

The influence of training on business success: case of registered Small And Medium Scale Enterprises (SMES) in Kano State, Nigeria

Mohammed Sani Abdullahi¹, Zainudin Awang², Kamalu Umar³, Murtala Bala Umar⁴, Salihu Sule Khalid⁵, Lawan Shamsu Abubakar⁶.

¹Department of Business Administration and Management, School of Management Studies, Kano, State Polytechnic, Kano, Nigeria.

^{2, 3, 4}Faculty of Economics and Management Sciences, University Sultan Zainal Abidin, Malaysia

⁵Departments of Arts and Humanities, School of General Studies, Kano State Polytechnic, Kano, Nigeria

⁶Department of Business Administration, Northwest University, Kano, Kano State, Nigeria

*Corresponding Author

Mohammed Sani Abdullahi

Email: abdulmohdsani@gmail.com

Abstract: It has become a fact that training plays an important role in contributing to SMEs success that resulted in economic growth and sustainable development in Nigeria. The main objective of this study was to examine the influence of training on business success in Nigeria. Sample size of 310 SMEs was drawn through Krejcie and Morgan 1970 sample size determination table out of the population of 1530 registered SMEs in Kano State, Nigeria. Questionnaire was used as the method of data collection and Structural Equation Modeling (SEM) through AMOS software was employed to test the hypothesis under study. The result of the study shows that training has significant influence on business success in Nigeria. This study suggest that business entrepreneurs should engage them self and that of their employees in training and also to develop what is called research and development (R&D) department in their enterprises so that it can oversee the training of management and workforce that will definitely had value to their business success.

Keywords: Training, Business Success, SMEs, Nigeria, Development, and Organization.

INTRODUCTION

Abor J *et al*[1] argues that SMEs are the major field of concern to policy makers in order to achieve a rate of growth and development in low-income countries. As a result, these enterprises have been recognized as the pillars through which the growth objectives of developing countries like that of Nigeria can be achieved which helps to confirm that SMEs are potential sources of employment and income. [2, 3] opined that SMEs play a fundamental role in national and regional economies by stimulating domestic and regional economic growth and are vital agents for alleviating poverty and reduction of social ills in developing countries Nigeria in particular. In another study which was conducted by [4] states that SMEs are generally regarded as the cornerstone for both developed and developing economies as they help to diversify economic activities that have significant contribution to imports and exports and can adapt quickly to changing market demands. [5] Consider SMEs to be the major economic players and the potential source of national, regional and local economic growth. It was further examined by [5] that SMEs are recognized for their creativity in the utilization of local raw materials that do not require

high-level technology to process. In Nigeria, for instance, SMEs are concentrated in such enterprises as food processing, textiles, wood works, leather products, soap, and detergent. This sub-sector requires simple technology and the raw material are in abundance. SMEs have high and extensive advantages over their large-scale counterpart since there can adapt more readily to market conditions. SMEs make productive use of scarce resources and improve the efficiency of domestic markets. And it facilitates long-term economic growth and development, and at the same time SMEs are able to withstand economic conditions because SMEs is flexible in nature and are more labour intensive than larger firms [6].

In Nigeria, the definition of SMEs changes from one zone to another because of the differences each zone share in terms of inequality in natural resources distribution, poverty level, and in economic activity. For example N500, 000 turnover in a year might be recognized as big or large in one zone but could be considered as small in another zone, and more importantly the number of employees employed by SMEs varies from zone to zone with these, that is why some enterprises are called small or medium scale

enterprises in their right [7]. [8] posit that the definitions of SMEs are very dynamic in nature, and it changes with time. However, the definition scenario and parameters are the same, number of employee, financial strength, turnover and asset base commonly use when defining what constitute SMEs. The current definitions of SMEs are the mixture of the parameter mentioned, in all cases the conditions and variable determine the right setting to use in formulating a suitable definition. According to [9] Small Scale Enterprises (SSE) are those enterprises that have a total asset base (excluding real estate) which is less than one million naira, and employing or recruiting less than fifty full-time staffs. While Medium Scale Enterprises (MSE) are those enterprises that have a total asset base (excluding real estate) of less than fifty million naira, and employing or recruiting less than one hundred full-time workers. One of the commonest and most recognized features of SMEs in Nigeria is that they are either sole proprietorship or partnership business. Even though there are registered as limited liability companies, it is just on paper the real ownership is commonly known as sole-proprietorship (one-man) or partnership. Most SMEs are labour intensive production process, limited access to long-term capital and have a centralized management. Most SMEs depend primarily on local raw materials; SMEs operate with modest technology obtainable locally [7].

LITERATURE REVIEW

Business Success

[10] stressed that the performance of SMEs are seen as the major indices for the level of modernization, urbanization, industrialization, gainful, and meaningful employment opportunities for those who are willing and able to work, so that the welfare and equitable distribution of income, and income per capital. Performance concept is widely used in so many areas, and performance is a method and measure on how effective or well a process/mechanism achieves its purpose in enterprises or organization management. [11] posits that firm or organization performance can be defined as “the value the organization delivers to customers and other stakeholders” and “how well the organization is managed”, and also performance is related to achieving stockholder/investor interests. Firm performance can be explained as firm success in the market that have various or different outcomes, and firm performance is a phenomenon of business studies, and at the same time it is a multidimensional and complex phenomenon.

[12] provided a more accurate definition of performance measurement: “Measurement provides the basis for organization to assess how well it is progressing towards its predetermined goals and objectives, helps to discover areas of strengths and

weaknesses, and decides on future initiatives, with the goal or purpose of improving organizational performance.” This definition illustrates the role and the process of performance measurement clearly from different aspects. As identified from the above definitions, performance measurement is a structured system and a process of gathering, monitoring, and assessing the information about an organization’s activities, in order to achieve the proposed goals and objectives. In this study, the goal and objectives concern an organization’s strategic objectives, a business unit’s purpose and objectives, and personal business commission. [13] discovered that both financial and non-financial are the Key Performance Indicators (KPI) to measure organization performance. This study won’t be an exception it will make use of both objective and subjective indicators to measure business success. Base on the sensitivity surrounding profit figures most SMEs owners/managers are reluctant to provide their financial details, and creates difficulties in research to obtain a direct measure of the business success [14]. Nigeria in particular very difficult for you to gain access to financial figure of an organization and it is not required by law to publish their financial report daily, quarterly or yearly, as a result of that this study make use of indirect questions such as sales growth and profitability which those not required financial figure of an organization as objective indicators, and employee growth, customer satisfaction, satisfaction with performance compare to competitors and overall satisfaction as subjective indicators to measure business success. For the purpose of this study, training is considered as the factor that influences business success in Nigeria.

Training

It [15] opined that training is the overall process whereby an individual’s behaviour are modified to conform to a pre-defined and concrete pattern and at the same training is an organized activity aimed at imparting information that will improve the workers or recipient’s performance, and to help him or her attain a required level of skills and knowledge. Training is held in terms of enhancing the employees’ skills, entrepreneurship, as well as general management training. In addition, other factors, that have to do with relevant experiences and education, are observed or recognized as a requirement to cope with the work and environmental changes [16].

In order to ensure training efficiency and effectiveness, training need adequate support and integrated with a strategic planning system of a business [17]. Formalization of training and development is a means or indicator of it important to the business [18]. Systematic training and development are suggested rather than an ad-hoc approach to training and

development [19]. However, businesses with formalized strategic management planning and invest in workers training and development activities gain more success than those that do not show concern for training [20, 21, & 22]. In this view, training is subdivided or modeled into three stage process. The first stage shows that the manager decides whether there should train their employees or not, and the manager that train their employees move into the second stage whereby training expenditures. The last stage is the stage that the impact of training can be assessed most importantly this study do not ignore those managers that decided not to train their workforce [23].

In the past years, training was ignored and was not regarded as an activity that could help businesses to develop or create value, and help them to deal with environmental challenges and competitiveness, successfully. However, this view and perception have

change over time. [24] claimed that an enterprises that make use of innovation training practice or better financial performance than their competitors who those not make use of innovative training practice or system. Another benefit of training is that it helps SMEs to cope with the latest accounting system, management concepts, production technique, and information technology [25]. As a result of training, the question then, is that how efficient is the training so that its importance or impact can felt the SMEs? The importance or impact of training need to be well assessed and so many researchers have actually investigated the importance or impact of training on business success [16, 25, 26, 27, 28, 29, 30, & 31].

Theoretical Framework

Based on the literature review, the conceptual framework was developed to support this study, and it is presented in figure 1.



Fig-1: Conceptual Framework

Hypothesis development of the study

Training and Business Success

Empirical study conducted by [32] discovered that implementation of various training programmes do foster learning, and also improve the overall competence of the organization members or employees, and it is believed that training implementation lead to high business success. Moreover, notable resources based theorists propose that the implementation of training programs can be thought as a strategic intent that ensure and improve lasting competitiveness [33, 34]. If the training programs are consistent with the overall business strategy, the training programs will foster and encourage employees to achieve strategic objectives, and thereby lead to superior firm's success [20, 35].

Many researchers have indicated that training has significant influence on business success [36, 37, 35, 38]. It has been discovered that some studies are unable to demonstrate that training lead or resulted to an improvement in terms of business success or influences business success [39, 40, 26]. According to the strategic training perspective, indicate that training programs should be consistent with organizational training needs [41, 42]. Based on the above points or discussion this study proposed the hypothesis below.

H_{A1}: Training has significant influence on business success in Nigeria.

METHODOLOGY

This study is aimed to examine the influence of training on business success in Nigeria. A sample of 310 SMEs irrespective of its nature was drawn through Krejcie and Morgan 1970 table of determination of sample size, in the population of 1530 registered SMEs in Kano State, Nigeria. A structured questionnaire was used to gather the study data, with a rating scale from 1-10. A total of 310 questionnaires were distributed to SMEs in Kano State, Nigeria. Out of the questionnaires distributed only 299 respondents respond to this study. The questionnaire was group into three parts. Part one comprises of the demographic profile of the respondents. Part two includes items on business success. Part three consists of items on training. Structural Equation Modeling (SEM) were used to test the hypothesis under study through AMOS Software. Pilot study was conducted known as Exploratory Factor Analysis (EFA) with 120 respondents in the study area to affirm the consistency of all the items in the questionnaire, and also to determine the component of each construct of the study. Confirmatory Factor Analysis (CFA) was used in order to ascertain the validity of the measurement model before the commencement of SEM. The recommended factor

loading value of both EFA and CFA is 0.60 and above [43].

RELIABILITY AND VALIDITY

Reliability and validity were used in this study through unidimensionality, internal reliability and validity to ascertain or evaluate the fitness of the measurement models [44]. [43] stressed that unidimensionality is achieved when the measuring items have acceptable factor loading for the respective latent construct and the recommended factor loading value for both EFA, and CFA latent construct is 0.60 and above. The internal reliability is achieved in this study when the Cronbach’s Alpha of each construct that comprises of business success, and training are 0.70 and above which indicates that the items used for

measurement were technically free from error [44]. [43] validity is access through convergent validity, discriminant validity, and construct validity. Convergent validity is achieved when all items in the measurement model are statistically significant. The convergent validity is verified by computing the composite reliability (CR) and average variance extracted (AVE) for each construct. The recommended value of the CR and AVE are 0.60 and 0.50 above [43]. Discriminant validity is achieved when the measurement model is free from redundant items. Construct validity is achieved when the fitness indexes for a construct achieve the regard level. The fitness indexes indicate how fit is the items in measuring their respective latent construct. The fitness index for acceptance value is presented in the table below.

Table-1: Index Category and the Level of Acceptance for Every Index

Name of Category	Name of Index	Level of Acceptance	Comments
Absolute Fit	Chisq	P > 0.05	Sensitive to sample size > 200
	RMSEA	RMSEA < 0.08	Range 0.05 to 0.1 is acceptance
	GFI	GFI > 0.90	GFI = .95 is a good fit
Incremental Fit	AGFI	AGFI > 0.90	AGFI = 0.95 is a good fit
	CFI	CFI > 0.90	CFI = 0.95 is a good fit
	TLI	TLI > 0.90	TLI = 0.95 is a good fit
	NFI	NFI > 0.90	NFI = 0.95 is a good fit
Parsimonious Fit	Chisq/df	Chi square/df < 5.0	The value should be less than 5.0.

Zainudin (2014)[43].

Note:

RMSEA: Root Mean Square of Error, GFI: Goodness of Fit Index, AGFI: Adjusted Goodness of Fit. CFI: Comparative Fit Index, TLI: Tucker-Lewis Index, NFI: Normal Fit Index, Chisq/df: Chi Square/Degree of Freedom.

RESULTS AND DISCUSSION

Table-2: Exploratory Factor Analysis

Construct	Items	Factor Loading	Dimensions Matrix	Cronbach’s Alpha	Number of items	Internal Reliability
Training	TR1	.902	1	0.955	8	Excellent
	TR2	.717				
	TR3	.847				
	TR4	.944				
	TR5	.865				
	TR6	.945				
	TR7	.875				
	TR8	.932				
Business Success	BS1	.806	1	0.931	6	Excellent
	BS2	.866				
	BS3	.854				
	BS4	.855				
	BS5	.899				
	BS6	.901				

Table 2 shows that the training as a construct with eight items with achieved factor loading range from 0.717 to 0.945. The items are group into single

dimension with a Cronbach’s Alpha of 0.955 indicates an excellent reliability. The factor loading on business success with a factor loading range from 0.806 to 0.901

are group into a single dimension with six items indicating an excellent internal reliability. The two construct factor loading of the items and Cronbach's Alpha are all above the recommended cut-off point of

0.60 and 0.70. This clearly shows that all measurement items in the pilot study are 100% suitable for further analysis.

Table-3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		Training	0.918
		Business Success	0.862
Bartlett's Test of Sphericity	Training	Approx. Chi-Square	1150.703
		Df	28
		Significance	0.000
	Business Success	Approx. Chi-Square	638.937
		Df	15
		Significance	0.000

The KMO and Bartlett's Test in Table 3 shows that the Kaiser-Meyer-Olkin of training and business success are 0.918 and 0.862, indicating that above 90% and 80% of the two constructs of the variance in the measured variable are common variance. The Bartlett's Test of Sphericity value of the data indicate statistical significant on the two constructs (Chi-Square with degree of freedom 28 = 1150.703, P = 0.000, 15 = 638937, P = 0.000). This Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity value shows that the data on training and business success are suitable and reliable for further analysis.

MEASUREMENT MODEL

The measurement model shows how fit the model of this study his, it involves the factor loading of each item with the R² and fitness indexes that shows if you have achieved your model or not are shown in Figure 2.

Table 4 indicates that the two construct that comprises of both training and business success in

Figure 2 which are presented in Table 4 indicates the items and factor loading are all above the cut-off point of 0.60 except TR2 with a value of 0.48 showing a low R² value which need to be deleted before proceeding to the next analysis.

Table 5 shows that RMSEA = 0.91, GFI = 0.887, AGFI = 0.843, CFI = 0.922, TLI = 0.906, NFI = 0.894, and Chisq/df = 3.467. The values shows that RMSEA, GFI, AGFI, NFI and Chisq/df, of the fitness indexes for the pool construct do not achieve the recommended value of acceptance; except the CFI, TLI, despite some, are achieved the proposed model does not fit the data. In general, the result of the measurement model did not show a solid evidence of unidimensionality, validity, and reliability. For the purpose of this study latent constructs that make the measurement model not to achieve its fitness indexes despite the entire factors loading are above 0.60 will be correlated or deleted in order to avoid redundant items. New purification model is presented in Figure 3.

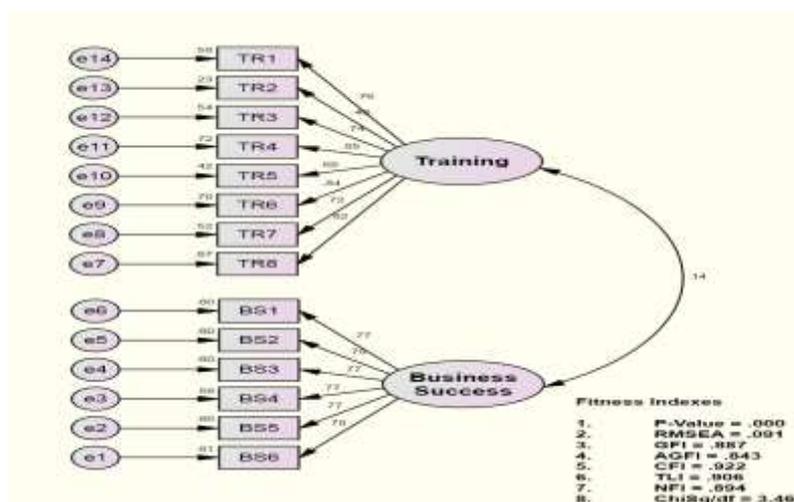


Fig-2: Factor Loading of Items on Each Construct of the Study Measurement Model

Table-4: The Items Description

Construct	Items Label	Factor loading	R ²
Training	TR1	0.76	0.58
	TR2	0.48	0.23
	TR3	0.74	0.54
	TR4	0.85	0.72
	TR5	0.65	0.42
	TR6	0.84	0.70
	TR7	0.72	0.52
	TR8	0.82	0.67
Business Success	BS1	0.77	0.60
	BS2	0.78	0.60
	BS3	0.77	0.60
	BS4	0.77	0.60
	BS5	0.77	0.60
	BS6	0.78	0.61

Table-5: Fitness Indexes for the Measurement Model

Name of Category	Name of Index	Index Value	Comments
Absolute Fit	RMSEA	0.91	The Required Level is not Achieved
	GFI	0.887	The Required Level is not Achieved
Incremental Fit	AGFI	0.843	The Required Level is not Achieved
	CFI	0.922	The Required level is achieved
	TLI	0.906	The Required Level is Achieved
	NFI	0.894	The Required Level is not Achieved
Parsimonious Fit	Chisq/df	3.467	The Required level is not Achieved

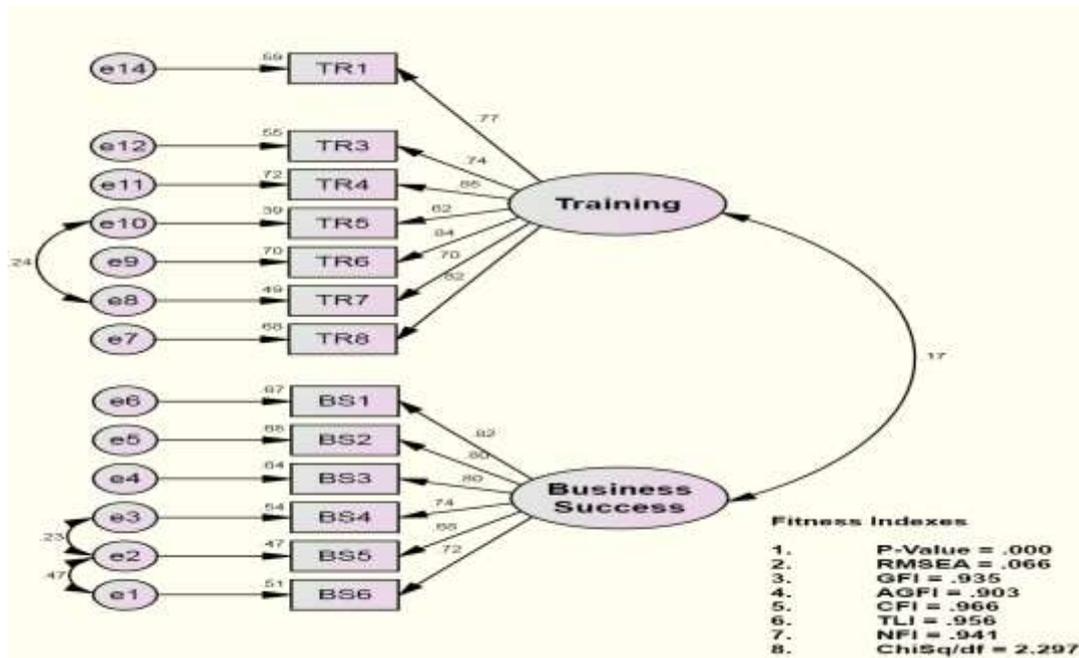


Fig- 3: Factor Loading of Items after Purification (Measurement Model)

The new measurement model in Table 6 shows that the RMSEA = 0.66, GFI = 0.935, AGFI = 0.903, CFI = 0.966, TLI = 0.956, NFI = .941, and Chisq/df = 2.297. The measurement model signifies a satisfactory fit to the data and the result of all the fit indexes was good. The measurement model shows solid evidence of unidimensionality, validity, and reliability. With this, the measurement model is good for further analysis.

Table 7 shows that the model has adequate measurement properties base on Factor Loading of the latent construct of each construct, Composite Reliability, and Average Variance Extracted of the constructs are achieved, there are above the recommended value as shown in Table 7. Therefore, the model is fit for further analysis.

Structural Equation Modeling

The square multiple correlations in Table 8 indicate that the predictors of business success explain 29 percent of its variance. In other words, the error variance of business success is approximately 71 percent of the variance of business success. Table 8 also shows that the influence of training on business success was 17 percent while 83 percent does not influence business success.

The regression weight indicates the estimate of the beta coefficient that measure the effects of the exogenous construct on the endogenous constructs.

The hypothesis of the study was spelled out as: there is a significant influence of training on business success. The result in Table 9 shows that the level of significant for Regression Weight indicates that the probability of getting a critical ratio as large as 2.649 in absolute value is .008. In other words, the regression weight for training in the prediction of business success is significantly different from zero at the 0.01 level (two-tailed). And also Table 9 shows that the influence of training on business success is positive (0.197) and statistically significant ($P < 0.05$). Therefore, the beta coefficient for the effect of training on business success was 0.197, which means that for each unit increase in training, business success increases by 0.197. Therefore, the hypothesis was supported. This study is in line with the studies of [36, 37, 28, 30, 35, 31, & 38]. This study suggests that there is need for business entrepreneurs to invest in training where them self and their workforce will acquire or gain knowledge, skills, experience and new technology that will be used in order to achieve high business success of their firms. And some studies are contrary to this study [39, 40, & 26]. This shows that training is not the factor that influences business success of SMEs in Kano State, Nigeria.

Table 6: Fitness Indexes for New Measurement Model

Name of Category	Name of Index	Index Value	Comments
Absolute Fit	RMSEA	0.66	The Required Level is Achieved
	GFI	0.935	The Required Level is Achieved
Incremental Fit	AGFI	0.903	The Required Level is Achieved
	CFI	0.966	The Required Level is Achieved
	TLI	0.956	The Required Level is Achieved
	NFI	0.941	The Required Level is Achieved
Parsimonious Fit	Chisq/df	2.297	The Required Level is Achieved

Table 7: CFA Result for the Measurement Model for each Construct (After Modification)

Constructs	Items	Factor Loading	C.R. (Above .60)	AVE (Above .50)
Training	TR1	0.83	0.895	0.796
	TR3	0.89		
	TR4	0.94		
	TR5	0.88		
	TR6	0.91		
	TR7	0.91		
	TR8	0.88		
	Business Success	BS1		
BS2		0.92		
BS3		0.91		
BS4		0.91		
BS5		0.83		
BS6		0.83		

Table-8: Square Multiple Correlations (R²) (Standardized Regression Weight)

Variable			Estimate (R ²)
Business Success			0.029
Standardized Regression Weights of the influence of training on Business Success			
Business Success	<---	Training	0.170

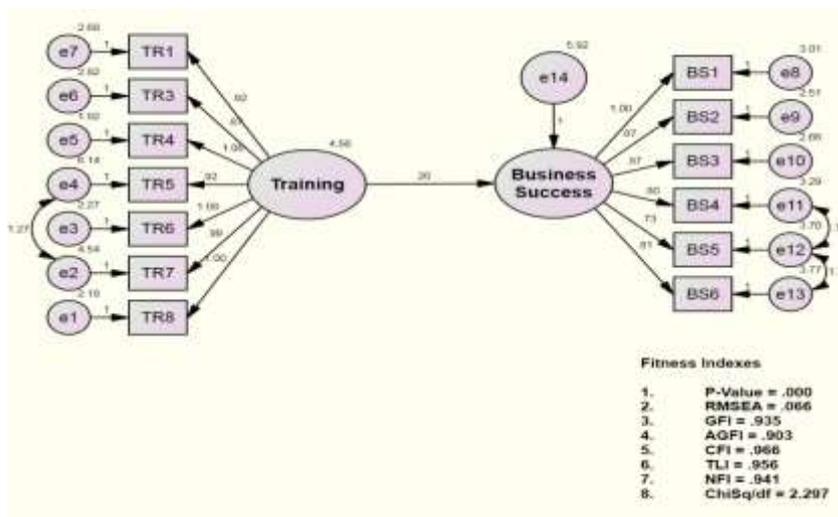


Fig-4: Regression Path Coefficient for the Model

Table-9 Regression Weight for Path Estimate and it's Significant

Hypothesized Path			Beta Coefficient	C. R.	P – Value	Result
Business Success	<---	Training	0.197	2.649	0.008	Significant

Note: *P<0.05, **P<0.01, ***P<0.001

CONCLUSION AND RECOMMENDATION

The objective of this paper is to examine the influence of training on business success: case of registered small and medium scale enterprises in Kano State, Nigeria. The finding of this study indicates that there is a significant influence of training on business success. This study signifies the benefit of training on business success that helps SMEs to cope with the latest management concepts, accounting systems, production techniques and information technology. In addition to training, other factors such as relevant education and experience are recognized as requirement to cope with work and environmental change. Training in the past seemed to be ignored and it is not regarded as an activity that help SMEs to achieve value and actively deal with competitors and environmental challenges, this view has changed over time. It is found that enterprises that engage them self in training achieve efficient result than those enterprises that do not engage them self in training with that there cannot beat their competitors. This study urge business entrepreneurs to

engage them self and that of their employees in training and also to develop what is called research and development (R&D) department in their enterprises so that it can oversee the training of management and workforce that will definitely had value to their business success.

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