among the studies above is that they all used background characteristics such as age, gender, education among others while other psychological characteristics like passion and risk taking were not considered.

Similarly, Sarwoko (2013) studied the influence of entrepreneurial characteristics on SMEs performance in Malaysia. Age, gender, religion and educational background were used as indices for entrepreneurial characteristics in the study. Data was collected from 147 SMEs owners in Malaysia and analysis was done using structural equation modeling. The result revealed that entrepreneurial characteristics significantly influence business performance. Just like the studies above, the study focused on only demographic variables. Another limitation to the study is that only financial performance measures were used in the study including profit, sales and capital growth. Another study by Abubakar (2014) examined the relationship between entrepreneurial characteristics of owner managers and the growth of SSBs from the year 2006 to 2010. Questionnaires and interviews were used to collect data from 200

SSBs owner managers and multiple regressions were used to analyse the data. He found that educational level, technical skills and entrepreneurial experience have significant and positive influence on the growth of SSBs. The study restricted its focus on SSBs, meanwhile most of the existing businesses are micro.

Other studies that focused on the psychological characteristics of the entrepreneur though concentrates on the internationalization of SMEs include; Ogunleye (2012) who investigated the impact of psychological traits including self-efficacy, need for achievement and internal locus of control on performance of SMEs exporting firms in Nigeria. Data was collected from 123 firms and hypothesis was tested using descriptive statistics. The finding reveals a significant relationship between entrepreneurial psychological traits and performance of SMEs in Nigeria. Similarly, Adegbite (2006) studied the impact of entrepreneurial characteristics on the performance of manufacturing SMEs in Nigeria using data collected through questionnaire from 100 SMEs and analyzed using descriptive statistics and inferential statistics, the result showed that 7 out of the 10 entrepreneurial characteristics of the respondents made negative impact on financial performance. Luisa (2006) analyse the role of managerial characteristics on choice and internationalization of SMEs. Manager's experience, level of education, language skills, risk taking and aggressiveness were used as indices for managerial characteristics. The result revealed that some personality traits of the manager affect the firm export intensity growth. The study focus on the food industry neglecting other vibrant sectors that are equally important to the economy.

Tagrafa and Akinb (2009) also studied the effect of entrepreneurial characteristics on enterprise ownership; data was collected from 213 SMEs in Kenya on characteristics

such as risk taking, innovation and locus of control. The SPSS output revealed a negative relationship between enterprise ownership type and having entrepreneurial characteristics. In a similar study on women entrepreneurship, Rao, Joshi and Nadu (2013) analysed the effect of entrepreneurial characteristics on the success of women fashion and apparel businesses. The data was collected using a self-administered questionnaire, and the SPSS software output revealed that entrepreneurial characteristics like education, training and prior experience contribute to the success of SMEs operated by women.

What is common among the researches above is that most of them used demographic features to measure entrepreneurial characteristics and says little about other psychological characteristics. Therefore, the focus of this study is on psychological attributes of an entrepreneur, self-efficacy, risk taking and Locus of control.

2.4.3 Entrepreneurial Motives and SMEs performance

Shastri, Tripathi and Ali (2011) posited that motivation is one of the key factors affecting entrepreneurial performance. Robichaud, Cachon and Haq (2010) after administering Questionnaires on 750 small business owners across Canada, Mexico and U.S.A, established a positive relationship between entrepreneurial motives (including desire for independence, dissatisfaction with previous employment and dream desires) and the success of SMEs in the three countries. Perhaps more interestingly is that the degree of motivation exhibited as well as the linkages to business performance appears to systematically vary across country context. This implies that different results may be found in other countries if investigated.

In Kenya, Waita (2013) explored entrepreneurial motivational factors and Coffee SMEs performance in Kenya. Questionnaires were used to gather primary data and

after the analysis, it was revealed that SMEs performance had suffered due to lack of internally driven motives from the entrepreneurs' side during the establishment of the business. Similarly, in a study of women entrepreneurship, Rao et al. (2013) observed that irrespective of the success level, most women entrepreneurs dream desire motivates them to start and operate an enterprise at their best. Ogunleye (2012) appreciated the roles of achievement motivation and self-esteem in entrepreneurship, business and economic growth and development. He revealed that, given the necessary pre-condition for success, when one has no desire for accomplishment and success or when he/she lack self-esteem the individual will not succeed as an entrepreneur and his action will impinge on the economic growth and development of the nation. Only two motivational factors were considered in the study neglecting other equally important motivators.

In Malaysia, Raman and Jayasingam (2008) examined motivational factors that could possibly lead women to become successful entrepreneurs and perform well in business. 225 women entrepreneurs operating SMEs in trading, manufacturing and service sectors served as the study population. It was found that the urge to explore inner talents and desire to be creative play an important role in influencing women decision to become entrepreneurs. It was also found that motivation and demographic variables contribute significantly to the entrepreneurial intention.

Liebregts (2013) investigated whether start-up motivation (necessity versus opportunity) affects entrepreneurial performance. Using a unique individual panel in Netherlands for three consecutive years (2009-2011), he found that start-up motivation has an isolated effect on entrepreneurial performance. He also found that necessity driven entrepreneurs perform higher in business than opportunity driven

entrepreneurs. But the data set used in the study was unbalanced, because of dropping out of participating panelists and the sample had to be complemented with new respondents on an annual basis. The study was restricted to solo-entrepreneurs i.e. those who do not employ the service of anybody in managing their business.

From the above review, it is worth deducing that there is a paucity of research in the area. It can also be concluded that an entrepreneur needs to have internally driven motives for establishing a business in order to grow and become successful entrepreneur. In line with the argument of Gerry that pull factors contribute to the success of an entrepreneur, the study will focus on the pull factors in order to determine its effect on SMEs performance. Need for power, need for autonomy and need for achievement would be used for the study.

From the previous empirical reviews, it can be observed that literatures investigating the effect of the study variables on SMEs performance studied them separately in different studies. What is also obvious is that no study had covered Kaduna state. This study looks at entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives as components of entrepreneurial competencies and their combine effect measured on SMEs performance.

2.5 Concept of Small and Medium Enterprises (SMEs)

Besides the vast and growing literatures on SMEs, there seems to be no universal definition of the concept (Fatoki, 2011). In a global context, a general definition of SMEs using size and scale of operation is not easy, but within fixed co-ordinates of national boundaries, it might be relatively easier (Adebisi & Gbegi, 2013). Most

researchers' and policy makers defined it on the basis of total investment, annual sales and number of employees (Kofi, 2014). Generally, the definition is based on either single criteria or a multiple criteria.

In countries like the U.S.A, Britain and Canada, annual turnover and number of paid employees are used as the basis for classification. While India uses total investment, Netherlands, Ghana and Indonesia use number of employees as their criteria (Charles & Babatunde, 2012). For example, the government of Netherland define SMEs as businesses employing less than199 persons, while in Indonesia, SMEs are defined as all enterprises, households or cottages employing less than 200 full time workers (Obwori, 2012). The Indian ministry of SME cited in Shastri, Tripathi and Ali (2011) define SMEs in terms of either manufacturing or services. In manufacturing, micro enterprises: those enterprises having a total investment of less than 25lakh (2,500,000), small: Rs 25lakh- Rs 5crore (2,500,000-50,000,000) and medium: Rs 5crore-10crore (50,000,000-100,000,000). In the service sector; micro: annual income of less than 10lakh (1,000,000), small: Rs 10lakh-2crore(1,000,000-20,000,000), and medium: Rs 2crore- Rs 5crore(20,000,000-50,000,000). According to the Regional Project for Enterprise Development (RPED) Ghana, Micro enterprises employ less than 5 employees, Small: 6-29 employees and medium: 30-99 employees (Okoh & Ping, 2000).

Just like other countries of the world, the definition of SMEs in Nigeria also varies from time to time and between agencies and institutions (Sanni, 2009). In an agreement signed by a committee comprising the Central Bank of Nigeria, Nigerian Industrial Development Bank (NIDB) and the National Council on Industry cited in Charles and Babatunde (2012), SMEs were defined based on the total capital

employed (including working capital but excluding cost of land) and number of employees. Micro: having not more than N1, 500,000 and less than 10 workers, Small: N1, 500, 000-N50, 000, 000 and a labour size between 10-35 workers. Medium: N50, 000,000-N100, 000,000 and 35-100 workers. At the 13th Council meeting of the National Council on Industry held in July, 2001, SMEs were redefined by the Council as follows: micro enterprises as those with a labour size of not more than 10 workers, or total asset not more than N1, 500,000 including working capital but excluding cost of land, Small enterprises with a labour size of 11-100 workers or a working capital between N1,500,000-N50,000,000, including working capital but excluding cost of land. Medium Enterprises: with a labour size of between 101-300 workers or a total cost between N50,000,000- N200,000,000, including working capital but excluding cost of land (Adebisi & Gbegi, 2013). SMEDAN (2012) also adopts dual criteria in defining SMEs in its collaborative study with National Bureau of Statistics. The study define micro enterprises as those employing less than 10 and having total assets of less than N5,000,000, small enterprises as those employing between 10-49 and total asset of N5,000,000-N50,000,000 and Medium Enterprises employing between 50-199 and a total asset of N50,000,000-N500,000,000.

The enterprise promotion decree of 1989 as amended in 1994 define SMEs as any enterprise set up to make the owner self-employed and self-reliant. Emphasis here was not placed on the number of employees or the amount of capital (NEDEP, 2011). Martey et al.,(2013) also had a similar view as they define SMEs as any business privately owned and operated with a small number of employees and relatively low volume of sales. The study was also not categorical on the number of employees or the amount of capital required.

Based on the preceding review, it is worth deducing that the Nigerian classifications of SMEs are basically in three dimensions i.e. in terms of capital employed or the number of employees or a combination of both. Since there is no uniformity in the various definitions, the study adopts the SMEDAN definition because of its recency. The employment criterion will be used in the study because it is readily available and relatively easy to get. More so, it is the most common criteria used in National SMEs worldwide **(**SMEDAN, 2012). Thus, any enterprise employing less than 10 workers will be considered micro, 10-49 workers is small and 50-199 workers is a medium enterprise.

2.6 Concept of Entrepreneurship

The concept of entrepreneurship is a multidimensional concept and defies universal definition. (Ogunleye, 2012) asserted that an exact definition of entrepreneurship has been rather elusive as different scholars have defined the concept differently. This is largely because concepts and ownership structures keep changing in a dynamic environment and its meaning depends on the focus and the perspective of the person defining it (Orwa Bula, 2012). Li (2009) argued that entrepreneurship has been one of the most promising management research fields with the entrepreneur at the centre of entrepreneurship research. Johnson cited in Joseph (2010) added that one needs to know who an entrepreneur is in order to understand the concept of entrepreneurship.

Long cited in Mokaya (2012) provided a historical account of the development and the use of the term entrepreneur. The root of the word can be traced as far back as 800 years, to the French verb entreprendre, meaning "to do something". The concept of entrepreneur first appeared in the text of Richard Cantillion in 1931 where he viewed

an entrepreneur as one who exercises business engagements and combines production factors in the face of uncertainty. On the other hand, Marshal sees an entrepreneur as a pioneer of new paths and a superintendent who organizes factors of production. To Schumpeter, an entrepreneur is an innovator. He defined an entrepreneur as a creator of instability that changes the rule of competition in an industry. Peter Drucker advances by describing an entrepreneur as someone who actually searches for change, responds to it and exploits change as an opportunity. Adegbite cited in Joseph (2010) sees him as someone who identifies opportunities, gather necessary resources, creates and is ultimately responsible for the performance of the firm. Jean-Baptiste Say also had a managerial viewpoint. To him, an entrepreneur is a manager of a firm and an input in the production process. This is supported by Van der Laan, Driessen and Zwart (2010), who viewed an entrepreneur as someone who owns and runs a business on his own account and risk. Given the fact that the owners of SMEs are in most cases the managers, Says view will be adopted as it is more relevant to the study. Thus, an entrepreneur is identified as someone who independently owns and manages a business.

However, researchers have conceptualized entrepreneurship differently in their studies. Onuoha cited in Eroglu and Picak (2011) define entrepreneurship as the practice of starting new organizations or revitalizing matured organizations in response to identified opportunities. Timmons cited in Driessen and Zwart (2000) views it as the ability to build a 'founding team' to complement your own skills and talent. Van der Laan, Driessen and Zwart (2010) defined it as seeing and pursuing opportunities by having and running a privately owned company, as a result of which value is created for the individual and the community. Generally, entrepreneurship connotes the activities of an entrepreneur.

2.7 Theoretical Framework

Three theories have been used in previous studies including; Resource Based theory and Human Capital theory. The theories explain the study variables, thus; entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives and then looked at their effect on business performance.

2.7.1 Resource Based Theory

The resource based theory was developed by Penrose in 1959. It seeks to explain why firm performance differs within industries. The main argument of this theory is that sustainable competitive advantage stems from a firm's possession of heterogeneous and immobile resources that are valuable, rare and inimitable. It therefore postulates that, differences in firm performance within an industry are as a result of the firm's specific resources that cannot be easily imitated by its competitors. The idea of competitive advantage is based on measuring the level of a firm's success relative to its competitors.

Previous studies that used this theory include Conner (1991), who found that the greater the linkage of an input to the firm's existing asset base (degree of an input's specificity), the greater the input's rent potential to that firm. Tripsas (1997) also shows that, when incumbents experience a technological disadvantage in the face of competence-destroying technological change, the extent to which that disadvantage translates into a commercial disadvantage depends upon the other assets possessed by established firms. Spanos and Lioukas (2001) confirmed this view by suggesting that industry and firm specific effects are both important but explain different dimensions of performance. According to their results, industry forces influence market performance and profitability while firm assets influence profitability via market

performance (the direct influence of firm assets on profitability is weak and insignificant). Coff (1999) proposed that resource-based view has a bargaining power model to predict when rents will be generated and who will appropriate them.

However, mere possession of firm specific resources does not guarantee competitive advantage. For a firm to perform successfully, it has to first identify firm's specific resources and then develop strategies on how to manage the resources properly. This is supported by Brady, Dale, Iles, Cliffs and Hall (2007) who argued that resources alone are not likely to produce a sustainable competitive advantage, rather resources must be managed appropriately in order to produce value. Hence, effective management of resources obliged the entrepreneur to be self-motivated, possess the appropriate skills in managerial functions and the required characteristics. It is therefore argued that the firm's ability to perform and grow successfully depends upon the entrepreneurial motives, skills and characteristics which will enable the firm to manage its available resources effectively and efficiently. In the case of SMEs, the entrepreneur is expected to be an agent for the management and to do that the entrepreneur needs the relevant motives, skills and characteristics.

2.7.2 Human Capital Theory

Human capital theory was originally developed by Becker in 1964 to estimate employees' income distribution from their investments in human capital. Becker defines human capital as skills and knowledge that individuals acquire through investments in schooling, on-the-job training, and other types of experiences. It comprises the stock of knowledge and skills that reside within individuals. Specifically, it includes the unique insights, skills, cognitive characteristics and aptitudes of entrepreneurs. It also includes achieved attributes, accumulated work and

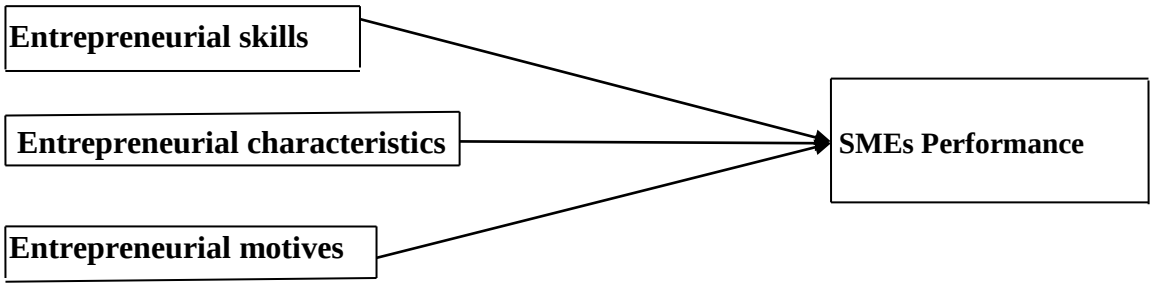
habits that may have a positive or negative effect on productivity. It represents a resource that is heterogeneously distributed across individuals and is thus, central to understanding differences in opportunity identification and exploitation. Researchers have employed a large spectrum of variables signifying human capital such as formal education, training, employment experience, start-up experience, owner experience, parent's background, skills, knowledge among others.

Walsh (1935) argued that the more advanced the education the more profitable it is, and hence the motive for undertaking it is economic gain. Thus, abilities acquired through professional education closely resemble conventional capital. Moreover, there is a widely held belief that new ways of organising production are also putting a premium on education (Rodrigues and Lopes, 1997). It is argued that the capacity for a critical number of enterprises in a given country to create a more efficient work organisation is strongly influenced by education (OECD, 1992).

The theory suggests that individuals with more or higher human capital achieve higher performance when executing tasks. The theory maintains that knowledge provides individuals with increase in their cognitive abilities, leading to more productive and efficient potential activity. Therefore, if profitable opportunities for new economic activity exist, individuals with more or higher quality human capital should be better at perceiving them. Once engaged in the entrepreneurial process, such individuals should also have superior ability in successfully exploiting opportunities.

The Human Capital theory is adopted for the study because the study is aimed at determining the effect of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives on SMEs performance. Thus, from the theory viewpoint, individuals with more or higher human capital achieve higher performance when executing tasks. Entrepreneurial skills, motives and characteristics are therefore the human capitals that are needed for better business performance.

Figure 2.6 Proposed Research Model



The above framework shows how this study differs from the above studies, in that they only considered some aspects of two of its variables (entrepreneurial skills and characteristics) and none of them looked at entrepreneurial motives. Therefore, this study is designed to fill this literature gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the method the researcher followed in carrying out the study. It started by discussing the research design, then the population, sample size and sampling technique, sources and method of data collection, variable measurement, validity and reliability, data collection method, method of data analysis and lastly, justification of the method used.

3.2 Research Design

The study adopts a survey research design which is cross-sectional in nature. Primary data were collected from the population of the study using survey questionnaire. This type of research design is adopted because the information about the independent variables and dependent variable represents what is going on at only one point in time. Data were collected from the population of the study using survey questionnaire and analyzed to report the finding at a point in time. The questionnaire was divided into four sections and all the questions are in close ended form. The questionnaire was divided into four sections and all the questions were in close ended form. Section A asked questions on entrepreneurial skills; section B asked questions on entrepreneurial characteristics; section C was a set of questions on entrepreneurial motives and section D was a set of questions on SMEs performance. Level of agreement to the statements in section A, B and C indicated the level of entrepreneurial competence and the level of disagreement indicated the level of lack of entrepreneurial

competence. While in section D, level of agreement to the statements indicated level of SMEs performance and level of disagreement indicated level of lack of SMEs performance.

3.3 Population of the Study

The population of the study consists of 201 SMEs owners-managers operating their businesses within Kaduna state as at 2015 and are registered with SMEDAN. The list is obtained from the Kaduna state SMEDAN office. The choice of this group of SMEs is necessitated by the fact they are well organized with registered offices and are having full time employees. The businesses selected cut across different sectors including; manufacturing, services, wholesale, retail and distribution. This enables the findings to be more generalizable across different sectors than when the study concentrates on one sector.

3.4 Sample Size and Sampling Technique

The sample size of the study was determined using Yamane formula as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where: n= sample size, N= the population, e = level of significance
Thus, N = 201, e = 0.05 and n =?

$$n = \frac{201}{1+201(0.05)^2}$$

$$n = \frac{201}{1+ 0.5025}$$

$$n = \frac{201}{1.5025}$$

$$n = \frac{133.8}{}$$

However, in order to take care of non-responses and incorrect filling or failure of some respondents to fill or return the questionnaire, 30% of the minimum sample provided in the formula was added as suggested by Israel (2013). Thus, 40 respondents were added to the computed sample size of 134 which gives the total of 174.

Stratified and simple random sampling technique was adopted to select businesses from the 3 senatorial zones of the state namely; South, Central and North. The questionnaire was distributed based on proportionate sampling procedure to arrive at a sample size for each senatorial zone.

3.5 Sources and Method of Data Collection

Primary data was used for the study in order to guide the researcher in making meaningful findings and conclusions. The study obtained the data through administering of questionnaire to registered owner-managers operating SMEs in the state.

Questionnaires were used to collect data for the study from SMEs within the 3 geopolitical zones in the state. The questionnaires were distributed to the respondents based on proportionate stratified sampling technique. Kaduna state was stratified into 3 senatorial zones i.e. the higher the number of SMEs in a zones, the higher the number of questionnaires allocated to it.

Table 3.1 Distribution of Questionnaires according to Senatorial Zones

SENATORIAL ZONES	NUMBER OF REGISTERED SMEs	APPORTIONED QUESTIONNAIRES
NORTH	22	19
CENTRAL	164	142
SOUTH	15	13
TOTAL	201	174

Source: Researchers computation

The table above shows how the questionnaires were proportionally distributed to the 3 senatorial zones. This is obtained by taking the numbers of registered SMEs in each zone multiply by the sample size of the study and divide by the total registered SMEs of the state.

3.6 Variable Measurement

Entrepreneurial skills were measured by the use of 4 items; planning, organising, leading and controlling. The study adapted Jamiya (2010) questionnaire and responses were taken on five point likert scale ranging from strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1). 13 items were adapted among which includes; I set goals and ensure accomplishment, I take corrective measures where there is evidence of deviation.

Entrepreneurial characteristics were measured by self-efficacy, risk taking and locus of control. The items in the questionnaires were adapted from the combination of studies by Joseph (2010) and Tagrafa and Akinb (2009). 9 items were adapted from the questionnaires among which include; success is a matter of hard work and not luck, failure makes me try harder. Responses range from strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1).

Entrepreneurial motives were measured by need for power, need for independence/autonomy and need for achievement. The questionnaire was adapted from the study conducted by Robichaud, Cachon and Haq (2010). 14 items were adapted among which include; working when, where and with whom you want, to be your own boss etc. Responses range from strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1).

Subjective measures were used to measure performance due to the unavailability of objective measures, thus owner-managers were asked to make an assessment of their business performance. Perceived customer satisfaction was used as indices for measuring performance. Items from the studies conducted by Julius (2011) and Chong (2008) were adapted and measured on a 5 point likert scales ranging from strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1).

3.7 Validity and reliability

A pilot study was conducted in order to test for the validity and reliability of the instrument. The validity of the instrument was obtained by a panel of two experts. Each scale item was rated in terms of the relevance of its constructs. The items were

rated on 4-point ordinal scale: not relevant, somewhat relevant, quite relevant and highly relevant. Content Validity Index (CVI) for each scale was computed to ascertain whether the domain of the concept is made clear and the items fully measure the domain. Content Validity Index (CVI) for each scale was computed as cited in Polit and Beck (2006) as follows:

$$CVI = \frac{\text{Number of items rated quite relevant and highly relevant in a construct}}{\text{Number of items in a construct}}$$

CVI of 0.923 was recorded for Entrepreneurial skills as 12 out of 13 items were rated quite relevant and highly relevant. CVI of 1.00 was reported on characteristics as all the 9 items were rated quite relevant and highly relevant. CVI of 0.857 is reported on entrepreneurial motives as 12 out of 14 items were rated quite relevant and highly relevant. Finally, a CVI of 1.00 were recorded on SMEs performance as all the 11 items were rated quite relevant and highly relevant. Therefore, all the scales met the minimum validity of 0.80 (Polit & Beck, 2006).

The questionnaire was further subjected to a reliability test using data collected from 37 samples of the respondents. The reliability of the questionnaire adapted from Jamiya (2010) for measuring entrepreneurial skills, Joseph (2010) and Tagrafa and Akinb (2009) for measuring entrepreneurial characteristics, Robichaud, Cachon and Haq (2010) for measuring entrepreneurial motives, and Julius (2011) and Chong (2008) for measuring SMEs performance were tested using the reliability scale of chronbach alpha. The result revealed that entrepreneurial skills has a reliability scale of 0.984, entrepreneurial characteristics has a reliability scale of 0.940, entrepreneurial motives has a reliability scale of 0.923 and SMEs performance has a reliability scale of 0.901 as shown in table 3.2 below.

Table 3.2: Reliability Result

Variable	Number of Items	Cronbach Alpha
Entrepreneurial skills (ES)	13	0.984
Entrepreneurial Characteristics (EC)	9	0.940
Entrepreneurial Motives (EM)	14	0.923
SMEs Performance (SP)	11	0.901

Source: Questionnaire, 2015

The table 3.2 above displays the reliability coefficients for all the constructs used in the study. Alpha reliabilities for all the scales were above 0.80, therefore meeting acceptance standards for research (Drost, 2004).

3.8 Technique of data analysis

The data for this study was analysed first by using descriptive statistics in order to determine the level of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives and the level of SMEs performance in Kaduna state. Then, multiple regression analysis was used to test the hypotheses about the effect of entrepreneurial competencies on performance of SMEs in Kaduna state using Statistical Package for Social Science (SPSS) version 20.

3.8.1 Justification for Technique of Data Analysis

The decision to use regression analysis (parametric tool) was informed by the fact that the researcher's objective is to establish the relationship between the variables and to see which variable predicts the dependent variable as well as its influence on the prediction.

Again, Regression was aimed at investigating which independent variable predicts the dependent variable and their influence on the prediction. Multiple Regressions was adopted because the researcher's objective is to determine the effect of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives on the performance of SMEs. Multiple regressions was therefore adopted to test the multiple effects of the independent variables on the dependent variable.

3.9 Model specification

SP will be regressed on ES, EC and EM. As such the combined effect of the three independent variables i.e. entrepreneurial skills, entrepreneurial motives and entrepreneurial characteristics on the dependent variable (SMEs performance) will be determined on Multiple Regression as:

$SP_i = \alpha_0 + ß_1ES_i + ß_2EC_i + ß_3EM_i + \varepsilon$…….……..…..…….

Where:

ES_i= Perceived Entrepreneurial Skills

EC_i = Perceived Entrepreneurial Characteristics

EM_i = Perceived Entrepreneurial Motives

SP_i = Perceived SMEs Performance

α_{0i}= Constant (value of the dependent variable when the independent variable is zero)

ß = Regression Coefficient

ε= Error Term

The above model was used to test the three hypotheses of the study at 5% level of significance. If the multiple regression result shown is significant at less than 0.05, the hypotheses would be rejected and if the result shows a value above 0.05, the hypotheses would be accepted.

3.10 Factor Analysis

Principal Component Analysis (PCA) will be employed with varimax rotation method to analyze the underlying structure of the inter-relationships among the items into a set of common dimensions. The PCA will be carried out for both the dependent variable and independent variables to show which set of items hangs together as a group, or are answered most similar by the participants.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter analyses the data collected from owner-managers of SMEs in Kaduna state. In order to achieve the main objective of this research which is to investigate the effect of entrepreneurial competencies on the performance of SMEs, entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives were used as independent variables against SMEs performance. The hypotheses will be tested and the findings will be explained.

4.2 Data Presentation

The total of 174 copies of questionnaires were distributed and 162 (93%) were retrieved. Data screening was carried out on 162 retrieved questionnaires, out of which 144 (83%) were found to be useful because they have been correctly filled. Thus, the analysis was based on 144 filled and returned questionnaires which represent 83% of the total questionnaires distributed, a response rate considered sufficient for statistical reliability and generalization (Tabachnick & Fidell, cited in Aminu, 2014)**.**

Table 4.1: Summary of the Responses

Item	**No of Copies**	**Percentage**
No of Questionnaire Distributed	174	100
No of Returned Questionnaires	162	93
No. of Correctly Filled Questionnaires	144	83

Source: SPSS Output, 2015

4.2.1 Descriptive Statistics

This section presents the descriptive statistics of the demographic characteristics, the dependent and independent variables of this study. The demographic characteristics include; gender, nature of business, number of years in business, number of employees and educational qualification of the respondents. The variables are entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives and SMEs performance. The rule for this analysis is that any mean responses of 1-2.49, 2.50-3.49 and 3.50-5.00 are rated below average, average and above average respectively, while the analysis of the demographic characteristics is based on percentage.

Table 4.2 Gender of the respondents

The table below represents the respondents' gender;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	124	86.1	86.1	86.1
	Female	20	13.9	13.9	100.0
	Total	144	100.0	100.0	

Source: SPSS Output, 2015

Table 4.2 shows the gender of the respondents. The totals of 124 of the respondents representing 86.1% are male while only 20 representing 13.9% are female. This shows that male gender is the dominant gender among entrepreneurs in Kaduna state. The low participation on the part of the women may be attributed to culture, values and norms which may hinder women from fully participating in business activities.

Table 4.3 Nature of Business

The following table shows the categories of businesses operated by Kaduna state SMEs;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manufacturing	14	9.7	9.7	9.7
	Service	80	55.6	55.6	65.3
	Wholesale	42	29.2	29.2	94.4
	Retailing	8	5.6	5.6	100.0
	Total	144	100.0	100.0	

Source: SPSS Output, 2015

Table 4.3 shows the nature of businesses operating in the state. It shows that 14 (9.7%) of the respondents are into manufacturing, 80 (55.6%) of them are into service related activities while 42 (29.2%) are into wholesale and only 8 are into retailing. This shows that majority of the respondents constituting 122 (84.8%) are either into services or wholesale activities in the state.

Table 4.4 Number of Years in Business

The table below number of years spent by SMEs owner-managers;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 5 Years	16	11.1	11.1	11.1
	5-10	55	38.2	38.2	49.3
	11-15	48	33.3	33.3	82.6
	16-20	21	14.6	14.6	97.2
	Over 20 Years	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Source: SPSS Output, 2015

Table 4.4 shows the number of years the respondents have been in business. It shows that 16 (11.1%) of the respondents have been in business within the last 4 years, 55

(38.2%) of the respondents have been in business between 5 to 10 years, 48 (33.3%) have been doing business between 11 to 15 years, 21 (14.6%) of the respondents have spent between 16-20 years in business while 4 (2.8%) have been in business for over 20 years. This implies that most of them have gathered a lot of experience in managing their businesses due to the fact that they have been in business for more than 5 years.

Table 4.5 Number of Employees

The table below shows the number of employees employed by SMEs in Kaduna state;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 10	56	38.9	38.9	38.9
	10-49	77	53.5	53.5	92.4
	50-199	11	7.6	7.6	100.0
	Total	144	100.0	100.0	

Source: SPSS Output, 2015

Table 4.5 shows the number of employees the respondents have in their businesses. It shows that 56 (38.9%) respondents have less than 10 employees, 77 (53.5%) of them have 10 to 49 employees, 11 (7.9%) of them have 50 to 199 employees. This implies that most of the respondents constituting 92.4% have employees between 1-50, thus operating either a micro or small enterprises in the state.

Table 4.6 Educational Qualification

The table shows the educational qualification of owner-managers operating SMEs in Kaduna state;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O Level	5	3.5	3.5	3.5
	Diploma	50	34.7	34.7	38.2
	NCE	17	11.8	11.8	50.0
	Degree	50	34.7	34.7	84.7
	Postgraduate	22	15.3	15.3	100.0
	Total	144	100.0	100.0	

Source: SPSS Output, 2015

This table above shows the educational background of the respondents. It shows that 5 (3.5%) are secondary school certificate holders, 50 (34.7%) are diploma holders, 17 (11.8%) are NCE holders, 50 (34.7%) are degree holders and 22 (15.3%) are postgraduate holders. This shows that majority of the respondents constituting 96.5% have attained higher level of education and thus can provide answers to the questions asked in the questionnaire.

Table 4.7 Descriptive Statistics on SMEs performance

The table below shows the level of SMEs performance in Kaduna State;

	N	Minimum	Maximum	Mean	Std. Deviation
My sales have increased over the last few years	144	2.00	5.00	2.2778	.77047
My sales outlets have increased over the last few years	144	1.00	5.00	2.2778	.74275
My profit has increased over the last few years	144	1.00	5.00	3.0903	.71852
The business is becoming more profitable	144	1.00	5.00	3.0625	.51845
My business revenue has increased over the last few years	144	1.00	5.00	3.0972	.47775
The return on investment in my business is good	144	1.00	5.00	3.1181	.45028
There is substantial increase in customer patronage	144	1.00	5.00	3.5625	1.20441
My customers are happy with the products I offer	144	1.00	5.00	3.7986	1.19193
The number of customers I serve has increased over the last few years	144	1.00	5.00	3.8125	1.29533
My customer complaints are addressed on time	144	1.00	5.00	4.0347	1.11827
I have received compliments about the quality of my goods	144	1.00	5.00	4.1319	1.12968
Valid N (listwise)	144				

Source: SPSS Output, 2015

Table 4.7 showed a mean response to question 1 on SMEs performance and is within the average (2.50-3.49), this indicates that the SMEs sales volume is averagely increasing. The mean response to question 2 is also on the average (2.50-3.49), this indicates that with the commitment of their resources, SMEs outlets have averagely increased. The mean response to question 3 is also within the average (2.50-3.49), this indicates that SMEs are not experiencing remarkable increase in profit. The mean response to question 4 is on the average (2.50-3.49); this indicates that the business profit is averagely increasing. The mean response to question 5 is at average (2.50-3.49), this indicates that an average SME has its revenue on the increase. The mean

response to question 6 is below average (2.50-3.49), this indicates that an average SME has a good return on investment. The mean response to question 7 is above average (3.50-5.00), this indicates customers patronage have increased. The mean response to question 8 is above average (3.50-5.00), this indicates that customers are very happy with the business offer. The mean response to question 9 is above average (3.50-5.00), this indicates that the customers served by the SMEs have largely increased. The mean response to question 10 is above average (3.50-5.00), this indicates the customer complaints are always addressed on time. The mean score to question 11 is above average (3.50-5.00), this indicates that the SMEs are always receiving compliments about the quality of their goods.

In summary, the mean score of the 11 questions above shows that questions related to sales and those related to profit are on the average (2.50-3.49) while all others related to customer satisfaction are having high scores (3.50-5.00). The results indicate high level of performance among owner-managers of SMEs operating in Kaduna state.

Table 4.8 Descriptive Statistics on Entrepreneurial Skills

The table below presents the level of entrepreneurial skills acquired by owner-managers of SMEs in Kaduna state;

	N	Minimum	Maximum	Mean	Std. Deviation
I set goals and ensure accomplishment	144	1.00	5.00	2.0139	.54177
I develop alternatives necessary for accomplishing objectives	144	1.00	4.00	2.0000	.55470
I make decisions and enforce implementation	144	2.00	5.00	4.0208	.53505
I ensure effective communication	144	2.00	5.00	4.8194	.48260
I maintain a well-organized and orderly workplace	144	1.00	5.00	3.1458	.63652
I organize and schedule the work of subordinates	144	1.00	5.00	3.1319	.66107
I ensure effective and efficient allocation of resources	144	1.00	5.00	4.6944	.76896
I come to work very early and leave after accomplishing daily tasks	144	1.00	5.00	4.1736	1.09244
I keep my words at all time	144	1.00	5.00	4.3611	1.06837
I establish and maintain a good relationship with my employees and customers	144	1.00	5.00	2.0972	.51981
I keep record of all transactions made in the business	144	1.00	5.00	4.0139	.71923
I always set standard for measuring performance	144	3.00	5.00	4.2431	.47668
I take corrective measures where there is evidence of deviation	144	2.00	5.00	3.1875	.60266
Valid N (listwise)	144				

Source: SPSS Output, 2015

Table 4.9 shows the descriptive statistics for entrepreneurial skills among owner-managers of SMEs operating within Kaduna state. It showed a mean response to question 1 is on the average (2.50-3.49); this indicates that owner-managers averagely have the habit of setting goals and making sure that it is been accomplished. The mean response to question 2 is on the average (2.50-3.49); this indicates that owner-

managers develop necessary alternatives that will guide them in accomplishing their tasks. The mean response to question 3 is above average (3.49-5.00); this indicates that owner-managers make decisions and enforce implementation of such. The mean response to question 4 is above average (3.49-5.00); this indicates that owner-managers ensure effective communication when running their businesses. The mean response to question 5 is above average (2.50-3.49); this indicates that owner-managers usually maintain a well-organized and orderly workplace. The mean response to question 6 is on the average (2.50-3.49); this indicates that owner-managers usually organize and schedule the work of subordinates. The mean response to question 7 is on the average (2.50-3.49); this indicates that owner-managers allocate their limited resources in an effective and efficient manner. The mean response to question 8 is on the average (2.50-3.49); this indicates that owner-managers averagely come to work very early and leave after accomplishing their daily tasks. The mean response to question 9 is above average (3.50-5.00), this indicates that owner-managers always keep their words at all time. The mean response to question 10 is below average (1.00-2.49), this indicates that the relationship between the owner-managers, employees and customers is poor. The mean response to question 11 is above average (3.50-5.00) , this indicates that owner-managers keep record of all their business transactions. The mean score to question 12 is above average (3.50-5.00), this indicates that owner-managers always set standards for measuring their business performance. The mean score of question 13 is on the average (2.50-3.49), this indicates that owner-managers take corrective measures whenever they notice any deviation from the set plans.

In summary, the means scores explained above indicated a high level exhibition of entrepreneurial skills among owner-managers operating SMEs within Kaduna state.

Table 4.9 Descriptive Statistics on Entrepreneurial Characteristics

The table below shows the level of entrepreneurial skills possessed by Owner-managers of SMEs in Kaduna state;

	N	Minimum	Maximum	Mean	Std. Deviation
My success is a matter of hard work and not luck	144	1.00	5.00	2.3681	.90644
I misfortune result from the mistake I make	144	1.00	5.00	2.4375	.92153
Many unhappy things in my life are partly due to bad luck	144	1.00	5.00	2.2639	.81065
Failure makes me try harder	144	1.00	5.00	3.9236	1.27964
I believe risk taking is necessary in order to achieve business goal	144	1.00	5.00	3.2986	1.35914
Even if there is a risk in a business one should take it	144	1.00	5.00	3.1597	.64410
I feel secure about my ability to do things	144	1.00	5.00	3.1042	.52515
Working hard is something I like doing very much in my life	144	1.00	5.00	4.1250	1.09592
I usually find it easy to stick to my aims and accomplish my goals	144	1.00	5.00	3.9167	1.11882
Valid N (listwise)	144				

Source: SPSS Output, 2015

Table 4.9 shows the descriptive statistics for entrepreneurial characteristics among owner-managers of SMEs operating within Kaduna state. It shows a mean response to question 1 below average (1.00-2.49); this indicates that owner-manager largely believe in luck and not hard work. The mean response to question 2 is also below average (1.00-2.49); this indicates that few owner-managers believe their result to be from the mistake they make. The mean response to question 3 is also below average (1.00-2.49); this indicates that owner-managers believed things happening to them in their lives are due to bad luck. The mean response to question 4 is on the average (2.50-3.49); this indicates that owner-managers develop new methods of carrying out their businesses when existing ones fail. The mean response to question 5 is on the

average (2.50-3.49); this indicates that owner-managers believe in risk taking in all business dealings. The mean response to question 6 is on the average (2.50-3.49); this indicates that owner-manager believe in engaging in risky businesses. The mean response to question 7 is above average (2.50-3.49); this indicates that owner-managers believe in their abilities to succeed. The mean response to question 8 is above average (3.49-5.00); this indicates that owner-managers believe in being hard working. The mean response to question 9 on entrepreneurial characteristics is on the average (2.50-3.49); this indicates that owner-managers stick to their business aims and accomplishing goals.

In summary, the mean score of all the 9 questions above shows an average level exhibition of entrepreneurial characteristics among owner-managers operating SMEs within Kaduna state.

Table 4.10 Descriptive Statistics on Entrepreneurial Motives

The table below shows the level of entrepreneurial motives possessed by owner-managers of SMEs in Kaduna state;

	N	Minimum	Maximum	Mean	Std. Deviation
I believe I can do any task that comes my way	144	1.00	5.00	3.1389	.51019
I want to be my own boss	144	1.00	5.00	3.9167	1.16775
I always want to do tasks my own way	144	1.00	5.00	4.0000	1.11569
I do not like receiving orders when doing a job	144	1.00	5.00	4.1875	1.09652
I want freedom in the workplace	144	1.00	5.00	4.2639	1.12807
I prefer being in command rather than a follower when working in a group	144	1.00	5.00	4.0903	1.13380
I like depending on my own ideas	144	2.00	5.00	3.1389	.48200
I want to decide when, where and how for all my activities	144	1.00	5.00	3.1736	.67243
I want to outperform others	144	3.00	5.00	4.6597	.50401
I like accomplishing difficult tasks	144	1.00	5.00	3.7778	1.09955
I want to be able to use my past experiences and knowledge	144	1.00	5.00	3.7639	1.08380
I want to meet standard of excellence	144	1.00	5.00	3.2014	.64320
I persist on a task despite unexpected difficulties	144	1.00	5.00	3.7639	1.18844
Valid N (listwise)	144				

Source: SPSS Output, 2015

Table 4.10 shows the descriptive statistics for entrepreneurial motives among owner-managers of SMEs operating within Kaduna state. It shows a mean response to question 1 as on the average (2.50-3.49); this indicates that owner-managers are motivated by challenges in the business arena. The mean response to question 2 is above average (3.50-5.00); this indicates that owner-managers are motivated by their desire to be their own boss. The mean response to question 3 is above average (3.50-5.00); this indicates that owner-managers will always want to do task their own way. The mean response to question 4 on is above average (3.50-5.00); this indicates that

owner-managers do not like receiving orders when doing a job. The mean response to question 5 is above average (3.50-5.00); this indicates that owner-managers want freedom in the workplace. The mean response to question 6 is above average (3.50-5.00); this indicates that owner-managers always like being "in command" rather than being a follower, when working in a group. The mean response to question 7 is on the average (2.50-3.49); this indicates that owner-managers like depending on their own ideas. The mean response to question 8 is on the average (2.50-3.49); this indicates that owner-manager want to make decision for all their activities. The mean response to question 9 is above average (3.50-5.00); this indicates that owner-managers want to compete and outperform their competitors. The mean response to question 10 is above average (3.50-5.00); this indicates that owner-managers like accomplishing difficult and challenging tasks. The mean response to question 11 is above average (3.50-5.00); this indicates that owner-managers want to be able to use their knowledge and experience for better. The mean response to question 12 is on the average (2.49-3.49); this indicates that owner-managers want to meet standard of excellence.

In summary, the result indicates a high level exhibition of entrepreneurial motives among owner-managers operating SMEs within Kaduna state.

4.2.2 Data Cleaning and Screening

Data screening was conducted through an examination of frequency distribution and descriptive statistics, the variables were examined with the aim of finding outliers. Values that were found to be out of range or were improperly coded were detected and a frequency test was run for every variable to identify any missing response.

4.3 Factor Analysis

Principal Component Analysis (PCA) was employed with varimax rotation method to analyze the underlying structure of the inter-relationships among the items into a set of common dimensions. The PCA was carried out for both the dependent variable and independent variables to show which set of items hangs together as a group, or are answered most similar by the participants.

4.3.1 Dependent Variable- SMEs Performance (SP)

Table 4.11 shows the outcome of the factor analysis for the dependent variable (SMEs performance). At inception it was measured by 11 items in three dimensions, which was subjected to Principal Component Analysis (PCA) using SPSS version 20. The factor loading of the items ranged from 0.688 to 0.901 with 3 items being removed for various reasons such as having low commonalities value, loading less than 0.50 and cross-loading. The 3 deleted items were related to sales growth which led to the removal of the component as performance measure. Removing these items increased the total variance explained. Inspection of the correlation matrix revealed the presence of many coefficients of 0.30 and above.

Table 4.11: Result of the Factor Analysis on SMEs Performance

S/n	Items	Components	1	2
1	SP10	My customer complaints are addressed on time	**.901**	
2	SP9	The number of customers I serve has increased over the last few year	**.890**	
3	SP11	I have received compliments about the quality of my goods	**.878**	
4	SP 8	My customers are happy with the products I offer	**.871**	
5	SP7	There is substantial increase in customer patronage	**.844**	
6	SP5	My business revenue has increased over the last few years		**.880**
7	SP3	My profit has increased over the last few years		**.688**
Eigenvalue			4.237	1.082
Percentage of Variance			60.533%	15.457%
Total Variance			75.991%	
KMO			.836	
Bartlett's Test of Sphericity			664.494	
Significance			.000	

Source: SPSS Output, 2015

The KMO measure of sampling adequacy of 0.836 exceeded the benchmark value of 0.60, showing that the sampling size is adequate for factor analysis to be conducted. However, the Barlett's test of sphericity is statistically significant, supporting the factorability of correlation matrix, as the p-value is 0.000. This implies the adequacy of applying the factor analysis. PCA revealed the presence of a component with eigenvalue exceeding 1. The two components extracted were named Customer satisfaction and Profit growth and the percentage of the variance were 60.533% and 15.457% respectively. The two components explained 75.991% of the variance. Customer satisfaction was defined by 5 items while profit growth was defined by 2 items (see Appendix E).

4.3.2 Independent Variables: Entrepreneurial skills, Entrepreneurial characteristics and entrepreneurial motives

Table 4.12 below shows the outcome of the factor analysis for the independent variables. At inception 35 items in three dimensions were subjected to PCA using SPSS version 20. The factor loading of the items ranged from 0.678 to 0.891 with 23 item being removed for various reasons such as having low commonalities value, loading less than 0.50 and cross-loading. Removing these items increased the total variance explained. Inspection of the correlation matrix revealed the presence of many coefficients of 0.30 and above.

Table 4.12: Results of the Factor Analysis on Entrepreneurial skills, Entrepreneurial characteristics and Entrepreneurial motives

		EM_	EC	ES
Items	**Components**	**1**	**2**	**3**
EM4	I want freedom in the work place	**.878**		
EM12	I prefer being in command rather than a follower when working in a group	**.827**		
EM13	I persist on a task despite unexpected difficulties	**.822**		
EM9	I want to be able to use my past experience and knowledge	**.798**		
EM8	I like accomplishing difficult task	**.788**		
EM2	I want to be my own boss	**.786**		
EC8	Working hard is something I like doing		**.855**	
EC9	I usually find it easy to stick to my aims and accomplish my goals		**.825**	
EC4	Failure makes me try harder		**.749**	
ES12	I maintain a well-organized and orderly workplace			**.891**
ES2	I develop alternatives necessary for accomplishing objectives			**.797**
ES5	I always set standard for measuring performance			**.678**
	Eigenvalue	6.119	1.140	1.011
	Percentage of variance	50.990%	9.498%	8.421%
	Total % of variance			68.90%
	KMO			.889
	Bartlett's Test of sphericity			1049.348
	Significance			.000

Source: SPSS Output 2015

The KMO measure of sampling adequacy of 0.889 exceeded the benchmark value of 0.60, showing that the sampling size is adequate for factor analysis to be conducted. However, the Barlett's test of sphericity is statistically significant, supporting the factorability of correlation matrix. The p-value of 0.000 implies the adequacy of applying the factor analysis. PCA revealed the presence of 3 components with eigenvalue exceeding 1. The three components extracted were named entrepreneurial motives, entrepreneurial characteristics and entrepreneurial skills and the percentage of the variance were 50.990%, 9.489% and 8.421% respectively. The three components explained 68.90% of the variance. Entrepreneurial motives was defined

by 6 items, entrepreneurial characteristics was defined by 3 items and entrepreneurial skills was also defined by 3 items (see Appendix E).

4.4 Reliability Analysis

The reliability test for each of the dimension that emerged after factor analysis was conducted. The result of the test is shown in Table 4.13 below; all the values exceeded the cut-off point of 0.7 as suggested by Hair et. al. (2010). Therefore, the scales are satisfactory for subsequent analysis.

Table 4.13: Summary of reliability Analysis of major variables

Variables	No of Items	No of items deleted	Cronbach Alpha
Independent Variables:			
Entrepreneurial Skills	13	10	.704
Entrepreneurial Characteristics	9	6	.743
Entrepreneurial Motives	13	7	.851
Dependent Variable			
Customer satisfaction	5	-	.845

Source: SPSS OUTPUT, 2015

From table 4.13 above, out of 13 measurement items for entrepreneurial skills in the questionnaire, 10 were deleted and 3 were retained. 6 items were deleted for entrepreneurial characteristics and 3 were retained while 7 were deleted for entrepreneurial motives with 6 retained. Out of 4 items for measuring profit growth only 2 were retained and no item were deleted on customer satisfaction and the 2 items for measuring sales growth were all deleted. The cronbach's alpha of the variables ranges from .704 to .851. This implies that the overall reliability measurement of the instrument is acceptable in terms of reliability thus depicting its internal consistency.

4.5 Correlation Analysis

A correlation analysis was conducted to establish the direction and strength of the relationship between the dependent and independent variables. The Pearson correlation coefficient (r) was employed to establish the relationship between entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives and SMEs Performance, profit Growth and customer satisfaction. In determining the strength of the relationship between the variables, a correlation of zero indicates absence of relationship, a correlation of 1.0 indicates perfect positive relationship and a correlation of -1.0 indicates negative relationship (Pallant & John, 2005).

Table 4.14 Correlations

Correlations

		ES	EC	EM	SP
ES	Pearson Correlation	1	.272**	.555**	.383**
	Sig. (2-tailed)		.001	.000	.000
	N	144	144	144	144
EC	Pearson Correlation	.272**	1	.216**	.485**
	Sig. (2-tailed)	.001		.009	.000
	N	144	144	144	144
EM	Pearson Correlation	.555**	.216**	1	.361**
	Sig. (2-tailed)	.000	.009		.000
	N	144	144	144	144
SP	Pearson Correlation	.383**	.485**	.361**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	144	144	144	144

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS OUTPUT

The table 4.14 above shows the Pearson correlation coefficient (r). Correlation results indicated a significant positive relationship between entrepreneurial skills and SMEs performance ($r = 0.375$, $p<0.05$), entrepreneurial skills and profit growth ($r =0.274$, $p<0.05$), entrepreneurial skills and customer satisfaction ($r =0.378$, $p<0.05$). A significant positive relationship also exists between entrepreneurial characteristics and

SMEs performance (r =0.529, p<0.05), entrepreneurial characteristics and profit growth (r=0.294, p<0.05), entrepreneurial characteristics and customer satisfaction (r =0.414, p<0.05). Another significant positive relationship also exists between entrepreneurial motives and SMEs performance (r = 0.344, p<0.05), entrepreneurial motives and profit growth (r = 0.260, p<0.05) entrepreneurial motives and customer satisfaction (r =0.310, p<0.05). Thus, the independent variables are correlated to the dependent variables indicating absence of auto serial correlation and fitness of the model.

4.6 Tests for Violations of Assumptions for Multiple Regressions

To achieve the underlying assumption of the multiple regression analysis, the variables were examined with the aim of establishing normality, multicollinearity, linearity and homoscedasticity.

4.6.1 Normality

Among the statistical tests necessary to be conducted before significant and relational tests is to confirm the normality of the data to be utilized in the study. The normality test result revealed that the data has normal distribution as evidenced in the histogram and residual plots, where all the bars of the histogram are close to a normal curve (See Appendix F).

4.6.2 Homoscedasticity

Homoscedasticity means having equal variances of dependent variable at each observation of the independent variable. This can be evaluated from the histogram of the standardized residuals and the P-P plots (Hair et. al., 2010) shown in Appendix F.

Where independence is assumed, it implies that the samples are not dependent on one another. The assumption of homoscedasticity requires that the variance of the dependent variable is the same at all values of independent variable or constant variance of the error term (Hair et al., 2010).

Norusis (1995) is of the opinion that Durbin-Watson can be used to test the independence of error terms. He added that the general rule of thumb is that if the Durbin-Watson value is between 1.5 and 2.5, the assumption of independence of the error terms is not violated. The Durbin-Watson value of 2.049, 1.902, and 2.407 in this study met this requirement and did not violate the assumption of independence of error terms (see Appendix F). Therefore, multiple regression analysis is considered suitable in testing the research hypotheses.

4.6.3 Linearity

To check for linearity, this study used the residual scatter plot. If the assumptions are satisfied, the residuals should scatter around 0 or most of the scores shall concentrate in the center along 0 point. The scatterplots between the entrepreneurial competence constructs and SMEs performance, profit growth and customer satisfaction respectively is displayed in Appendix F. The plot shows that the residual scores are concentrated at the center along the zero (0) point, thus, suggesting the linearity assumption was not violated.

4.6.4 Multicollinearity

Multicollinearity often helps in increasing the variance of regression coefficients and threatens the validity of the regression equation. In this study, multicollinearity has been examined between the independent variables using Pearson correlation and looking at Variance Inflated Factor (VIF) and tolerance values.

The correlation analysis was conducted prior to hypotheses testing in order to determine the extent to which the variables are related and to test for multicollearity. Cooper and Schindler (2003) noted that there is no definitive criterion for the level of correlation that constitutes a serious multicollinearity problem but opined that correlation of 0.8 or higher are problematic. The general approach is that it should not exceed 0.75 (Hair et al, 2010). The result in table 4.14 shows the absence of multicollinearity since the Pearson correlation indicators for all the variables are less than 0.75 (see Table 4.14).

The other approach is to look at the VIF and tolerance values. It is generally believed that any VIF that exceeds 10 or have a tolerance value lower than .10 indicates a potential problem of multicollinearity (Narusis, 1995). Table 4.15 shows the tolerance and VIF values for the independent variables.

Table 4.15: Tolerance and VIF Values for Independent Variables

Independent variables	Collinearity Statistics	
	Tolerance	VIF
(constant)		
Entrepreneurial skills	0.668	1.498
Entrepreneurial characteristics	0.920	1.087
Entrepreneurial motives	0.687	1.455

Source: SPSS OUTPUT, 2015.

The result in table 4.15 above shows no multicollearity problem between independent variables because the tolerance values are more than .10 and the VIF values are less than 10. Thus, multicollearity is not a problem for this study.

4.7 Test of Hypotheses

To test for the hypotheses formulated in this research, multiple regressions were used to determine the multiple effects of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives on the performance of SMEs in Kaduna state.

4.7.1 Hypotheses test on the effect of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives on the performance of SMEs.

H_{o1}: Entrepreneurial skills have no significant effect on the performance of SMEs in Kaduna State.

H_{o2}: Entrepreneurial characteristics have no significant effect on the performance of SMEs in Kaduna State.

H_{o3}: Entrepreneurial motives have no significant effect on the performance of SMEs in Kaduna State.

Table 4.16

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.570[a]	.324	.310	.48123	2.015

a. Predictors: (Constant), EM, EC, ES

b. Dependent Variable: SP

Source: SPSS OUTPUT, 2015

The result in table 4.16 above indicates that the three variables i.e. entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives account for 32.4% (r^2= 0.324) change in the performance of SMEs operating in Kaduna state. It also indicates strong relationship between the variables (r= 0.570). The durbin-watson statistics of 2.015 indicates absence of auto serial correlation and fitness of the model.

Table 4.17

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.569	3	5.190	22.410	.000[b]
	Residual	32.421	140	.232		
	Total	47.990	143			

a. Dependent Variable: SP

b. Predictors: (Constant), EM, EC, ES

Source: SPSS OUTPUT, 2015

The F-statistics tests the fitness of the model of multiple regressions specified for this study, where SMEs performance was expressed as the function of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives. The F statistics is significant at 5% (F= 22.410, P<0.05) indicating the fitness of the mode.

Table 4.18

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.247	.499		.494	.622
	ES	.316	.152	.176	2.076	.040
	EC	.792	.144	.398	5.501	.000
	EM	.188	.089	.177	2.108	.037

a. Dependent Variable: SP

Source: SPSS OUTPUT, 2015

Table 4.18 shows that entrepreneurial skills (ES) can positively and significantly predicts SMEs performance (Beta= 0.176, P=0.040). It is on this basis that we reject hypothesis seven (H_{01}) which stated that entrepreneurial skills have no significant effect on the performance of SMEs in Kaduna state.

It also shows a Beta value of 0.398 and a p-value of 0.000 again less than 5% level of significance against entrepreneurial characteristics (EC), therefore, we also reject hypothesis eight (H_{02}) which stated that entrepreneurial characteristics have no significant effect on the performance of SMEs in Kaduna state.

Against Entrepreneurial Motives (EM), it shows a Beta value of 0.177 and a p-value of 0.037 which is greater than 5% level of significance; therefore, we accept hypothesis nine (H_{03}) which stated that entrepreneurial motives have no significant effect on the performance of SMEs in Kaduna state.

Table 4.19 Summary of Hypotheses tests on the effect of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives on performance

Hypotheses	Hypotheses statements	Remarks
$H0_1$	Entrepreneurial skills have no significant effect on the performance of SMEs in Kaduna state	**Rejected**
$H0_2$	Entrepreneurial characteristics have no significant effect on the performance of SMEs in Kaduna state	**Rejected**
$H0_3$	Entrepreneurial motives have no significant effect on performance of SMEs in Kaduna state	**Accepted**

4.8 Discussion of Findings

The descriptive analysis of the SMEs performance in table 4.7 showed that the mean responses of SME owner-managers in Kaduna state fall on the average. This shows that SMEs in Kaduna state are experiencing average growth in sales, customer satisfaction and growth in profit; hence they are performing well.

The descriptive analysis on entrepreneurial skills in table 4.8 showed that mean responses of SME owner-managers in Kaduna state fall above average. This means that entrepreneurs in Kaduna state do engage in planning, organizing, leading and controlling activities hence, they possess the required skills needed to manage their businesses.

The mean analysis on entrepreneurial characteristics in table 4.9 showed that the mean responses of SME owner-managers in Kaduna state fall above the average. This indicates that entrepreneurs in Kaduna state possessed high entrepreneurial characteristics such as; locus of control, risk taking and self-efficacy.

The descriptive analysis on entrepreneurial motives in table 4.10 showed that the mean responses of entrepreneurs in Kaduna state fall above average. This indicates that entrepreneurs in Kaduna state possess high entrepreneurial motives such as need for achievement, need for power and need for independence.

On the effect of entrepreneurial skills on the performance of SMEs in Kaduna state, the findings showed that entrepreneurial skills have significant positive effect on performance of SMEs in Kaduna state. This means that the more an entrepreneur engages in those managerial activities, the higher the SMEs performance in Kaduna state. This view is consistent with Thandeka (2008), Tijjani (2012), Macheke (2012) and Kingua (2014).

On the effect of entrepreneurial characteristics on the performance of SMEs in Kaduna state, the findings showed that entrepreneurial characteristics have significant positive effect on the performance of SMEs. This indicates that the more an entrepreneur possesses entrepreneurial characteristics, the higher the performance of SMEs. This finding is supported by Islam et. al (2011), Machirori and Fatoki (2013),

Sarkowa (2013), Muzenda (2014), Abubakar (2014) among others, but contradicted by Adegbite et al. (2006) and Woldie (2008).

On the effect of entrepreneurial motives on the performance of SMEs in Kaduna state, the findings showed that entrepreneurial motives have positive but insignificant effect on the performance of SMEs in Kaduna state. This indicates that even if entrepreneurs possess entrepreneurial motives in the areas of need for achievement, need for power and need for independence, it will not have a recognizable effect on their SMEs performance. The finding implies that there is no significant difference in performance between those that are pushed into business and those that are pulled into it.

4.9 Implications of the Study

The study investigated the effect of entrepreneurial competencies on the performance of SMEs through the combination of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives. Below are some managerial and theoretical implications of the study.

4.9.1 Managerial Implication

From the findings of the study, it serves as a guide to individual owner-managers of SMEs in order to be equipped, encouraged and acquires the necessary skills and characteristics that will help in making them more competent and improve their business performance. The overall performance of SMEs can be improved by acquiring and possessing the necessary entrepreneurial skills and entrepreneurial

characteristics as they have a significant and positive effect on SMEs performance in Kaduna state.

The study provided information on policy issues to regulators such as SMEDAN being responsible for the formulation and implementation of policies regarding SMEs. Thus, it provides a guide to them on the pattern of entrepreneurial support to be provided to SMEs owner-managers when it comes to the formulation and implementation of policies.

4.9.2 Theoretical Implication

The study has expanded the frontier of existing knowledge by empirically testing the direct effect of entrepreneurial motives as an independent variable on the performance of SMEs in Kaduna State. Generally, the study has provided empirical evidence on the extent and pattern of relationship through the combination of entrepreneurial characteristics, skills and motives under a single model. This is because no study to the best of the knowledge of the researcher has investigated the effect of entrepreneurial competencies on SMEs performance using the 3 components. Therefore, the study will serve as a foundation for more empirical research on entrepreneurial motives.

Though there where mixed findings i.e some of the results were significant while others were insignificant, this has served as a foundation for more researches in the area as different results may be found if tested using a methodology different from what is used in this study.

However, on the theoretical framework adopted for the study, the study shows that entrepreneurial skills and characteristics have more effect than entrepreneurial

motives. This is given by the significant and positive effect entrepreneurial skills and entrepreneurial characteristics have on overall SMEs performance while entrepreneurial motives have an insignificant but positive effect on performance. This implies that among the human capital variable the extent of effect on SMEs performance differ.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

Entrepreneurial competencies have been regarded as vital to the survival and performance of SMEs because it affects how organizational resources are organized and used in achieving the organizational goals effectively and efficiently. Several financial programs were designed and executed in the Nigerian SMEs sector with the aim of improving its performance but it is still identified with poor performance. Several studies have observed that the performance of SMEs in Nigeria is seriously deteriorating as a result of lack of entrepreneurial competencies. Thus, the study was designed to find out the effect of entrepreneurial competencies on the performance of SMEs in Kaduna state. Three hypotheses were formulated to guide the research thus: entrepreneurial skills have no significant effect on the performance of SMEs in Kaduna state, entrepreneurial characteristics have no significant effect on the performance of SMEs in Kaduna state and entrepreneurial motives have no significant effect on the performance of SMEs in Kaduna state.

The literature review revealed that SMEs are enterprises with less than 200 employees. Entrepreneurial skills was found to include planning, organizing, leading and controlling. Entrepreneurial characteristics include: self-efficacy, locus of control and risk taking. It also discovered entrepreneurial motives to include need for achievement, need for power and need for independence. A review of empirical studies in the areas pointed out that no previous study used the three variables together in one study and it was found that no empirical study considered entrepreneurial motives on a direct relationship.

The population of the study comprised of 201 SMEs owner-managers operating in Kaduna state stratified into 3 senatorial zones of the state to ease data collection. Cross sectional research design was employed in which questionnaires were distributed through hand delivery to collect data. From the total of 174 questionnaires distributed, 144 questionnaires were usable which represents 83% of the total number of questionnaires distributed. The data was analyzed through descriptive and inferential statistics.

The descriptive result revealed that SME owner-managers in Kaduna state possessed high entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives and they are as well high performing businesses. Hypotheses two was rejected because it revealed a significant and positive effect on the performance of SMEs in Kaduna state while hypothesis one and three were accepted because they revealed an insignificant positive effect on SMEs performance in Kaduna state.

5.2 Conclusion

This study investigated the effects of entrepreneurial skills, entrepreneurial characteristics and entrepreneurial motives on the performance of SMEs in Kaduna state.

The findings revealed that entrepreneurial skills have significant positive effect on the performance of SMEs. Therefore, this study concluded that in order to achieve business performance, entrepreneurs need to acquire the planning, organizing, leading and controlling skills.

Entrepreneurial characteristics also have significant positive effect on the performance of SMEs in Kaduna state. This implies that the more an entrepreneur possesses entrepreneurial characteristics in the areas of locus of control, self-efficacy and risk taking; the higher the performance of SMEs. Therefore, this study concluded that entrepreneurial characteristics generally lead to higher performance of SMEs in Kaduna state.

The finding suggests that entrepreneurial motives characterized by the need for achievement, need for power and need for independence are insignificant but positive contributors performance of SMEs in Kaduna state. Therefore, this study concluded that the possession of entrepreneurial motives by an entrepreneur may not necessarily lead to an improvement in performance of SMEs in Kaduna state.

5.3 Recommendations

In line with the findings and conclusion of the study, the following recommendations were made:

i. Based on the finding which reported that entrepreneurial skills in areas of planning, organizing, leading and controlling have significant positive effect on the performance of SMEs, entrepreneurs should therefore be encouraged to acquire as well as engage in planning, organizing, leading and controlling activities so as to improve the performance of their businesses.

ii. Also the finding that established that entrepreneurial characteristics have significant positive effect on the performance of SMEs in the state, then there is a need for combined efforts between governments at all levels and NGOs towards not only

funding but also initiating management training and development programmes for the entrepreneurs in order to enable them enhance and appreciate their inborn personalities and abilities.

iii. Although, the last finding indicated that entrepreneurial motives have insignificant effect on SMEs performance, but the effect is positive. Thus, this study recommended that the government at all levels and other NGOs should intensify efforts towards educating and enlightening of entrepreneurs on drivers to entrepreneurship. This will go a long way in changing their motive of going into business i.e. making them go into business for the right reasons.

iv. Finally, given the significant and positive effect of entrepreneurial skills, entrepreneurial characteristics and the insignificant positive effect of entrepreneurial motives on the performance of SMEs, it is recommended that government and non-governmental supports be channeled towards competent entrepreneurs who possess and acquired the skills, characteristic and motives. This will enable the effective and efficient utilization of the funds given to them.

5.4 Suggestions for Further Studies

Based on the limitations of the study, this research suggested the need for further studies taking the following into consideration;

The data collection was confined to only 201 SMEs operating in Kaduna state of Nigeria. The replication of the study in different states of Nigeria would enable better generalization of the findings. This sample is only a very small proportion of the entire population of SMEs in the country, therefore, the study suggests another validated framework be replicated in other areas, industries or other places with a

larger sample size to provide additional justification, generalization and underpinning to the support from this study.

The study also suggests that further studies should re-examine the relationship between entrepreneurial motives and performance of SMEs with additional variables in the construct. Other studies should also examine the relationship between entrepreneurial skills and entrepreneurial characteristics as independent variables on profit growth and customer satisfaction as dependent variables.

The study also adopted a cross-sectional design. Therefore, conclusions about the directions of causality implied in the model cannot be drawn; therefore, relationships among variables must be interpreted with caution. Thus, true causal inferences can only be drawn testing models using longitudinal data. This is especially important for a topic on entrepreneurial competency behavior that is not static but is a developmental process that changes over time.

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APPENDIX A: Questionnaire Introductory Letter

Department of Business Administration,
Faculty of Administration,
Ahmadu Bello University, Zaria,
Kaduna State.
2nd September, 2015.

Dear Respondent,

Thank you for volunteering to complete this questionnaire. Your response is important and your thoughtful considerations are highly appreciated. The purpose of this questionnaire is to facilitate a research on the ***Effect of Entrepreneurial Competencies on the Performance of Small and Medium Enterprises in Kaduna State.***

The study is purely academic; therefore all your responses will be treated with strict confidentiality and will in no way harm you. The findings and recommendations are likely to benefit among others Small business managers/owners. Kindly answer these questions personally so that we can be able to analyze the data accurately. Thank you very much for your cooperation.

Muhammed Yazeed
G13BAMS8014
(Researcher)

APPENDIX B: Questionnaire

SECTION A.
Instruction: Please tick the option that best suit your situation.
SECTION 1: GENERAL INFORMATION

1. Gender

a) Male ( ) b) Female ( )

2. What is the nature of your business

a) Manufacturing ( ) b) Service ( ) c) Wholesale ( ) d) retailing ( ) e) others specify……

3. How many years have you spend in this business

a) Less than 5year ( ) b) 5-10 years ( ) c) 11-15 years ( ) d)16-20 years ( ) e) Over 21years( )

4. How many employees do you have

a) Less than 10 ( ) b) 10-49 ( ) c) 50-199 ( ) d) > 200 ( )

5. Educational Qualification

a) O level ( ) b) Diploma ( ) c) NCE ( ) d) Degree ( ) e) Postgraduate ( )

SECTION 2: Entrepreneurial Competencies
Evaluate the following statements by ticking the appropriate response box based on the scale below. **Please do not leave any item unticked.**

5	**4**	**3**	**2**	**1**
STRONGLY AGREE	**AGREE**	**UNDECIDED**	**DISAGREE**	**STRONGLY DISAGREE**

	ENTREPRENEURIAL COMPETENCIES	5	4	3	2	1
SECTION A	**ENTREPRENEURIAL SKILLS**					
ES 1	I set goal and ensure accomplishment					
ES 2	I develop alternatives necessary for accomplishing objectives					
ES 3	I ensure effective and efficient allocation of resources					
ES 4	I ensure effective communication					
ES 5	I always set standards for measuring performance					
ES 6	I take corrective measures where there is evidence of deviation					
ES7	I establish and maintain a good relationship with my employees and customers					
ES8	I come to work very early and leave after accomplishing all tasks.					
ES9	I keep my words at all time					
ES10	I make decisions and enforce implementation					
ES11	I organize and schedule the work of					

	subordinates					
ES12	I maintain a well-organized and orderly workplace					
ES13	I keep record of all transactions made in the business					
SECTION B	**ENTREPRENEURIAL CHARACTERISTICS**					
EC1	I success is a matter of hard work and not luck					
EC2	People misfortune result from the mistake they make					
EC3	Many unhappy things in peoples' lives are partly due to bad luck.					
EC4	Failure makes me try harder					
EC5	I feel insecure about my ability to do things					
EC6	I believe risk taking is necessary in order to achieve business goal					
EC7	Even if there is a risk in a business one should take it					
EC 8	Working hard is something I like doing very much in my life					
EC9	I usually finds it easy to stick to my aims and accomplish my goals					
SECTION C	**ENTREPRENEURIAL MOTIVES**					
EM1	I always want to prove I can do any task that comes my way					
EM2	I want to be my own boss					
EM3	I always want to do tasks my own way					
EM4	I want freedom in the workplace					
EM5	I want to meet standard of excellence					
EM6	I want to outperform others					
EM7	I like accomplishing difficult tasks					
EM8	I want to be able to use my past experiences and knowledge					
EM9	I like depending on my own ideas					
EM10	I want to decide when, where and how for all my activities					
EM11	I prefer being in command rather than a follower when working in a group					
EM12	I persist on a task despite unexpected difficulties					
EM13	I do not like receiving orders when doing a job					

SECTION D

	PERFORMANCE	5	4	3	2	1
SP1	My sales has increased over the last few years					
SP2	My sales outlets has increased over the last few years					
SP3	My profit has increased over the last few years					
SP4	The business is becoming more profitable					
SP5	My business revenue has increased over the last few years					
SP6	The return on investment in my business is good					
SP7	There is substantial increase in customer patronage					
SP8	My customers are happy with the products I offer					
SP9	The number of customers I serve has increased over the last few years.					
SP10	My customers' complaints are address on time					
SP11	I have received compliments about the quality of my goods					

THANK YOU FOR YOUR TIME

APPENDIX C: Summary Of Empirical Studied

S/N	Author	Variable (s)	Methodology	Environment	Finding (s)
1.	Oo (2007)	Entrepreneurial Competencies(Skills)	Questionnaire with Pearson correlation	Myanmar	Insignificant -
2.	Sanchez(2011)	Entrepreneurial Competencies(Skills)	Questionnaire,	Spain	Significant +
3.	Talik et. al(2012)	Entrepreneurial Competencies(Skills and Characteristics)	Questionnaire with Multiple regression	USA	Significant +
4.	Julius (2011)	Entrepreneurial Competencies(Skills, Knowledge and Experience)	Questionnaire with Multiple regression	Uganda	Significant +
5.	Sanda (2011)	Entrepreneurial Competencies(Skills)	Questionnaire	Ghana	Insignificant -
6.	Fatoki (2014)	Entrepreneurial Competencies(Knowledge and Experience)	Questionnaire with Chi Square	South Africa	Significant +
7	Macheke (2012)	Entrepreneurial Characteristics	Questionnaire with Correlation	South Africa	Significant +
8	Kinyua (2014)	Entrepreneurial Characteristics	Questionnaire with descriptive	Kenya	Significant +
9	Mohammed and Obeleagu-nzelibe(2014)	Entrepreneurial Characteristics	Questionnaire with regression	Nigeria	Significant +
10	Thandeka (2008)	Entrepreneurial Characteristics	Questionnaire with Chi square and t-test	South Africa	Significant +
11	Tijjani (2012)	Entrepreneurial Characteristics	Questionnaire with t-test and regression	Nigeria	Significant +
12	Adegbite *et al.* (2006)	Entrepreneurial Characteristics	Questionnaire with correlation and Regression analysis	Oyo, Nigeria	Insignificant –
13	Woldie (2008)	Entrepreneurial Characteristics	Questionnaire and descriptive statistics	UK	Insignificant -
14	Machirori and Fatoki(2013)	Entrepreneurial Characteristics	Questionnaire with Descriptive statistics and	South Africa	Significant +

			regression		
15	Islam et. al (2011)	Entrepreneurial Characteristics	Questionnaire with Regression	Bangladash	Significant +
16	Muzenda (2014)	Entrepreneurial Characteristics	Questionnaire with Regression	South Africa	Significant +
17	Sarkowa (2013)	Entrepreneurial Characteristics	Structural Equation Modeling	Indonesia	Significant +
18	Abubakar (2014)	Entrepreneurial Characteristics	Questionnaire with Multiple Regression	Nigeria	Significant +
19	Ogunleye (2012)	Entrepreneurial Characteristics	Descriptive Statistics	Nigeria	Significant +
10	Luisa (2006)	Entrepreneurial Characteristics	Questionnaire with Descriptive Statistics	Spain	Significant +
21	Tagrafa and Akinb (2009)	Entrepreneurial Characteristics	Questionnaire	Turkey	Significant +
22	Rao. Et. al (2013)	Entrepreneurial Characteristics	Questionnaire with Regression	Questionnaire with Regression	Significant +
23	Robichaud et al (2010)	Entrepreneurial Motives and Outcome	Questionnaire with Descriptive Statistics	Canada, Brazil and USA	Significant +
24	Waita (2013)	Entrepreneurial Motives	Questionnaire with Statistics	Kenya	Significant +
25	Raman and Jayasingam (2008)	Entrepreneurial Motives and Entrepreneurial Decision	Questionnaire with Regression	Malaysia	Significant +
26	Liebregts(2013)	Entrepreneurial Motives	Questionnaire with Descriptive Statistics	Netherlands	Significant+

APPENDIX D: Reliability for the Dependent and Independent Results

```
1RELIABILITY
  /VARIABLES=ES1 ES2 ES3 ES4 ES5 ES6 ES7 ES8 ES19 ES10 ES11 ES12
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=TOTAL.
```

Case Processing Summary

		N	%
Cases	Valid	37	25.7
	Excluded[a]	107	74.3
	Total	144	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.984	12

Item Statistics

	Mean	Std. Deviation	N
I set goals and ensure accomplishment	4.0270	1.18992	37
I develop alternatives necessary for accomplishing objectives	3.8919	1.04838	37
I make decisions and enforce implementation	3.8919	.96563	37
I ensure effective communication	4.0811	1.34119	37
I maintain a well-organized and orderly workplace	3.9730	1.18992	37
I organize and schedule the work of subordinates	4.1351	1.22842	37
I ensure effective and efficient allocation of resources	4.2162	1.22781	37
I come to work very early and leave after accomplishing daily tasks	4.0811	1.18740	37
I establish and maintain a good relationship with my employees and customers	3.8649	1.22842	37
I keep record of all transactions made in the business	3.9730	1.21304	37
I always set standard for measuring performance	4.1081	1.24239	37
I take corrective measures where there is evidence of deviation	4.1622	1.23634	37

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I set goals and ensure accomplishment	44.3784	147.297	.898	.983
I develop alternatives necessary for accomplishing objectives	44.5135	150.201	.908	.983
I make decisions and enforce implementation	44.5135	152.312	.898	.983
I ensure effective communication	44.3243	143.225	.922	.982
I maintain a well-organized and orderly workplace	44.4324	147.308	.897	.983
I organize and schedule the work of subordinates	44.2703	146.369	.900	.983
I ensure effective and efficient allocation of resources	44.1892	146.935	.880	.983
I come to work very early and leave after accomplishing daily tasks	44.3243	146.281	.938	.982
I establish and maintain a good relationship with my employees and customers	44.5405	145.922	.917	.982
I keep record of all transactions made in the business	44.4324	146.252	.917	.982
I always set standards for measuring performance	44.2973	145.381	.925	.982
I take corrective measures where there is evidence of deviation	44.2432	146.023	.906	.982

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
48.4054	174.637	13.21502	12

2. RELIABILITY
/VARIABLES=EC1 EC2 EC3 EC4 EC5 EC6 EC7 EC8 EC9
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

Case Processing Summary

		N	%
Cases	Valid	37	25.7
	Excluded[a]	107	74.3
	Total	144	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.940	9

Item Statistics

	Mean	Std. Deviation	N
My success is a matter of hard work and not luck	3.7568	1.27814	37
My misfortune result from the mistake I make	3.9459	1.15340	37
Many unhappy things in my life are partly due to bad luck	3.3784	1.20994	37
Failure makes me try harder	3.9459	1.28983	37
I believe risk taking is necessary in order to achieve business goal	3.6486	1.15989	37
Even if there is a risk in a business one should take it	3.7297	1.21675	37
I feel secured about my ability to do things	3.4324	1.21428	37
Working hard is something I like doing very much in my life	4.0541	1.26811	37
I usually find it easy to stick to my aims and accomplish my goals	3.8378	1.21366	37

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My success is a matter of hard work and not luck	29.9730	64.583	.759	.933
My misfortune result from the mistake I make	29.7838	64.452	.866	.928
Many unhappy things in my live are partly due to bad luck	30.3514	66.345	.711	.936
Failure makes me try harder	29.7838	62.896	.843	.928
I believe risk taking is necessary in order to achieve business goal	30.0811	68.465	.625	.940
Even if there is a risk in a business one should take it	30.0000	63.611	.862	.927
I feel insecure about my ability to do things	30.2973	67.437	.647	.940
Working hard is something I like doing very much in my life	29.6757	63.447	.830	.929
I usually find it easy to stick to my aims and accomplish my goals	29.8919	64.932	.788	.932

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.7297	81.814	9.04510	9

```
RELIABILITY
  /VARIABLES=EM1 EM2 EM3 EM4 EM5 EM6 EM7 EM8 EM9 EM10 EM11
EM12 EM13 EM14
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE
  /SUMMARY=TOTAL.
```

Case Processing Summary

		N	%
Cases	Valid	37	25.7
	Excluded[a]	107	74.3
	Total	144	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.923	14

Item Statistics

	Mean	Std. Deviation	N
I believe I can do any task that comes my way	4.3784	3.72194	37
I want to be my own boss	3.8649	1.25083	37
I always want to do tasks my own way	3.8919	1.19684	37
I do not like receiving orders when doing a job	4.1351	1.08429	37
I want freedom in the workplace	4.0811	1.40195	37
I prefer being in command rather than a follower when working in a group	4.1351	1.05836	37
I like depending on my own ideas	3.8919	.93642	37
I want to decide when, where and how for all my activities	3.8649	1.22842	37
I want to outperform others	3.6216	1.03686	37
I like accomplishing difficult tasks	3.7568	1.14031	37
I want to be able to use my past experiences and knowledge	3.9459	.99850	37
I want to meet standard of excellence	3.8919	1.19684	37
I persist on a task despite unexpected difficulties	3.7297	1.17020	37

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I believe I can do any task that comes my way	50.7838	169.063	.373	.971
I want to be my own boss	51.2973	189.826	.800	.914
I always want to do tasks my own way	51.2703	190.314	.825	.913
I do not like receiving orders when doing a job	51.0270	191.638	.871	.913
I want freedom in the workplace	51.0811	184.743	.847	.911
I prefer being in command rather than a follower when working in a group	51.0270	192.360	.868	.913
I like depending on my own ideas	51.2703	199.314	.710	.918
I don’t like receiving orders when doing a job	51.1892	185.324	.919	.910
I want to decide when, where and how for all my activities	51.2973	189.992	.811	.913
I want to outperform others	51.5405	195.644	.767	.916
I like accomplishing difficult tasks	51.4054	193.470	.763	.915
I want to be able to use my past experiences and knowledge	51.2162	194.952	.826	.915
I want to meet standard of excellence	51.2703	189.758	.843	.913
I persist on a task despite unexpected difficulties	51.4324	192.586	.770	.915

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
55.1622	218.973	14.79774	14

4. RELIABILITY
/VARIABLES=SP1 SP2 SP3 SP4 SP5 SP6 SP7 SP8 SP9 SP10 SP11
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

Case Processing Summary

		N	%
Cases	Valid	37	25.7
	Excluded[a]	107	74.3
	Total	144	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.901	11

Item Statistics

	Mean	Std. Deviation	N
My sales have increased over the last few years	3.3784	1.16312	37
My sales outlets have increased over the last few years	3.3514	1.15989	37
My profit has increased over the last few years	4.0541	3.12646	37
The business is becoming more profitable	3.5135	1.16956	37
My business revenue has increased over the last few years	3.5135	1.16956	37
The return on investment in my business is good	3.7027	1.07664	37
There is substantial increase in customer patronage	3.5676	1.30257	37
My customers are happy with the products I offer	3.7568	1.21118	37
The number of customers I serve has increased over the last few years	3.7568	1.29969	37
My customer complaints are addressed on time	3.9459	1.12906	37
I have received compliments about the quality of my goods	3.9730	1.34343	37

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My sales have increased over the last few years	37.1351	112.342	.834	.884
My sales outlets have increased over the last few years	37.1622	111.529	.873	.882
My profit has increased over the last few years	36.4595	120.755	.054	.977
The business is becoming more profitable	37.0000	111.333	.873	.882
My business revenue has increased over the last few years	37.0000	110.944	.891	.881
The return on investment in my business is good	36.8108	112.658	.894	.883
There is substantial increase in customer patronage	36.9459	109.497	.846	.882
My customers are happy with the products I offer	36.7568	110.856	.860	.882
The number of customers I serve has increased over the last few years	36.7568	109.078	.865	.881
My customers' complaints are addressed on time	36.5676	113.030	.831	.885
I have received compliments about the quality of my goods	36.5405	110.589	.774	.885

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
40.5135	134.257	11.58692	11

APPENDIX E: Result of Factor Analysis of the Dependent and Independent Variables

Correlation Matrix[a]

		SP3	SP4	SP7	SP8	SP9	SP10	SP11
Correlation	SP3	1.000	.300	.402	.348	.379	.327	.304
	SP4	.300	1.000	.147	.219	.143	.151	.209
	SP7	.402	.147	1.000	.722	.736	.666	.726
	SP8	.348	.219	.722	1.000	.791	.782	.700
	SP9	.379	.143	.736	.791	1.000	.758	.729
	SP10	.327	.151	.666	.782	.758	1.000	.838
	SP11	.304	.209	.726	.700	.729	.838	1.000
Sig. (1-tailed)	SP3		.000	.000	.000	.000	.000	.000
	SP5	.000		.039	.004	.044	.036	.006
	SP7	.000	.039		.000	.000	.000	.000
	SP8	.000	.004	.000		.000	.000	.000
	SP9	.000	.044	.000	.000		.000	.000
	SP10	.000	.036	.000	.000	.000		.000
	SP11	.000	.006	.000	.000	.000	.000	

a. Determinant = .009

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of Sphericity	Approx. Chi-Square	664.494
	Df	21
	Sig.	.000

Communalities

	Initial	Extraction
My profit has increased over the last few years	1.000	.569
My business revenue has increased over the last few years	1.000	.775
There is substantial increase in customer patronage	1.000	.745
My customers are happy with the products I offer	1.000	.798
The number of customers I serve has increased over the last few years	1.000	.813
My customers' complaints are addressed on time	1.000	.825
I have received compliments about the quality of my goods	1.000	.794

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.237	60.533	60.533	4.237	60.533	60.533	3.943	56.330	56.330
2	1.082	15.457	75.991	1.082	15.457	75.991	1.376	19.661	75.991
3	.690	9.855	85.846						
4	.347	4.952	90.798						
5	.316	4.510	95.308						
6	.209	2.988	98.297						
7	.119	1.703	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
My customer complaints are addressed on time	.893	
The number of customers I serve has increased over the last few years	.892	
My customers are happy with the products I offer	.890	
I have received compliments about the quality of my goods	.883	
There is substantial increase in customer patronage	.859	
My business revenue has increased over the last few years		.833
My profit has increased over the last few years	.506	.560

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
My customer complaints are addressed on time	.901	
The number of customers I serve has increased over the last few years	.890	
I have received compliments about the quality of my goods	.878	
My customers are happy with the products I offer	.871	
There is substantial increase in customer patronage	.844	
My business revenue has increased over the last few years		.880
My profit has increased over the last few years		.688

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.952	.305
2	-.305	.952

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	1049.348
	Df	66
	Sig.	.000

Communalities

	Initial	Extraction
I develop alternatives necessary for accomplishing objectives	1.000	.678
I maintain a well-organized and orderly workplace	1.000	.818
I always set standard for measuring performance	1.000	.567
Failure makes me try harder	1.000	.605
Working hard is something I like doing very much in my life	1.000	.782
I usually find it easy to stick to my aims and accomplish my goals	1.000	.688
I want to be my own boss	1.000	.636
I want freedom in the workplace	1.000	.778
I prefer being in command rather than a follower when working in a group	1.000	.752
I like accomplishing difficult tasks	1.000	.645
I want to be able to use my past experiences and knowledge	1.000	.640
I persist on a task despite unexpected difficulties	1.000	.680

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.119	50.990	50.990	6.119	50.990	50.990	6.014	50.114	50.114
2	1.140	9.498	60.489	1.140	9.498	60.489	1.139	9.493	59.606
3	1.011	8.421	68.910	1.011	8.421	68.910	1.116	9.304	68.910
4	.893	7.442	76.352						
5	.652	5.432	81.784						
6	.579	4.825	86.609						
7	.486	4.048	90.656						
8	.350	2.916	93.572						
9	.255	2.122	95.694						
10	.208	1.736	97.430						
11	.171	1.426	98.856						
12	.137	1.144	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix

	Component		
	1	2	3
I want freedom in the workplace	.881		
Working hard is something I like doing very much in my life	.877		
I prefer being in command rather than a follower when working in a group	.856		
I usually finds it easy to stick to my aims and accomplish my goals	.829		
I persist on a task despite unexpected difficulties	.807		
I want to be my own boss	.797		
I want to be able to use my past experiences and knowledge	.785		
Failure makes me try harder	.771		
I like accomplishing difficult tasks	.758		
I always set standard for measuring performance		.744	
I maintain a well-organized and orderly workplace		-.481	.717
I develop alternatives necessary for accomplishing objectives		.573	.590

Extraction Method: Principal Component Analysis.
a. 3 components extracted.

Rotated Component Matrix[a]

	Component		
	1	2	3
I want freedom in the workplace	.878		
I prefer being in command rather than a follower when working in a group	.827		
I persist on a task despite unexpected difficulties	.822		
I want to be able to use my past experiences and knowledge	.798		
I like accomplishing difficult tasks	.788		
I want to be my own boss	.786		
Working hard is something I like doing very much in my life		.855	
I usually find it easy to stick to my aims and accomplish my goals		.825	
Failure makes me try harder		.749	
I maintain a well-organized and orderly workplace			.891
I develop alternatives necessary for accomplishing objectives			.797
I always set standard for measuring performance			.678

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Component Transformation Matrix

Component	1	2	3
1	.990	.135	.048
2	.030	-.519	.854
3	-.140	.844	.517

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

APPENDIX F: Multiple Regression Result

```
REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Performance
  /METHOD=ENTER Entrepreneurial Skills Entrepreneurial Characteristics
Entrepreneurial Motives
  /RESIDUALS DURBIN HISTOGRAM (ZRESID) NORMPROB (ZRESID).
```

Correlations

		ES	EC	EM	SP
ES	Pearson Correlation	1	.272**	.555**	.383**
	Sig. (2-tailed)		.001	.000	.000
	N	144	144	144	144
EC	Pearson Correlation	.272**	1	.216**	.485**
	Sig. (2-tailed)	.001		.009	.000
	N	144	144	144	144
EM	Pearson Correlation	.555**	.216**	1	.361**
	Sig. (2-tailed)	.000	.009		.000
	N	144	144	144	144
SP	Pearson Correlation	.383**	.485**	.361**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	144	144	144	144

**. Correlation is significant at the 0.01 level (2-tailed).

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	EM, EC, ES[b]	.	Enter

a. Dependent Variable: SP

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.570[a]	.324	.310	.48123	2.015

a. Predictors: (Constant), EM, EC, ES

b. Dependent Variable: SP

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.569	3	5.190	22.410	.000[b]
	Residual	32.421	140	.232		
	Total	47.990	143			

a. Dependent Variable: SP

b. Predictors: (Constant), EM, EC, ES

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.247	.499		.494	.622		
	ES	.316	.152	.176	2.076	.040	.668	1.498
	EC	.792	.144	.398	5.501	.000	.920	1.087
	EM	.188	.089	.177	2.108	.037	.687	1.455

a. Dependent Variable: SP

Collinearity Diagnostics[a]

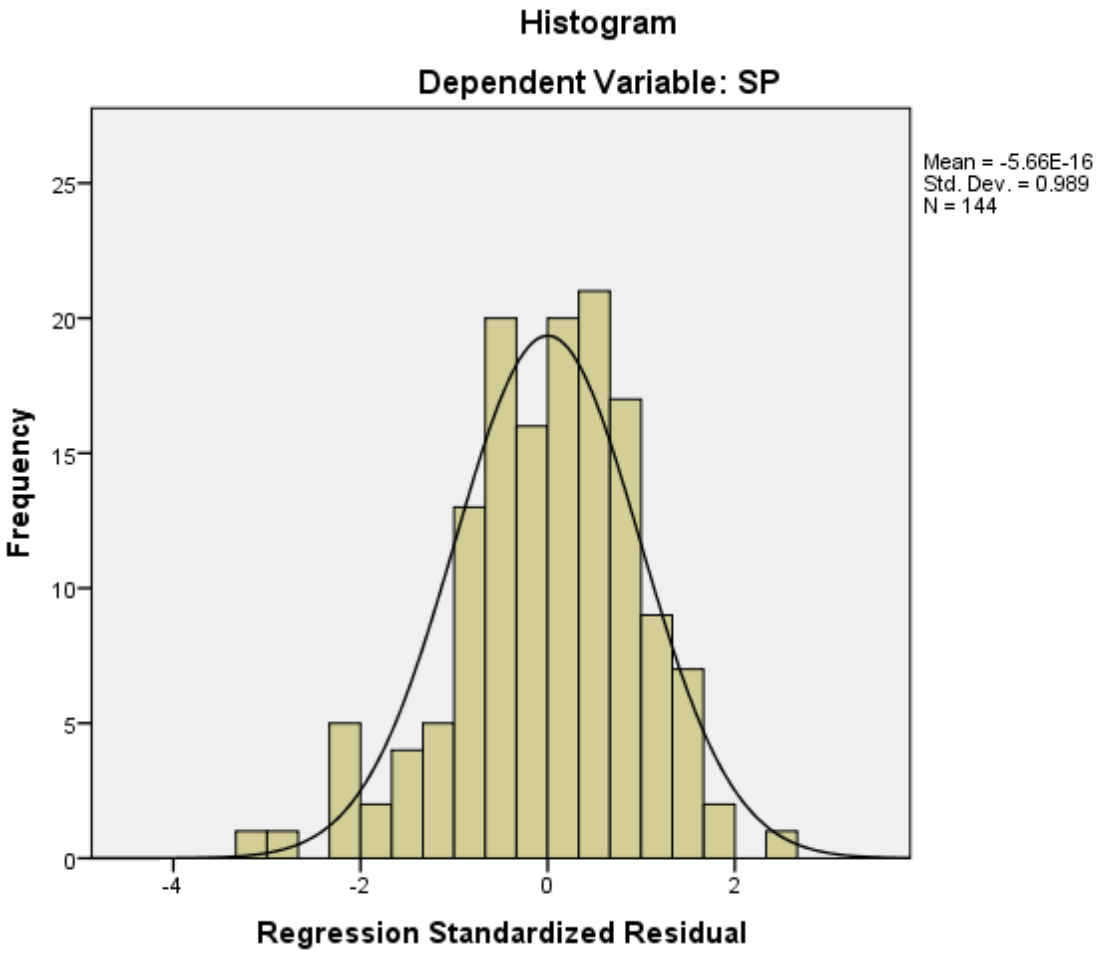
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	ES	EC	EM
1	1	3.978	1.000	.00	.00	.00	.00
	2	.012	17.966	.04	.01	.30	.55
	3	.006	25.648	.21	.31	.58	.33
	4	.004	31.137	.75	.68	.12	.11

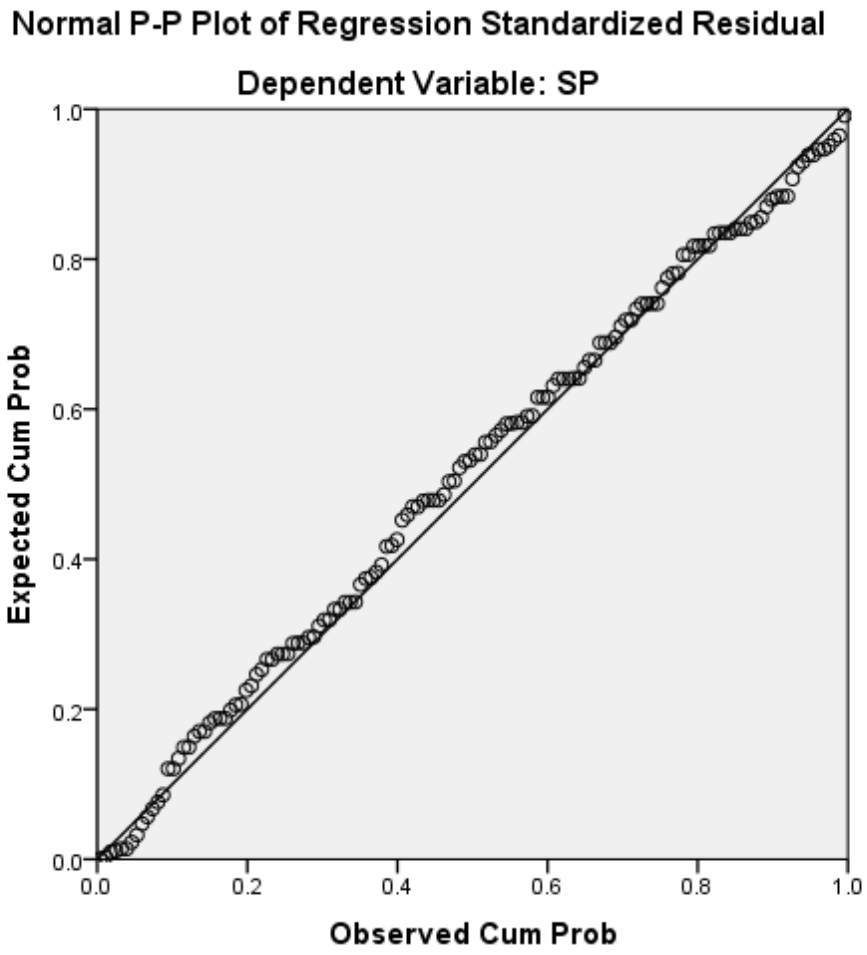
a. Dependent Variable: SP

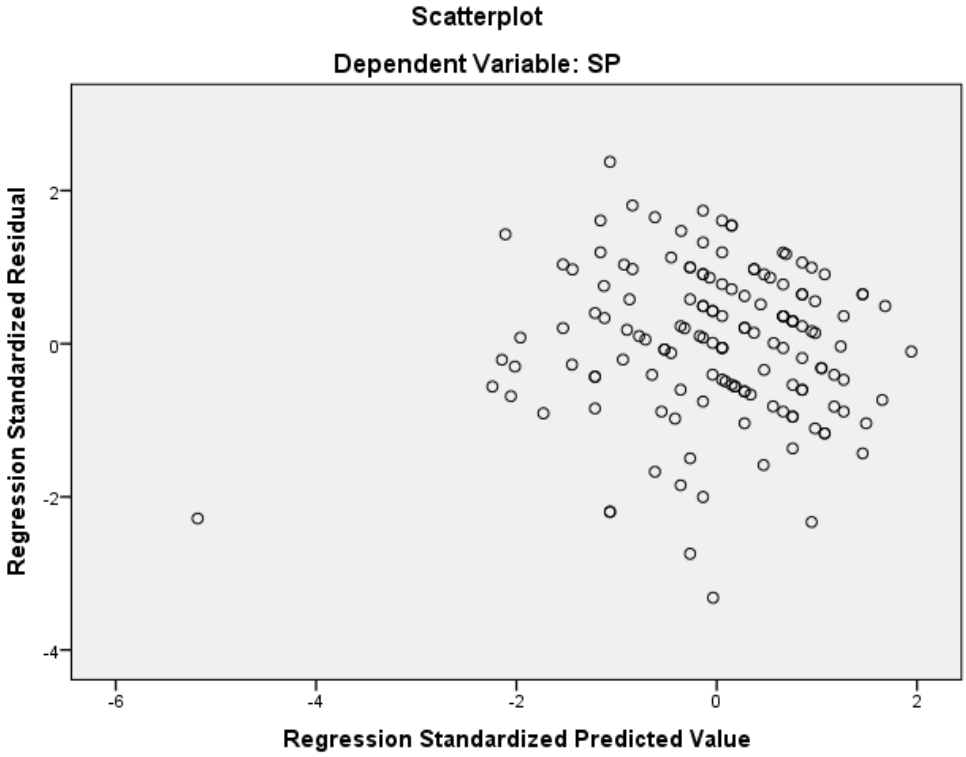
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4984	4.8495	4.2083	.32996	144
Residual	-1.59648	1.14326	.00000	.47615	144
Std. Predicted Value	-5.182	1.943	.000	1.000	144
Std. Residual	-3.318	2.376	.000	.989	144

a. Dependent Variable: SP




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: SP
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: SP
Regression Standardized Residual
2
0
-2
-4
-6
-4
-2
0
2
Regression Standardized Predicted Value

APPENDIX G: SMEs in Kaduna Central Senatorial Zones

S/N	NAME OF ESTABLISHMENT	LOCATION/ ADDRESS
1	COSMICK	16 CONSTITUTIN ROAD KD
2	NEW NIG.DEVELOEMENT CO.(NNDC)LTD	AHMED TALIB HOUSE,18/19 AHMADU BELLO WAY,KADUNA
3	ST.GERALD'S CALTHOLIC HOSPITAL, KAKURI KADURS	KAKURI-KADRS, SOUTH
4	ULTIMATE AUTOMOBILEWORKSHOP	NC8 NNAMDI AZIKWE KUMIN MASHI KADUNA
5	HAMDALA HOTEL	26 MIOHAMMAD BUHARI WAY KADUNA
6	CRITTAL HOPE KADUNA LIMITED	PLOT C KACHIA ROAD INDUSTRIAL AREA KAKURI
7	MANILAS ENT. LTD	16 AHMAD BELLO WAY KADUNA
8	AREWA METAL CONTAINERS LIMITED	1 MOH'D LADAN ROAD KAKURI KADUNA SOUTH
9	ABDULLAHI IBRAHIM & COMPANY	27,ALI AKKU ROAD INVESTMENT KADUNA
10	FED. SUPERPHOSPHATE FERTILIZER COMPANY LIMITED	4 NASSARAWA ROAD INDUSTRIAL AREA KAKURI
11	INTEGRATED DEV.CONSULTANT NIG LTD	TURAKI ALI HOUSE,3 KANTA ROAD,KADUA
12	TOWER GALVANISED PRODUCT(NIGERIA) LTD	PLOT 9C INDUSTRIAL AREA,KADUNA SOUTH P.M.B2 KAD
13	ALLIANCE FRANCAISE KAUNA	10C CLMANU GWANDU ROAD.MALALI GRA
14	ALBA MEDICAL CENTRE	CONSTITUTIO ROAD
15	UNITED WIRE PRODUCTS LIMITED	7 MAKIBI CLOSE INDUSTRIAL AREA KADUNA SOUTI
16	RH PLASTICS LIMITED	PLOT 2 TANKO JAFARA CLOSE KAKURI
17	BEST WAY TRANSPORT LIMITED	MANDO ROAD KADUNA
18	NORTHERN CABLE PROCESSING & MANUFACTURING CO. LTD	12 MAICHIBI ROAD INDUSTRIAL ESTATE KAKUN
19	SALISU ADAMU & SONS LIMITED	MANDO GARRGE KADUNA
20	KADUNA MOTORS LIMITED	PLOT H3 ANDO BYE PASS KADUNA
21	PAU-LOAD LIMITED	4-5 NMANDI AZIKIWE BY PASS KADUNA
22	ZECO NIGERIA LIMITED	A8 JUNCTION ROAD KADUNA
23	SHANANA HOTELS	3 AJIA STREET ANGWAN YELWA
24	C.N. OKOLI TRANSPORT LIMITED	MANDO LAGOS GARAGE KADUNA
25	ILYASU ADAMS MECHANIC WORKSHOP	43ABO BIRINI ST KAWO,KADUNA
26	J.O.OLATUN BOSUN & CO	KD 5 YORUB ROAD KADUNA
27	NATIONHOUSE PRESS LIMITED	A3 NNAMDI AZIKIWE WAY KUDENI LIGHT INDUSTR AREA
28	DABO OTORS LIMITED	22 CONSTITUTION ROAD KADUNA
29	SABA BAKERY	SB 6/8,SABA CLOSE K/WEST KADUNA.
30	COMRADE CYCLE CO. NIGERIA LIMITED	20 IBRAHIM MAKAMA ROAD CHIKOYI INDUSTRIAL AREA
31	BLACK STAR SECURITY CO.LTD	9A JUNCTION ROAD KADUNA
32	DELTA CLINIC	6A MAKERE KAKURI KADUNA
33	ALHERI MOTORS	CM7 EXPRESS BY-PASS NNAMDI AZIKIWE RD,KURUMASHI,KA
34	LEMIOS NIGERIA	LL. 16 A/BELO WAY KADUNA
35	P.C TECHNICAL ENTERPRISE LTD	AF2 JOS ROAD KADUNA
36	FERTILIZERS & CHEMICALS LIMITED	1 AHMADU DORA ROAD P.O.BOX 8898, ABAKPA
37	MAHARAJA HOTELS LIMITED	1 INDEPENDENCE WAY KADUNA
38	POWERSEAL NIGERIA LIMITED	4A SULTAN ROAD KADUNA SOUTH
39	F.M.A OVIASOJIE & CO, LEGAL PRACTITIONERS	OGBE CHAMBERS,X.IIBADAN STREET KATSINA ROA KADUNA
40	JAMIL NIGERIA LIMITED	MG 30 NNAMDI AZIKIWE WAY BYE PASS BAKI RUWYA

41	A.M.DIKKO &CO	1/3 AWZIRIIBRAHIM CRESENT OPPOSITE KATSINA STATE
42	T & T SCHOOLS	4A SARKI AVENUE KURMI MASHI
43	ZUKASONIC ELECT	V1 LAGOS STREET BY BENUE ROA KADUNA
44	KADUNA GUEST HOUSE	A14 ZARIA ROAD KAWO KADUNA
45	YAYOK TABLE WATER	ANGUWAN RIMI, CHIKUN LG
46	ROYAL TROPICANA HOTEL	5 UNGWA TELEVISION KADUNA
47	EXCEISION INN HOTEL	2-7 DENDE ROAD GRA KADUNA
48	ESTATE BUSINESS/MANAGEMENT	NO 10B SULTAN BELLO ROAD UNG SARKIN MUSULM KADUNA
49	FOMWAN HOSPITAL	NO28 NISAMA ROAD BADARAWA KADUNA
50	ZEETER BLOCKS	12 NNAMDI AZIKIWE BYE PASS KADUNA
51	F.BAYO AHMAD & CO.	SUITES 8&9, IST FLOOR,XX-12,DAURA ROAD IBADAN
52	AMINA ESTATE	NO 6 SULTN BELLO ROAD U/SARKI
53	GURA NIGERIA LIMITED	CN5 NNAMDI AZIKIWE WAY KURMIN MASHI BYE PA KADUN
54	SPARE PART (INDUATRIAL HAZOG NIG LTD)	12 BLOCK 9 MAKERA RAOD KUKURI KADUNA
55	DIAMOND SECURITY HOLDINGS LTD	NO 9 JUNCTION ROAD KADUNA
56	RANGWAME MATERTNITY AND NURSING HOME	NO2 RAILWAY CROSSING HAYIN DOGO
57	SUNGLASS LIMITED KADUNA	PLOT 84 KUDENDA INDUSTRIAL AREA KADUNA
58	TONY BREAD CONFECTIONARY	63 MAJEMIYA STREET UGWAN YELWA SABO
59	AAA MOTORS	A23,HOSPITAL CLOSE KUNMASHI,KADUNA
60	ZEEPET OIL	CONSTITUTION ROAD KADUNA
61	HALAL FOUNTAIN HOTEL	29A RABAH ROAD KADUNA
62	TY CHEMICALS LIMITED	REFINERY ROAD OFF KACHIA ROAD KADUNA
63	AL WASAS TECHNICAL ENGEERING COMPANY	NO 17 NNAMDI AZIKWE WAY EXPRESS BYE CLOSE T K/MAS
64	TONY BLOCKS INDUSTRY	W3 ABUJA LINK ROAD TELEVISION KADUNA
65	FAHIMTA MICROFINACE BANK LTD	24 MUHAMMUD BUHARI WAY KADUNA
66	TUNJAK LTD	NO1 WAZIRI IBRAHIM CRESENT GRA ABAPWA KADU
67	OSBUD PHARMACY LTD	KK 12 YORUBA ROAD KADUNA
68	YARGAJI QUARRY INDUSTRY LTD	NO.1 SOKOTO ROAD KWANGILA SAMARU BY FLY O ZARIA
69	GIWA HOSPITAL LIMITED	NO1 ALI AKILU ROAD KADUNA
70	ARDO PLASTICS LIMTIED	NO,8 KACHIA ROD OPPOSITE AREWA TEXTILES LTD BO
71	ACI ELECTRONICS LTD	N2 AMADU BELLO WAY,KADUNA
72	AZUJARAL NIG.LTD	NO.9 NNAMDI AZIKIWE ROAD BYE PASS KADUNA
73	CHELCO INDUSTRIES LIMITED	PLOT 182 UNGWAN MU'AZU INDUSTRIAL ESTATE KABALA WE
74	CORNERSTONE INS. PLC	NM 20, CONTITUTION ROAD, KADUNA
75	AMEER RAUDA MOTORS	T9,OPPOSITE POLICE STTION KURIMASHI BY EXPRS
76	PACIFIC MOTORS	NO 36 ALI AKILU ROAD
77	SOLAR FOAM & CHEMICAL INDUSTRIAL LIMITED	5-6 LIFIDA ROAD TRIKANIA EXPRESS BYE PASS KADUNA
78	EMSEN ENTERPRISES	7-114 2ND GALADIMAWA KAKURI KADUNA SOUTH
79	CLIMAX HOTEL LIMITED MANAGEMENT BY BZIN-KOK HOSPIT	18-25 KUNAI STREET SABON TASHA
80	GANIMA LIMITED	NO 12, ANGUWAN FULANI,CHIKUN LG
81	ZAURO GREEN USA LTD	NO 1B NAMDI AZIKWE WESTERN BYE PASS ANGUW MA'AZU
82	UNION HOES SVNGS AND LOANS PLC	AB 10 LAGOS STREET P.M B 2437

83	GSM ZONE TELEKOMMUNICATION	SHOP 3 OGBADU COMPLEX MALALI KADUNA
84	CHEMIST ADAMU IBRAHIM YUSUF (LN16779) SHARPCORNES	SHOP NO2 SHAGARI JUNCTION BY KAMSALIM ROAD BADARAW
85	MUHADO NIG ENTERPRISE	NO 6 AG LEVENTIS BUILDING OPP HMH PLAZA AHMADU BEL
86	KITRIC LTD	NO.5 STATION RD. ABAKPA KADUNA
87	MASHI HOPITIAL & SPECIALIST CLINIC	NO 17 SABO LINE KURUMI-MASJI KADUNA
88	ADRIEL HOTEL LTD	NO4, BANK ROAD, KADUNA
89	CHITEX ENTERPRISES	HH3 ABEOKUTA STREET KADUNA
90	NOVO-SELO FEEDS LTD	NO.7 OLD STATION RD ABAKPA KADUNA
91	FIRST TRUST INSURANCE BROKERS	TURAKI AIL.HOUSE KADUNA
92	LEKAN IPAYE ALO	XX 12 AURA ROAD KADUNA
93	JOSHUA ISHOLA OMO JESU NIG LTD	L9 KASTINA ROAD ROUND ABOUT KADUNA
94	PLEASURE TRAVELS AND TOURS LIMITED	PLOT G5 Y.A AHMED HOUSE, AHMADU BELLO WAY KADUNA
95	ADMIRAL ENVIRONMENTAL CARE LTD	NO.2 WAZIRI IBRAHIM CRESENT ABAKPA G.R.A KADUNA
96	HOSEEYAH BLOCKS INDUSTRY	NISSI VILLAGE MARARABA RIDO ROAD KADUNA
97	DUDU MOTORS NIGERIA LIMITED	118 MXISDISHI LAYOUT KADUNA
98	JOSHUA ISHOLA OMO JESU MA LTD	J2 AHMADU BELLO WAY KADUNA
99	DE-EMINENT HOTEL LIMITED	PLOT 30-32 SABO ROAD HIGH COST
100	MURARAK QUALITY MOTORS NIG LTD	GLO MAMMAN JALLO ROAD U/KANAWA
101	DENEVILLA HOTELS LIMITED	3-4 KIGO ROAD NEW EXT. OFF CONSTITUTION ROAD
102	ASO MOTEL	14 MUHAMMADU BUHARI WAY KADUNA
103	ALLAH RAYA MOTORS	NC8 NNAMDI AZIKIWE KUMIN MASHI KADUNA
104	TREASURE INTERIOR DECORATION COMP.	Q16 KONTOGORA ROAD BY AHMADU BELLO WAY KADUNA
105	CRYSAL CLINIC& MATERNITY	6A MAKERA ROAD KAKURI KADUNA
106	A.M.A INVESTMENT LTD	NNAMDI AZIKWE EXPRESS ROAD BADIKO BYE-PASS KD
107	YOUNG SHALL GROW MOTORS LIMITED	PLOT A CLOSE A SATLITE TOWN P.O. BOX 3009 APAP
108	ZECOOL HOTELS LIMITED	3 ZECOOL CRESCENT BARNAWA KADUNA
109	JV BONOBLE HOTEL	449 KACHIA ROAD UNGWAN BORO SABON TASHA
110	BARNAWA MICROFINANCEBANK LTD	PLOT 3 MOZAMBIQUE ROAD,BARNAWA SHOPPING COMPLEX
111	B.K.Y MOTORS	NO 12 MNAMDI AZIKIWE BY PASS KADUNA
112	DAYA PHARMACY&STORES	NO2 OGBADU ROAD MALALI KADUNA
113	NA-MAGIRA MOTORS	AA8, NNAMDI AZIKWE WAY, EXPRES BYE PASS KURMIN MAS
114	KAMJEED OIL& GAS LIMITED	RIGACHUKWUN KADUNA/ZARIA EXPRESS WAY KADUNA
115	HASSAN MOTOR WORKSHOP	K/MASHI NEW EXTENSION KADUNA
116	JIMMY HOTEL LIMITED	374 KACHIA ROAD SABON-TASHA
117	HARISIM HOTELS LIMITED	PLOT 2 KUYAN BANA STREET NARAYI HIGH COST B DULLA
118	MOBILE FILLING STATION	MOBILE MANDO
119	NAY-DAY PHARMACY	1 WAZIRI IBRAHIM CRECSENT BEHINDE ABARPA TOTAL KAD
120	NNIL COMMERCIAL COMPANY LIMITED	4 MUHAMMADU BUHARI WAY KADUNA
121	PLATEAU CINEMA LIMITED	KAJARU ROAD KADUNA
122	SAMILA CONSULTANTS LIMITED	1C COLLEGE ROAD KURMI MASHI NEW EXTENSION
123	JAFARU FARMS	ANGUWA GUSORO ALONG ZARIA ROAD
124	YAROSON PARTNERSHIP LIMITED	IB ALIYU TURAKI ROAD KADUNA

125	TURNERS BUILDING PRODUCTS LIMITED	KAKURI INDUSTRY ESTATE
126	BRAN AND LUBBLE COMPANY NIGERIA LIMITED	OPPOSITE DAMBO INTERNATIONAL SCHOOL KADUN
127	A.B.D FARMS	R10-18 YUSUF USMAN ROAD MANDO
128	DANFULANI CONSTRUCTION COMPANY	TL8 NNAMDI AZIKIWE EXPRESS BYE PASS
129	NALADO NIGERIA LIMITED	PLOT 16-20 BIDA ROAD P.O. BOX 100 KADUNA
130	CLEAN CLEANERS LIMITED	AA13 ZAMBIA ROD BARNAWA NEW EXT. KADUNA
131	ALH. ISSA FAMERS	BARIKAAILU ANGUWA GISORO
132	NIYYA FARMS LIMITED	3 NNAMDI AZIKIWE WAY BYE PASS BADIKO KADUN
133	HEPHZIBAH COMPUTER ENGRS LIMITED	YY4 ABUJA ROAD BY LAGOS STREET ROUNDABOUT KADUNA
134	ADVANCED MICRO COMPUTER SYSTEMS LIMITED	11 ALI AKILU ROAD KADUNA
135	SINTAX LIMITED	7A ISA KAITA ROAD MALALI KADUNA
136	ALHAJI ZUBARU GULDER FARMS	BARIKAALLHU OPP. NTI KADUNA
137	NEW NIGERIA CONSTRUCTION CO.	TURAKI ALI HOUSE KADUNA
138	GOLDBOND MED. LAB	U/RIMI KADUNA
139	ANGUWA SULE FARM	BARIKALLAU GOSORO STREET KADUNA
140	STARCOMMS PLC	4 ALI AKILU ROAD KADUNA
141	WHITE HOUSE BUSINESS ENTERPRISE	B29-31 AIRFORCE ROAD KAKURI KADUNA SOUTH
142	EMIR METAL CONSTRUCTION	M 21 CHARANCHI ROAD
143	AL AMIN BREAD	ANGUWAN DOSA KADUNA
144	KABIRU ADAMU BARBING SALON	1 SHAGAI ROAD JUNCTION BARAWA KADUNA
145	SYSTEMS COMMUNICATION NETWORK	1 KAMSALEM ROAD MALAKI KADUNA
146	ALI ISA DALO JUBRIN	60 LANU ROAD BOX 2736 KADUNA
147	RABSWOOD FARMS	BURUKU EXPRESS ROAD KADUNA
148	LEGACY COMPUTER INSTITUTE	1 DENDO ROAD OFF A/BELLO WAY
149	MUBARAK GLOBAL RESOURCES LIMITED	AHGI N/AZIKIWE WAY EXPRESS BYE PASS
150	WAD MOTOR MECHANIC WORKSHOP	NNAMDI AZIKIWE EXPRESS BYE PASS
151	MUSACO INVESTMENT & PROPERTY LIMITED	16A ALI AKILU ROAD KADUNA
152	RUMBU HOSPITAL	NO21 GENERAL HOSPITAL ROAD,OPPOSITE KAKURI POSTOFF
153	JAYUDA INTERNATIONAL LIMITED	AO 1 JUNCTION ROAD KADUNA
154	CRESIVE CONSULT	B2 192 SARDUANA CRESCENT KADUNA
155	INDEX INFOTECH & COMPUTER LIMITED	A1 ELSHADDAI SHOPPING PLAZA, SABOTASHA KADUNA
156	MADUNKA MOTORS LIMITED	G22 ZUNTU ROAD U/KANAWA, KADUNA
157	DELIGHT BREAD	NO 21 ANGUWAN SARKI KADUNA
158	ZEETER BLOCK	NO 16, HAUSAWA ROAD KADUNA
159	BLESSED TABLE WATER	N0 7, IBADAN STREET KADUNA

Source: SMEDAN Office

APPENDIX H: SMEs in Kaduna North Senatorial Zone

S/N	NAME OF ESTABLISHMENT	LOCATION/ ADDRESS
1	NASARA WATER	HANWA BEHIND ROCK S/ZARIA
2	LIMI HOSPITAL AND MATERNITY LTD	HANWA NEW EXTENSION GRA ZARIA
3	ANNA-KITCH MEDICAL CENTER	15 WUSASA ROAD ZARIA
4	BEST WAY BREAD	NO 4 AMINU RD SAMARU
5	BENHA PHARMACY	NO 23 OPP ABISTH T/WADA ZARIA
6	MAYFAIR CLINICS NIG LTD	8 CRESCENT ROAD ZARIA
7	JIM HARRISON HOTEL LTD	ALONG KANO-KADUNA EXPRESS WAY,ZA
8	PRINTING	GASKIGNG ACORPORTION PMB 1033 ZARIA
9	ELECTRICITY METER COMPANY NIGERIA PLC	PLOT 30-32 LIGHT INDUSTRIAL AREA CHIK
10	DOMINION IRON & STEEL CONSTRUCTION	NO.7 KANO ROAD BYE PASS WUSASA NEA HOSPITA
11	LAREINE INVESTMENT LIMITED (NEW ZARIA MOTEL)	GASKIA ZARIA
12	SEEDS/GRAND(DA-ALLGREEN SEEDS)	NO.1 MTD RD. ZARIA P.O.B 304 G.R.A ZARIA
13	TEEJAY RESOURCES LIMITED	6 WESTERN WAY GRA ZARIA
14	DAULA RESTAURANT	65 SOKOTO ROAD ZARIA
15	OXFORD HOSPITIAL LTD	NO 38 AIRFORCE SAMARU ROAD POBOX 41 KADU
16	AL-MADINA PHARM CG/CLINIC CO .LTD	H28 QUEEN ELIZABETH ROAD,G.R.A ZARIA
17	BAN ZAZZAW CONSTRUCTION COMPANY	1 BAN ZAZZAW NEW JOS ROAD ZARIA
18	NAKOWA MICRO-FINANCE BANK	9 OLD JOS ROAD, KONGO ZARIA
19	SAJ FOODS LIMITED	54-52 SAPELE STREET SABON GARI
20	SA'A SPECIAL ENG WORKS	NO.2 DANMAGAJI ROUND ABOUT OFF FLY ZAR
21	RUKAYYAH PHARMACEUTICALS	6 SOKOTO ROAD ZARIA
22	BABA KADUNA GARAGE	12 GASKIYA ROAD T/WADA ZARIA
23	FIRST VALUE WATER	NO 2, KWANGILA ZARIA
24	NUBA TABLE WATER	NUHU BAMALLI POLYTECHNIC ZARIA
25	RAINBOW COMPUTERS	KK3 ZARIA ROAD KADUNA
26	HANWA BLOCK	HANWA, S/GARI ZARIA

Source: SMEDAN Office

APPENDIX I: SMEs in Kaduna South Senatorial Zone

	NAME OF ESTABLISHMENT	LOCATION ADDRESS
1	OGB VENTURES	NO 1 KACHIA, OPP AP FILLING STATION,
2	AMINA HOSPITAL	47 GWARI AVE,KCHIA LGA.KADUNA
3	MMAB CABLE MANUFACTURING	KACHIA, KADUNA
4	GURARA ALUMINIUM PRODUCTION	B55 KACHIA, EXPRESS WAY OPP APG OIL STATION TE
5	TANKO BREAD	TAKAU, JAMA'A LG
6	MACBASE NIGERIA LIMITED	32B MAKERA ROAD KAKURI
7	DAMUNA WATER	2, KANINCON KAFANCHEN
8	HUSMA RESOURCES	KAKURI, KADUNA
9	VANGWARD WATER	KAFANCHAN, JAMA'A LG
10	JOHNSON BARBING SALOON	JEMA A LGA KADUNA
11	MERCY WATER	FINTSANG, JAMA"A
12	JOHN TABLE WATER	5 ANGUWAN LOKO, KAFANCHAN
13	TONSJOS SERVICE STATION (PETROL STATION)	KACHIA LGA OF RAILWAY STATION
14	EKSIOGULLARI CONSTRUCTION LIMITED	KACHIA LGA KADUNA
15	MR SMART MOSES INVESTMENT	O Q29 KAKURI ROAD
16	FAHIMTA BREAD	KAFANCHAN, JAMA'A LG

Source:SMEDAN Office