

Research Article

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The Effect of Strategic Planning and Business Performance of Micro-Small and Medium Enterprises in Kaduna State of Nigeria

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ABSTRACT

The overarching objective of this study is to measure the effect of strategic planning on performance of Micro-Small and medium enterprises in Kaduna state as focal point. In recent times, entrepreneurial competencies and strategic planning dimension's role has been acknowledge as prime and imperative factors and tools for MSMEs performance. In spite of this imperative factors there are insufficient research evidence on the roles, values and produce of strategic planning for MSMEs. Past studies has also shown that many researchers use one dimensional measure of strategic planning, which is not in line with the multi-dimensional nature of strategic planning. This present study therefore intends to close this gap. This study aims to identify the entrepreneurship competency and strategic dimensions that an entrepreneur needs to acquire to operate his/her business successfully particularly the owners of the enterprises. The study used both survey and descriptive research designed and questionnaire was distributed to MSMEs in Kaduna Metropolis. The study population for this study was 480 owners of MSMEs in Kaduna metropolis. The sample size was derived using taro Yamane and the sample was arrived at 234. however, 185 questionnaires was retrieved with only 133 were properly filled which was used as a base for the purpose of data presentation and analysis. The research model was interrogated using SPSS-21 version and results revealed that there is a significant positive relationship between strategic planning dimensions and entrepreneurial competencies on the performance of MSMEs. Both strategic planning dimensions and entrepreneurial competencies has positive relationship with performance of operators/owners of MSMEs in Kaduna Metropolis. In general, this finding supported the view that competency can override predisposition of individual entrepreneur. The study recommended that every MSMEs owners should engage in strategic planning process so as build the needed entrepreneur's competency and create a synergy between the markets and the business activities for high performance.

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Background of the Study: Small business growth is a complex and multidimensional in scope and character. It includes the convergence of ambition owner/manager, competence, internal organizational factors, the resources and infrastructure, external relations and networking. Factors influence the structure of MSMEs are important to know because it is the low level of business success. MSMEs have important contribution to create new jobs, trade, and country's Gross Domestic Product (GDP). Until the early 1960s, many economists viewed the continued existence of small-scale industries in less developed countries as justified by scarcity of capital and administrative experience [1]. It was often argued that with economic growth, modern forms would in one sector after another; supersede the small, traditional type of entrepreneur as large-scale production. In order to ensure an orderly transition, small industries were seen to deserve support but mainly in sectors where modern methods could not be immediately applied.

By mid-1960s a new programmer for development of micro, small and medium size enterprises (SME) began to spring up this according to were due to a number of factors among which

include, first, there was growing concerned over low employment elasticity of modern, large-scale production [2]. Second, there was widespread recognition that the benefits of economic growth were not being fairly distributed and that the use of large-scale, capital-intensive techniques was partly to blame. Third, empirical diagnosis showed that the causes of poverty were not confirmed to unemployment and that most of the poor were employed in a large variety of small-scale, low productivity activities.

This suggested a new role for small industries or what has come to be labeled "the urban informal sector". Small, labor-intensive industries were seen not only to increase employment but also to increase the living standards of the poor.

In pursue of the above position the relevance of entrepreneurship to economic development has been highlighted by many researchers indeed, empirical research supports positive links between entrepreneurial activity, SMEs development and economic development out comes [3,5]. Policy marker also believe that increase levels of entrepreneurship can be reach through education and it is now well recognized that education and training opportunities particularly in the area of strategic management would play a key role in cultivating future entrepreneurs to grow their business to greater levels of success [6,7]. The training of

entrepreneurship is aimed at developing entrepreneurial capacities and mindsets that benefit economies by fostering creativity, innovation and self-employment. Also, development and growth require shifts from low to high productivity, the creation and adoption of new goods and services, new skills and new knowledge. These shifts are made possible by entrepreneurs who are architects of “capacity creation” for productivity and sustainable growth.

Again, creation of successful new venture locally also helps to generate indigenous growth and reduce the reliance on the mercurial character of foreign direct investment. For the purpose of this study, SMEs were determined by number of employees. An SME was considered to have $11 < 100 < 250$ employees.

The development and profitable performance of new and existing SMEs is a sign of health and fruitful entrepreneurial activities of any given society (Lee, 2001). Moreover, this health entrepreneurial activity depends on a more long-term strategic management approach of the entrepreneurs [8].

Strategic management orientation focuses on integrating management, marketing, finance, accounting, production/operation, research & development, information systems to achieve business success and increase business performance.

The term strategic management is used in the research synonymously with the term strategic planning. The latter term is more often used in business world, where as the former is often used in academic. Strategic planning is referred to strategy formulation only and the purpose of strategic planning is to exploit and create new and different opportunities for tomorrow.

Explained that the challenge of gaining and maintaining business growth is equally important for small firms and large firms. However, the opportunities and barriers faced by these firms varied regarding their size, industry and competencies required from the owner or operators [9].

In recent years, entrepreneurial competences and strategic planning roles have been acknowledged as a prime factor imperative and tool for good business performance. Many researchers have found differences between entrepreneurial and managerial orientations but are the two really different from each other? The role, which they perform, can be seen as different, but the interesting aspect, which connects the two to each other, is their competencies. Entrepreneurs and management orientation do indeed need some of the same competencies and not surprisingly then, the combination of the managerial orientation and entrepreneurial qualities, the best of the two worlds, is said to lead to the long-term success of the business [10]. This means that entrepreneur's need managerial competencies in terms of strategic planning to run their businesses. What if one could find out what are the managerial competencies on entrepreneurial need in order to reach their goals and be successful? It would surely mean that many could benefit from knowing what competencies they need to have and require. This research intends to accomplish this goal. The reason for this is that if the current and future entrepreneurs have the competencies which will bring them success and promotions, they can rise the ranks much faster than they ever could have dreamed off. This research will therefore be arguably of great use for anyone who wants to become an entrepreneur and perform diligently.

Statement of the Study: Micro, small and medium scale enterprises contribute colossal percentage to Gross Domestic Product (GDP) in ensuring growth, employment & income

stability of a country. SMEs are labour intensive and likely to succeed in smaller urban centers. The sector has the potential to contribute toward reducing poverty among both rural and urban cities in most developing countries like Nigeria and others in the sub-Saharan Africa. [11]. SMEs also improved the efficiency of domestic markets and make productive use of scarce resources, thus facilitating long-term economic growth. SMEs also seem to have advantages over their large-scale competitors in that they are able to adapt more easily to market conditions, given their broadly skill technologies. They are able to withstand adverse economic conditions because of their flexible nature. All of these roles are achieved with the entrepreneurs as architects of SMEs.

Despite the increased volume of applied and academic work promoting effective transfer of managerial skills for entrepreneurship and financial inclusion, the lack of conclusive insights and the relatively weak positive evidence on business trainings and measures to increase access to financial services has led policy-makers and practitioners to experiment with different types of pro-entrepreneurship training programmes and interventions. Although the number of programmes offering different types of entrepreneurial support has increased over the decade, as have resources dedicated to studying them, the lack of knowledge sharing and learning across practitioners, academics, and development agencies has been a limiting factor for better programmes and policies, particularly those that have the potential to span across countries, regions as well as academic disciplines. With a large number of programmes being implemented to promote entrepreneurship and financial inclusion, it is of great interest from development policy perspective to evaluate whether these programmes are achieving their intended outcomes.

In addition, there is also lack of focus in the managerial literature on the moderating role of formal competency dimensions on the side of entrepreneur and SMEs performance.

In line with the suggested positions above, this study intends to close these gaps by critically examine the impact of multiple strategic dimensions on entrepreneurs' competencies. This is in support of the position of Man, in their study on the entrepreneurs' characteristics which concluded that “the underlying quality of the most valuable worker lies in their competencies”. Their concept focuses on the entrepreneur's role in determining business performance by use of multi-dimensional nature of strategic planning.

Research Questions: The following research questions that will guide this study.

- What is the relationship between strategic planning, entrepreneurship competency and business performance of entrepreneurs in Kaduna metropolis?
- What are the various strategic planning dimensions that foster entrepreneurship competence and business performance in Kaduna metropolis?
- What are the various entrepreneurship competences needed by an entrepreneur to promote positive business performance in Kaduna metropolis?
- What are the various entrepreneurship competencies that mediate between strategic planning dimensions and business performance?

Objectives of the Study: The general objective of the research is to identify the strategic entrepreneurship competencies an entrepreneur's need to acquire to operate his/her business and sustain the vibrancy requires in Kaduna metropolis MSMEs so that

they can play the expected vital role as the bulwark of employment generation.

Specific Objectives: In order to achieve the overall objectives of the research the study will attempt the following:

- To find out the relationship between strategic planning and business performance of entrepreneurs.
- To identify the various strategic planning dimensions that fosters entrepreneurship competency and business performance in Kaduna metropolis.
- To identify various entrepreneurial competencies needed by an entrepreneur to promote positive business performance in Kaduna metropolis.
- To examine the mediating role of entrepreneurial competency on the relationship between strategic planning and business performance in Kaduna metropolis.

Scope of the Study: The focus of the thesis is to investigate the role of entrepreneur's in determine SMEs performance and the mediating role of entrepreneurial competency needed by which entrepreneur in their work. Therefore the emphasis is strongly & solely on the individual entrepreneur, manager & employee. This study will also focus on MSME's operating within Unguwan Rimi, Kawo, Kakuri, Tudun Wada, and Sabo all in Kaduna metropolis. The study will select SMEs from the following groups to represent the whole sector. These includes soap making; dress-making (tailoring)' catering services; dye; carpentry; shoe making, table water factory; bakery; poultry; animal feeds; yoghurt and paint production. The study will focus on SME's established within the metropolis between 2007 to 2017.

Significance of Study: This study contributes to the existing body of knowledge theoretically, methodologically and practically. From the theoretical perspective, the findings of offer empirical evidence on the mediating role of entrepreneurial competency on the strategic planning & business performance, thus enriching the existing literatures.

Several studies have been carried out to investigate various predictors of business performance of SMEs [12,19].

Although extant empirical studies have investigated various predictor factors, yet, most of these studies centered on such variable's entrepreneurial characteristics, strategic planning dimensions. This implies that other variables and mediating factors have been given less attention. Hence, this study fills the gap by incorporating mediating variables as entrepreneurs' performance entrepreneurial competency & business performance. Furthermore, the present study also contributes to the existing body of knowledge by offering empirical support on the role of entrepreneurial competency in mitigating business performance. By incorporating entrepreneurial competency as a mediator on the relationship between strategic planning and business performance, this study will help owners & manager of MSMEs universities in identifying skills & competences staff that are more likely to foster business performance through strategic planning.

The mediating effect of entrepreneurial competency efficacy on the relationship between strategic planning & business performance could be explained from four theoretical perspectives. These theoretical perspectives include capacity base viewed theory the relational view strategy theory resource base view theory & self-efficiency theory. Organizational control theory suggests that a firm can gain competitive advantage from its ability to apply its capabilities to perform important activities within the business

[20]. Relational view of strategy theory and suggests that inter-firm linkages may be a source of relational rent & competitive advantage. Thus, joint idiosyncratic contributes of alliance partners can create supernormal profit [21]. That organization possess particular features that when manage will have the potential & values to generate supervisor business performance. The self-efficiency theory suggest that informal, micro-entrepreneur levels of self-efficiency would have a positive impact on micro-enterprise performance.

Firstly, from capacity base view learning perspective, this study has confirmed the positive and significant relationships between entrepreneur competency & business performance. Therefore, the current findings validated and extended capacity base view by demonstrating that business performance is determined by perception regarding the kind of competencies is most important to have in entrepreneurship development. That is entrepreneur engage their strategic planning base on skills or competencies then acquired secondly, the present study validates relational view strategy theory by portraying the buffering role of network strategy in the relationship between competency, business performance, workgroup norms and broad categories of workplace deviance as previous studies have mainly focused on investigating the direct linkage between organizational formal control and workplace deviance as well as the direct relationship between perceived group norms and deviant behavior at work.

Conceptual Considerations and Definitions

The Concept of Strategic Planning: Management is vital for large organizations' success, but what about small organizations. From their inception, all organizations have a strategy, even if the strategy plan evolves from day-to-day operations. Even if conducted informally or by a single owner/entrepreneur, the planning management process can significantly enhance small firms' growth and prosperity. Recent data clearly shows that over-increasing number of men and women in the Nigeria are starting their own businesses. This means that more individuals are becoming strategists.

The Concepts of Entrepreneurship: The bedrock of any Nation's industrialization is entrepreneurial activities. Entrepreneurship is the creation of new enterprise. Entrepreneurship is the willingness and ability of an individual to seek out investment opportunities in an environment and be able to establish and run an enterprise successfully, based on the identifiable opportunities [22].

Entrepreneurship Competency: Competencies as a term have been widely reviewed in the literature. Competencies are delivered as "the sum of experiences, and knowledge skills, values and attitudes an individual, groups have acquired during a lifetime". Another author sees competencies as an "attributes of an individual that are necessary for effective performance in a job or life role", with their attributes including "general or specialized knowledge, physical and intellectual abilities, personality traits, motives and self-images".

Types of Entrepreneurial Competency

Strategy Competency: Develop vision and strategy, plan ahead, set goals and standards, sell ideas are all elements of strategy competency. Using the measurement of entrepreneurial competence covering: strategic, conceptual, opportunity, relationship, learning, personal, ethical, familism. Strategic Monitor progress toward strategic goals, prioritize work in alignment with business goals, identify long term issues, problems or opportunities, align current actions with strategic goals, evaluate results against strategic goals,

redesign business to better meet long-term objectives, determine strategic actions by weighing costs and benefits.

Commitment: Demonstrate strong motivation to compete, drive to see venture through to fruition, capacity to make an impact, drive and dedication

Conceptual Competency: Demonstrate the possession of cognitive ability and decision-making skill, ability to weigh risks, think analytically, be innovative, and be creative, show reasoning, capacity to reduce risks. Explore new ideas, take reasonable job-related risks, treat new problems as opportunities, monitor progress toward objectives in risky actions, and understand the broader business implications of ideas, issues and observations.

Opportunity Competency: Ability to recognize opportunity, ability to capture opportunity, ability to identify customers need and the customer wants. Perceive unmet consumer needs, seize high quality business opportunities, actively look for products or services that provide real benefit to customers, identify goods or services that the customer wants.

Relationship Competency: Possess and use good interpersonal and communication skills, ability to influence others and gain support.

Organizing Competency: Ability to direct, lead, delegate, motivate, plan and schedule work, develop program, prepare budget. Negotiate with others, maintain a personal network of work contacts, interact effectively with others, develop long-term trusting relationships with others, and promote teamwork.

Personal Competency: Recognize and work on own shortcomings, maintain a high level of energy, respond to constructive criticism, prioritize tasks to manage time, manage own career development, motivate myself to function at an optimum level of performance, identify strengths and weaknesses and match them with opportunities and threats.

Familism/Networking: Cooperate with and help others in business (especially close associates), identify and seek help from employees that can be trusted, get support and advice from family and close associates, share knowledge and resources with others (especially close associates)

The Concept of Micro, Small and Medium Scale Enterprises
Definitions of micro, small and medium enterprises (SME's) vary from country to country, depending on one or more of thresholds card down in respect of investment, employment, turnover (Adjei, 2012). The issue of what constitutes a small or micro enterprises is a major concern in the literature. Different writers have usually given different definitions to this category of business MSME's have indeed not been spared with the definition problem that is usually associated with concepts which have many components. The definition of firm by size varies among researchers as well as writers.

Definition of SME'S in Nigeria Context: In Nigeria, there is no clear-cut definition that distinguishes a purely small-scale enterprise from a medium-scale enterprise. This is because classification of businesses into large-scale or small scale is a subjective and qualitative judgment. The federal and state ministries of industry and commerce have adopted the criterion of value of installed fixed capital to determine what a SME's is, in this respect, the value has varied from N60,000 in 1972, N159, 000 in 1975, N250,000 in

1979, N500,000 in 1976, to a fixed investment of not more than N2,000,000 (two million naira) in 1992.

Concept of Business Performance: Business performance in this research is the perception of the owners or managers about business performance compared to the goals want to achieve. Business performance measures adopted of Laitinen & Chong (2006).

Historical Development and Orientation of Micro & Medium Small-Scale enterprise in Nigeria

Prior to Nigerian Independence, the business climate was almost totally dominated by the Colonial and other European Multinational companies like United African Company (UAR), GB Olivant, Unilever Plc, Patterson Zechonics, Leventis, etc. These companies primarily engaged in bringing into Nigeria finished goods from their parent companies overseas. These companies have vast business experience and strong capital base, and dominated the Nigerian economy.

However, few Nigerians mostly the Semi-illiterates benefited from the generous government attitude of this time. The educated Nigerians then were not interested in entrepreneurship mainly because their focus was on the positions being vacated by the expatriate staffs, who were leaving the civil service to return home because of the imminent independence in 1960. even then, Nigerians considered the civil service to be more prestigious than business despite the creation of the colony development loans board, by the colonial administration.

A major/remarkable breakthrough in small scale business came about through the indigenization Decree 1972 and later in Nigeria Enterprises Promotion Act 1977.

The federal and state governments have both contribute to the growth of small-scale industries in Nigeria especially in the rural areas. Of recent time, various fiscal and non-fiscal incentives have been established for investors and entrepreneurs in the small-scale sectors of the economy. Of special mentioning was the strategy adopt by the federal government towards the training and motivation of the unemployed graduates, to be gainfully employed in out of school entrepreneurship development programs. Thus on the presentation of viable feasible projects, approved loans are disbursed through pre-selected commercial banks assisted by the National Directorate of Employment.

Birth of Strategic Management: Strategic management as a discipline originated in the 1950s and 60s. although there were numerous early contributors to the literature, the three most influential pioneers were Alfred Chandler, Igor Ansoff, and Peter Drucker.

According to Drucker (1980), the procedure of setting objectives and monitoring your progress towards them should permeate the entire organization, top to bottom. His other seminal contribution was in predicting the importance of what today we would call intellectual capital. He predicted the rise of what he called the "knowledge worker" and explained the consequences of this for management. He said that knowledge work is nonhierarchical. Work would be carried out in teams with the person most knowledgeable in the tasks at hand being the temporary leader.

Link between Strategic Planning and Business Performance: Strategic planning applies a system approach by cooking at an enterprise as a system composed of subsystems. It permits

entrepreneurs/managers to cook at the enterprise as a whole and the interrelationships at parts, rather than deal with each separate part alone without reference to others. Therefore, it provides a framework for improved coordination and control of an organization's activities. Strategic planning provides a basin for other management functions, observes that strategic planning is inextricably interwoven into entire fabric of management [23]. It provides a framework for decision-making throughout the organization and forces the setting of objectives; which provides a basis for measuring performance.

The Importance of Strategic Planning to SME's: In the SME's sector, the role of management is always derived from the size of the organization and the role of the owner. In large enterprises responsibility for strategic management take place in the top management level as team or cabinet, but in small businesses the primarily strategic manager role takes usually the owner.

Reasons many MSMEs don't do Strategic Planning: The reason why some SME's do strategic planning while others do not is generally not well understood. Many decision-makers in SMEs are convinced that real entrepreneurs do not plan [24]. Instead, it is assured that they use their limited time resources more effectively for operational or sales activities. Additionally, formal planning is often regardless as limited to large enterprises and thus not transferable to the requirements of the fast moving and flexible-structure SMEs.

Strategic Thinking Vs. Strategic Planning: While planning is an embedded function of overall decision-making in the organization, strategic thinking requires greater synthesis of creative and innovative plays when forming a vision that is different than the one currently being lived. Activities that spark strategic thinking are open ended, free-formed with focus on emerging propositions, different perspectives and suspended convergence, suggest that strategic thinking complements strategic planning and strategic management, but allows for more rapid and creative response to change because strategic planning is based on rational, linear thinking used to facilitate progress only within an accepted strategic position [25].

Entrepreneurial Skills and Competencies: From the very first beginnings of entrepreneurial activity, the skills that are needed are clearly defined and developed early in their careers. Normally, 'skills as a term has been used in such a general manner, encompassing almost all predisposition characteristics, that the word has even started to lose its meaning, while at the same time it has often been substituted by competencies in the literature. They also argue that skills and competencies differ in certain ways. While arguing on this, skills are considered as that abilities to engage in an overt behavioral tendencies and competencies are considered as the abilities to engage in cognitive activities; skills are usually important when dealing with routine tasks, procedures and are also used in handling stable aspects of the environments while competencies are required when dealing with non-routine tasks, unable and complex environment. They further, positioned that skills are statics or tasks-specific, competencies are flexible and transferable to a greater number of situations and tasks, also a generic in nature.

Strategic Triangle & Entrepreneurship Ventures: Strategic planning behavior within small firms seems to be influenced by both the characteristics of the owner-manager (e.g. prior managerial experience, education levels), and the context in which this individual is found (e.g. period or growth, industry

type) [26]. The effectiveness of such formal strategic planning behavior appears to be dependent on the level of analysis employed In-depth analysis and longer-term forecasting have been found to be associated, with higher performing managers [27]. Also of importance is likely to be the owner-manager's level of strategic awareness and capacity to establish clear strategic directions [28].

Competitive Strategy & MSME's Growth: If an enterprise gains any competitive advantage, the business will perform well, it will also survive. If that competitiveness is significant, the enterprise will strive. Argues that enterprise can choose between three general strategy types to build competitiveness; a differentiation strategy, a low-cost strategy, and the third approach, which is frequently used by entrepreneurs is focus, or a niche strategy [29].

Under Pinning Theories Used to Explain the above Research Framework are: The Dynamic Capability-Based View Theory; The Relational View Strategy Theory; The Resource-Based View (RBV) theory; Self-Efficacy Theory; Frank Knight's Risk Bearing Theory; Alfred Marshall's Theory of Entrepreneurship; Max Weber's Sociological Theory; Joseph Schumpeter's Innovation Theory; Israel Kirzner's Theory of Entrepreneurship; Leibenstein's Theory of Entrepreneurship; Peter Drucker's Theory of Entrepreneurship.

Research Methodology

Research Design: This study will use a descriptive survey research design. This research design is employed for this study because it is economical and efficient. The research design enabled the researcher collect large amount of information efficiently and economically using questionnaires. This method has been recommended by Babbie (2002) who observed that descriptive survey method is useful when a researcher wants to collect data on procurement that cannot be observed directly. Its advantage is that, it allows the collection of large amount of data from a sizeable population in a highly effective, easily and in an economical way, often using questionnaires. According to Mugenda and Mugenda (2003), descriptive studies determine and report things the way they are (i.e. a point in time report). According to Chandran (2004), a descriptive survey design is concerned with factoring facts or to obtain pertinent and precise information concerning the status of phenomenon and whatever possible to draw possible conclusions from the facts discovered. Other research studies that have used this design include Stewart (2003); Julian (2013); [30].

Area of Study: Kaduna metropolis was made up of two parts; the north and the south. The north area was separated from the south by river Kaduna and a 450meters wide open space, which in 1964 became the site of the Ahmadu Bello Stadium. Today, the north retains its administrative function, educational, commercial and military institutions. The southern part of Kaduna metropolis was also referred to as "African city" is laid out in a grid iron pattern; it was inhabited by lower class industrial workers. All the major main industries are located in the southern part. The population of Kaduna metropolis has shown a steady increase since 1919. The city rose from only 3,000 in 1919 to 10,653 in 1931, 44,540 in 1952, 150,000 in 1963 and 800,000 by 1990. The 1991 population census figures for Kaduna were 1,076,283 and consisted of Kaduna North, Kaduna South and part of Igabi and Chikun Local Government Areas (FGN 2009a). The most recent population census in 2006 figures for Kaduna Metropolis was 1,570,331 (FGN 2009b) with a population density of about 130 person per square km.

Research Population: Population of the study refers to the collection of clearly defined elements (e.g., people, places, objects and cases) about which a researcher wishes to make some inferences [31]. The present research work focuses on strategic planning dimensions, entrepreneurial competency and business performance of micro-small and medium scale enterprises in Kaduna metropolis of Kaduna state, Nigeria.

The Kaduna metropolis has a population of about 1,570,331 (FGN census of 2006). Given the wide spread of the SME's, the researcher will adopt all the active MSMS registered with the following bodies as the study population and absolute careful effort was made in the selection of the population to remove duplication of membership.

- National Association of Micro and Small-Scale Enterprises (NAMSSE) Kaduna branch with nominal membership strength of two thousand eight hundred and fifty (2850) but with only seven hundred & fifty (750) active members, have business account and certificate of registration with corporate affair commission.
- Kaduna Chamber of Commerce & Industry (KCCI) with Two Hundred and Seventy (270) membership strength, all the enterprises are active members, have business account and operational.
- Five hundred and eighty (580) are of both managers and staff who are employed to manage the business enterprises by the enterprise's owners.

The research population for this study is therefore one thousand and six hundred (1600) MSMEs in Kaduna metropolis area.

Sample Size and Power Analysis: In a survey research, determining an appropriate sample size is essential [33]. An appropriate sample size is needed in order to minimize the total cost of sampling error. To minimize the total cost of sampling error, the power of a statistical test has to be taken into consideration. The power of a statistical test is defined as the probability that null hypothesis (which predicts no significant relationship between variables) will be rejected when it is in fact false [33-35]. Researchers have generally agreed that the larger the sample size, the greater the power of a statistical test. Power analysis is a statistical procedure for determining an appropriate sample size for a research study [36,37]. Hence, to determine the minimum

sample for this study, an *a priori* power analysis was conducted using G*Power 3.1 software. Using the following parameters: Power (1- β err prob; 0.95), an alpha significance level (α errprob; 0.05), medium effect size f^2 (0.15) and 11 main predictor variables (i.e., STP, PF, INV, PRO, SCI, MKT, CA, NET, RTS, LS and EC), a minimum sample of 129 would be required to test a regression-based models.

Sampling Technique: In this study, to ensure an equal distribution of group's member of MSME's in Kaduna metropolis, Kaduna State of Nigeria, a quota sampling technique was used to select 302 determined sample size. According to Sekaran and Bougie (2010) "Quota sampling can be considered as a form of proportionate stratified sampling, in which a predetermined proportion of people are sampled from different groups, but on a convenience basis" (p. 278). Quota sampling technique was used for at least three main reasons. Firstly, because sampling frame could not be access, quota sampling (i.e., a non-probability sampling technique) is considered appropriate for the present study despite the fact that findings cannot be generalized.

Secondly, given the large population of 1600 of MSMEs, owners/managers and employees, quota sampling technique ensures that sampling error is minimized. Thirdly, quota sampling technique ensures homogeneity within a group (i.e. owners/managers and employees) and heterogeneity across groups (i.e. groups under either NAMSMEs, KCCI, and managers/employees). Thirdly, quota sampling technique was also be used because of the resource constraints of the researchers in terms of time as well as unavailability of a practical sampling frame.

Adoption of quota sampling technique involves a series of steps. The first step is to define the population. The second step is to define the stratum. The final step is to determine the number of subjects in a sample by multiplying the total number of each element in the population by determined percentage.

Pilot Study: A pilot study was conducted to ascertain the reliability and validity of measures [38,39].

This is considered necessary because the original scales that have been adapted in the present study were developed mainly in United States. Table 1 presents the average variance extracted and composite reliability coefficients of the four latent constructs.

Table 1: Latent Variable Correlations

Variable	1	2	3	4	5	6	7	8	9	10	11	12
1. BP	.712											
2. CA	-.204	.762										
3. INV	.623	-.170	.729									
4. LS	.156	-.084	.140	.741								
5. MKF	.499	-.195	.240	.122	.749							
6. NET	.127	-.280	.099	.093	.128	.764						
7. OSC	.405	-.140	.363	.184	.366	.210	.739					
8. PF	.259	-.446	.197	.072	.211	.303	.266	.724				
9. PRO	.317	-.244	.243	.140	.304	.254	.509	.239	.742			
10. RTS	.499	-.076	.498	.065	.272	.167	.324	.146	.185	.758		
11. SCI	.241	-.483	.317	.121	.192	.154	.318	.316	.335	.143	.716	
12. STP	.104	-.113	.105	.123	.167	.207	.174	.160	.154	.150	.068	.717

Note: Diagonal elements (figures in bold) are the square root of the Average Variance Extracted (AVE) shared between the constructs and their measures. Off diagonal elements are the correlations among constructs.

In Table 1, the correlations among the latent constructs were compared with the square root of the average variances extracted (values in bold face). Table 1 shows that the square root of the average variances extracted were all greater than the correlations among latent constructs, suggesting adequate discriminate validity [40].

Data Analysis: The present study employed PLS path modeling Using Smart PLS 2.0 M3 software to test the theoretical model. The PLS path modeling is considered as the most suitable technique in this study for several reasons: First, even though PLS path modeling is similar to conventional regression technique, it has the advantage of estimating the relationships between constructs (structural model) and relationships between mediator and their corresponding latent constructs (measurement model) simultaneously. Secondly, as mentioned at the outset of this study, despite the extant research regarding the strategic planning & business performance of entrepreneurs, literatures indicate that the mediating effect of entrepreneurial competences on the influence of strategic planning of entrepreneurs has not yet been explored. Further, the goal of the present study is to predict the general objective of the research is to identify the strategic entrepreneurship competencies an entrepreneur's need to acquire to operate his/her business and sustain the vibrancy requires in Kaduna metropolis SMEs so that they can play the expected vital role as the bulwark of employment generation.

Several steps were followed in the data analysis. Firstly, the data collected was screen using SPSS to ensure that it is suitable for the PLS analysis. Secondly, to ascertained the measurement model, individual item reliabilities, internal consistency reliabilities, convergent validity and discriminant validity were calculated using Smart PLS 2.0 M3 software. Thirdly, after the analyses of the main PLS path model were run, a supplementary PLS-SEM analysis (i.e., mediator analysis) was conducted. Hence, following Henseler and Chin's (2010) as well as Henseler and Fassott's (2010) approaches to the analysis of mediating effects in PLS path models, a two-stage approach was used to test the mediating effect of entrepreneurial competency on the relationship between strategic planning & business performance. Finally, the step requires the ascertaining the strength of the mediating effects using Cohen's (1988) effect size formula (see Table 3.10).

Multipurpose regression models will be used for this study is indicated below.

$$B_p = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_{11} x_{11} + \pi \quad (1)$$

Where B_p = Business performance (dependent variable)

α = a constant

$\beta_1 \beta_2 \beta_3$ = beta coefficient for $x_1 x_2 x_3 \dots x_{11}$

$x_1 x_2 x_3 \dots x_{11}$ are strategic dimensions and are also independent variables that is explained the variance in B_p .

$$EC = \alpha + b_1 x_1 + b_2 x_2 + b_3 x_3 + \dots + b_{11} x_{11} + \pi \quad (2)$$

Where EC is the entrepreneur's competency of the dependent variable.

α, π are constants.

$b_1, b_2, b_3, \dots b_{11}$ are beta coefficients for $x_1, x_2, x_3 \dots x_{11}$ respectively.

$x_1, x_2, x_3 \dots x_{11}$ are strategic dimension variable.

$$B_p = \alpha + b_1 EO_1 + b_2 EO_2 + b_3 EO_3 + b_4 EO_4 + b_5 EO_5 \quad (3)$$

Where B_p is the business performance.

$b_1, b_2, b_3, b_4 \& b_5$ are the beta coefficient for EO_1, EO_2, EO_3, EO_4 and EO_5 respectively.

$EC_1, EC_2, EC_3, EC_4 \& EC_5$ are entrepreneurs' competences (i.e. relationship organizing, network. Opportunity seeing and risk taking respectively)

Results

The initial data screening and preliminary analysis are then discussed. Results of the descriptive statistics for all the latent variables are reported. Next, the main results of the present study are presented in two main sections. In section one; the measurement model was assessed to determine the individual item reliability, internal consistency reliability, convergent validity and discriminant validity. Results of structural model are reported in section two (i.e., significance of the path coefficients, level of the R-squared values, effect size, and predictive relevance of the model). Finally, results of complementary PLS-SEM analysis, which examines the mediating effects of entrepreneurial competency on the structural model, are presented.

Response Rate: In this study, a total of 423 questionnaires were distributed to the business owner managers & employees MSMEs located in Kaduna metropolis of Nigeria. In an attempt to achieve high response rates, several phone call reminders and SMS (Sekaran, 2003) were sent to respondents who were yet to complete their questionnaires after four weeks.

Therefore, the outcomes of these attempts yielded 396 returned questionnaires, out of 423 questionnaires that were distributed to the target respondents. This gives a response rate of 65% based on Jobber's (1989) definition of response rate of these 396 questionnaires, 09 were unusable because a significant part of those questionnaires was not completed by the participants; and the remaining 387 useable questionnaires were used for further analysis. This accounted for 54% valid response rate. Therefore, a response rate of 94% is considered adequate for the analysis in this study because Sekaran (2003) suggested that a response rate of 30% is sufficient for surveys (see Table 2).

Table: 2 Response Rate of the Questionnaires

Responses	Frequency/Rate
No. of distributed questionnaires	423
Returned questionnaires	396
Returned and usable questionnaires	387
Returned and excluded questionnaires.	09
Questionnaires not returned	27
Returned rate	94
Valid response rate	91

Source: The Researcher, 2018

Data Screening and Preliminary Analysis: Initial data screening is very crucial in any multivariate analysis because it helps researchers identify any possible violations of the key assumptions regarding the application of multivariate techniques of data analysis additionally, initial data screening helps researchers to better understand the data collected for further analysis.

Prior to initial data screening, all the 387 returned and usable questionnaires were coded and entered into the SPSS. Subsequent to data coding and entry, the following preliminary data analyses

were performed: (1) missing value analysis, (2) assessment of outliers, (3) normality test, and (4) multicollinearity test [41].

Missing Value Analysis: In the original SPSS dataset, out of the 36,504 data points, 51 were randomly missed, which accounted for 0.14%. Specifically, strategy planning and business performance 8missing values each. Likewise, entrepreneurial competency norms and had 8 missing values.

Although there is no acceptable percentage of missing values in a data set for making a valid statistical inference, researchers have generally agreed that missing rate of 5% or less is non-significant. Furthermore, researchers have suggested that mean substitution is the easiest way of replacing missing values if the total percentage of missing data is 5% or less. Hence, in this study, randomly missing values were replaced using mean substitution. Table 2 shows the total and percentage of randomly missing values in this present study.

Total and Percentage of Missing Values

Latent Variables	Number of Missing Values
Strategic Thinking	5
Planning Flexibility	4
Innovativeness Strategy	7
Pro-activeness	8
Scanning Intensity	0
Market Focus	8
Control Attribute	5
Risk Taking	2
Networking Strategy	3
Leadership Style	5
Business Performance	4
Total	51 out of 36,504 data points
Percentage	0.14%

Normality Test: Previous research has traditionally assumed that PLS-SEM provides accurate model estimations in situations with extremely non-normal. However, this assumption may turn to be false [42]. Recently, Hair, Sarstedt, Ringle and Mena (2012) suggested that researchers should perform a normality test on the data. Highly skewed or kurtotic data can inflate the bootstrapped standard error estimates, which in turn underestimate the statistical

significance of the path coefficients [43]. Against this background, the present study employed a graphical method to check for the normality of data collected. Suggested that in a large sample of 200 or more, it is more important to look at the shape of the distribution graphically rather than looking at the value of the skewness and kurtosis statistics [44]. Added that a large sample decreases the standard errors, which in turn inflate the value of the skewness and kurtosis statistics. Hence, this justified the reason for using a graphical method of normality test rather than the statistical methods.

Following Field's (2009) suggestion, in the present study, a histogram and normal probability plots were examined to ensure that normality assumptions were not violated.

Figure 2 depicts that data collected for the present study follow normal pattern since all the bars on the histogram were closed to a normal curve. Thus, Figure 2 indicates that normality assumptions were not violated in the present study.

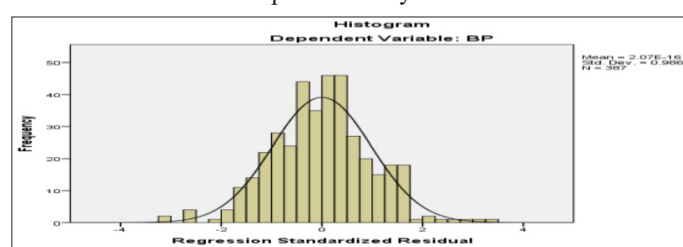


Figure 2: Histogram & Normal Probability Plots

Multicollinearity Test: Multicollinearity refers to a situation in which two or more exogenous latent constructs become highly correlated. The presence of multicollinearity among the exogenous latent constructs can substantially distort the estimates of regression coefficients and their statistical significance tests. In particular, multicollinearity increases the standard errors of the coefficients, which in turn render the coefficients statistically non-significant.

To detect multicollinearity, two methods were used in the present study. First, the correlation matrix of the exogenous latent constructs was examined. According to, a correlation coefficient of 0.90 and above indicates multicollinearity between exogenous latent constructs. Table 3 shows the correlation matrix of all exogenous latent constructs.

Table 3: Correlations Matrix of the Exogenous Latent Variables

	CA	INV	LS	MKF	NET	PF	PRO	RTS	SCI	STP
CA	1									
INV	-.170**	1								
LS	-.008	.133**	1							
MKF	-.197**	.230**	.132**	1						
NET	-.278**	.096	.089	.136**	1					
PF	-.444**	.191**	.075	.218**	.301**	1				
PRO	-.247**	.246**	.142**	.302**	.254**	.224**	1			
RTS	-.071	.480**	.062	.264**	.166**	.146**	.184**	1		
SCI	-.491**	.302**	.108*	.182**	.152**	.306**	.326**	.138**	1	
STP	-.120*	.099	.125*	.193**	.227**	.166**	.154**	.138**	.049	1

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

* Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 3, the correlations between the exogenous latent constructs were sufficiently below the suggested threshold values of .90 or more, which suggests that the exogenous latent correlation matrix for the exogenous latent constructs, variance inflated factor (VIF), tolerance value and condition index were examined to detect multicollinearity problem. Hair, Ringle and Sarstedt (2011) suggested that multicollinearity is a concern if VIF value is higher than 5, tolerance value is less than .20, and condition index is higher than 30. Table 4 shows the VIF values, tolerance values, and condition indices for the exogenous latent constructs.

Table 4: Tolerance and VIF Values of the Latent Constructs

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Control Attribute	.641	1.561
Innovativeness Strategy	.694	1.442
Leadership Style	.953	1.050
Market Focus	.823	1.215
Networking Strategy	.819	1.220
Planning Flexibility	.738	1.355
Pro-activeness	.782	1.279
Risk Taking	.726	1.377
Scanning Intensity	.673	1.485
Strategic Thinking Process	.902	1.109

A Dependent Variable: Opportunity Seeking Competency (OSC)

Table 4 indicates that multicollinearity did not exist among the exogenous latent constructs as all VIF values were less than 5, tolerance values exceeded .20, and condition indices were below 30, as suggested by Hair et al. (2011). Thus, multicollinearity is not an issue in the present study.

Demographic Profile of the Respondents: As shows in (appendix 1) the majority of the respondents in the sample, that is 331 (85.5%) were members of NASMSE, while the remaining 56 (14.5%) were from KCCT and manager/employees. Regarding the industry category 265(68.5%) of the respondents are services providers manufacturing have 66 (17.1%) respondents while the remaining 54 (14%) are from construction activities and 2 respondents represent 0.5% engage in other ventures.

Also 379 (97.9%) of the respondent start the business of enterprise by themselves while 8 (2.1%) are either manager or employees of the enterprise. Regarding the age group all the respondents 387 (100%) are above 18years. As shows in table xxx, the majority of the respondents 379 (97.9%) were males while 8(2.1%) were female.

Appendix 1 also shows a high population of the respondent were diploma holder while accounted for 43.2% or 167 respondents. This is followed by (30.2%) with secondly while the 25.6% respondents have NCE certificate and the 2(0.5) have primary certificate. Also 2(0.5%) certificate.

From the table 5, developing strategic plans is carryout majority by owners/CEO of the enterprise 379 (97.9%) of the responses 6 (1.6%) planning committee responsible for developing strategic plan, while 2 (0.5) have no idea b about developing strategic plan.

Again, 347 (89.7%) if the respondent has no written strategic plan, while 40 (10.3) respondents have strategic plan written down as regards to age of the firm all the respondent have their businesses above six years old i.e. 387 (100%). From the capital size of the company are between 100,000-1,000,000, this in show from the result above, 187 (48.3%), 112 (28.9) respondent have capital size between 50.000-100,000 while the remain respondent 88 (22.7%) have capitals i.e. 1,000,000 and above. Finally the result shows that 23 (5.9) respondents are main entrepreneurs while 127 (32.8) respondent and 124 (32%) respondent are small-scale entrepreneurs and the remaining 56 (14.5%) are medium scale entrepreneurs.

Descriptive Analysis of the Latent Constructs: This section is primarily concerned with the descriptive statistics for the latent variables used in the present study. Descriptive statistics in the form of means and standard deviations for the latent variables were computed. All the latent variables used in the present study were measured using a five-point scale anchored by 1 =strongly disagree to 5 = strongly agree. The results are presented in Tables 5. For easier interpretation, the four-point scale used in the present study was classified into three categories, namely, disagreed, strongly disagreed, undecided, agreed, strongly agreed. Scores of less than 2 (3/3 + lowest value 1 is considered as low; scores of 3 (highest value 5 - 3/3) is considered high, while those between low and high scores are considered moderate.

Table 5: Descriptive Statistics

Variable	N	Mean	Std. Deviation
Business Performance	387	2.324	.662
Control Attribute	387	2.861	.706
Innovativeness Strategy	387	2.284	.690
Leadership Style	387	2.872	.789
Market Focus	387	3.094	.650
Networking Strategy	387	3.592	.796
Opportunity Seeking Competency	387	2.589	.601
Planning Flexibility	387	3.221	.675
Pro-activeness	387	2.980	.648
Risk Taking	387	2.658	.770
Scanning Intensity	387	2.877	.613
Strategic Thinking Process	387	3.931	.593

Table 5 shows that the overall mean for the latent variables ranged between 2.324 and 3.931. In particular, the mean and standard deviation for the business performance 2.324 and .662, respectively. This suggests that respondents tended to have moderate level of business performance. Table 5 also indicates that the mean for the control attributes 2.861, with a standard deviation of .706, suggesting that the respondents perceived the level of innovativeness strategy as moderate. Further, the results show a moderate score for the leadership style (Mean = 2.872, Standard deviation = .789) but a high score for market focus with mean and standard deviation of 3.094 and .650, respectively.

The descriptive statistics also show a moderate score for networking strategy (Mean = 3.592; standard deviation = .796). In terms of the two dimensions of workplace deviance, the means and standard deviations are as follows: for opportunity seeing competency (Mean = 2.589; standard deviation = .601) and for planning flexibility (Mean = 3.221; standard deviation = .675) and pro-activeness (Mean = 2.980; standard deviation = .648) and risk taking 2.658 and 770 and scanning intensity Mean = 2.877 standard deviation = .613 and strategic thinking process (Mean = 3.931 standard deviation = .593). This indicates that the respondents tended to have moderate level of perception of deviant acts.

Individual Item Reliability: Individual item reliability was assessed by examining the outer loadings of each construct's measure. Following the rule of thumb for retaining items with loadings between .40 and .70, it was discovered that out of 118 items, 40 were deleted because they presented loadings below the threshold of 0.40. Thus, in the whole model, only 78 items were retained as they had loadings between 0.521 and 0.922 (see appendix 2).

Discriminant Validity: Discriminant validity refers to the extent to which a particular latent construct is different from other latent constructs. In the present study, discriminant validity was ascertained using AVE, as suggested by Fornell and Larcker (1981). This was achieved by comparing the correlations among the latent constructs with square roots of average variance extracted. Additionally, discriminant validity was determined following Chin's (1998) criterion by comparing the indicator loadings with other reflective indicators in the cross loadings table. First, as a rule of thumb for evaluating discriminant validity, suggest the use of AVE with a score of .50 or more. To achieve adequate discriminant validity, further suggest that the square root of the AVE should be greater than the correlations among latent constructs.

As indicated in Table 6, the values of the average variances extracted range between .506 and .583, suggesting acceptable values. In Table 6, the correlations among the latent constructs were compared with the square root of the average variances extracted (values in bold face).

Table 6: Latent Variable Correlations and Square Roots of Average Variance Extracted

Variable	1	2	3	4	5	6	7	8	9	10	11	12
1. BP	.712											
2. CA	-.204	.762										
3. INV	.623	-.170	.729									
4. LS	.156	-.084	.140	.741								
5. MKF	.499	-.195	.240	.122	.749							
6. NET	.127	-.280	.099	.093	.128	.764						
7. OSC	.405	-.140	.363	.184	.366	.210	.739					
8. PF	.259	-.446	.197	.072	.211	.303	.266	.724				
9. PRO	.317	-.244	.243	.140	.304	.254	.509	.239	.742			
10. RTS	.499	-.076	.498	.065	.272	.167	.324	.146	.185	.758		
11. SCI	.241	-.483	.317	.121	.192	.154	.318	.316	.335	.143	.716	
12. STP	.104	-.113	.105	.123	.167	.207	.174	.160	.154	.150	.068	.717

Note: diagonal elements (figures in bold) are the square root of the average variance extracted (Ave) shared between the constructs and their measures. off diagonal elements are the correlations among constructs

At the outset, Hypothesis 1 predicted that strategy planning positively related business performance. Result (Table 7) revealed a significant positive relationship between strategic planning & business performance 0.002, $t = 2.916$ $p < 0.01$), supporting Hypothesis 1.

Table 7: Results of Hypothesis Testing (Direct and Mediating Relationships)

Hypotheses	Hypotheses Path	Path Coefficient	Standard Error	T Value	P Value	Decision
H1	STP -> EC	.036	.040	.916	0.001	supported
H2	PF ->EC	.104	.046	2.264	.002	Supported
H3	INV ->EC	.128	.049	2.638	.004	Supported
H4	PRO ->EC	.348	.050	6.992	.000	Supported
H5	SCI ->EC	.130	.050	2.612	.005	Supported
H6	MKF ->EC	.158	.045	3.514	.000	Supported
H7	CA ->EC	.138	.052	2.650	.004	Supported
H8	RTS ->EC	.112	.051	2.190	0.000	Supported
H9	NET ->EC	.043	.041	1.052	000	Supported
H10	LS ->EC	.071	.039	1.819	.035	Supported

H11	OSC -> BP	.405	.045	9.015	.000	Supported
H12	STP ->EC-> BP	.015	.016	.898	.000	Supported
H13	PF ->EC-> BP	.042	.020	2.145	.016	Supported
H14	INV ->EC -> BP	.052	.022	2.345	.010	Supported
H15	PRO ->EC -> BP	.141	.023	6.231	.000	Supported
H16	SCI ->EC-> BP	.053	.022	2.430	.008	Supported
H17	MKF ->EC -> BP	.064	.021	3.053	.001	Supported
H18	CA ->EC-> BP	.056	.022	2.524	.006	Supported
H19	RTS ->EC -> BP	.045	.022	2.018	.022	Supported
H20	NET ->EC -> BP	.017	.017	1.018	.155	Not supported
H21	LS ->EC -> BP	.029	.017	1.729	0.004	Supported

Hypothesis 2 predicted that entrepreneurial competence positively related to business performance. Result (Table 8) indicated that entrepreneurial competences had a significant positive relationship with business performance ($\beta = -0.002$, $t = 3.17$, $p < 0.05$), supporting Hypothesis 2. Similarly, in examining the influence of innovation on entrepreneurial competence on result indicated that innovation had a significant positive relationship with entrepreneurial competence ($\beta = -0.004$, $t = 2.638$, $p < 0.05$), support Hypothesis 3.

Hypothesis 4 predicted that proactiveness is positively related to entrepreneurial competence ($\beta = 0.000$, $t = 6.992$, $p < 0.05$) hypothesis 4 was accepted as shown in Table 4.10, a significant positive relationship between scanning intensity and entrepreneurial competence ($\beta = -0.05$, $t = 2.612$, $p < 0.05$) was found, indicating support for Hypothesis 4. Regarding the influence of marketing focus on business performance, result (Table 4.10, Figure 4.4) indicated that marketing focus had a significant positive relationship with entrepreneurial competency ($\beta = 0.45$, $t = 3.514$, $p < 0.05$). Hence, Hypothesis 6 was fully supported.

Control attributes norm was also predicted to be positively related to entrepreneurial competency (Hypothesis 6). Result showed a significant positive relationship between control attribute and entrepreneurial competency ($\beta = 0.000$, $t = 3.514$, $p < 0.05$). As such, Hypothesis 7 was supported. With respect to Hypothesis 8 on the influence of Risk-taking strategy on entrepreneurial competency, result (Table 4.10) showed no significant positive relationship between perceived risk-taking strategy & entrepreneurial competency and entrepreneurial competency ($\beta = 0.000$, $t = 2.190$, $p > 0.50$). Hence, this hypothesis was supported. Similarly, Hypothesis 9, which predicted a positive relationship between network strategy and entrepreneurial competency was supported the estimates from the PLS model were also significant ($\beta = 0.000$, $t = 1.052$, $p > 0.005$).

Again leadership strategy suggested positively relationship with entrepreneurial competency ($\beta = 0.000$, $t = 1.819$, $P < 0.005$). Hence hypothesis H10 was supported.

Hypothesis 11 predicted that planning flexibility strategy has positive relationship entrepreneurial competency result showed that a positive relationship between planning flexibility strategy & entrepreneurial competency ($\beta = 0.000$, $t = 9.015$, $p < 0.005$). Hence Hypothesis 11 be supported.

Similarly, Hypothesis, which predicted that entrepreneurial competency mediate between strategic planning and business

performance was also support (see table 4.10 $\beta = 0.000$, $t = 2.898$, $p < 0.005$). likewise, Hypothesis B on the mediating role of entrepreneurial competency between planning flexibility & business performance, ($\beta = 0.000$, $t = 2.145$, $p > 0.005$) which indicate that Hypothesis B is supported.

With respect to Hypothesis 14 on the mediating influence of entrepreneurial competency between relationship between innovation & business performance result affirmed the mediating role of entrepreneurial competency between innovativeness & βP ($\beta = 0.003$, $t = 2.345$, $p < 0.05$). Hence Hypothesis 14 is supported.

Hypothesis 15 predicted that entrepreneurial competency significantly mediates the relationship proactiveness & business performance ($\beta = 0.000$, $t = 6.231$, $p < 0.005$) as found indicating that entrepreneurial competency mediate between the relationship between proactiveness & business performance Hypothesis 15 was also supported.

Hypothesis H16 the result obtained from the PLS path modeling supported the hypothesis that predicted that entrepreneurial competency mediating the relationship between scanning intensity and business performance ($\beta = 0.000$, $t = 2.430$, $p < 0.005$) so, H16 is supported.

With respected Hypothesis 17, which stated that entrepreneurial competency mediates the relationship between marketing focus strategy and business performance. the result from table 4.10 indicated that entrepreneurial competency mediates the relationship between market focus strategy and business performance ($\beta = 0.001$, $t = 3.053$, $p < 0.005$), supported hypothesis 17 Hypothesis 18, predicated mediating role of entrepreneurial competency between the relationship between control attitude & business performance. The result obtained the analysis supported the hypothesis ($\beta = 0.003$, $t = 2.524$, $p < 0.005$). Hence Hypothesis 18 was supported.

The hypothesis H19, H20 and H21 are all supported the result from table 10 as ($\beta = 0.001$, $t = 2.018$, $p < 0.005$), ($\beta = 0.002$, $t = 1.084$, $p < 0.005$) and ($\beta = 0.004$, $t = 1.729$, $p < 0.005$) respectively. Hence the result supported H19 H20 and H21 respectively.

Assessment of Variance Explained in the Endogenous Latent Variables: Another important criterion for assessing the structural model in PLS-SEM is the R squared value, which is also known as the coefficient of determination. The R-squared value represents the proportion of variation in the dependent variable(s) that can be explained by one or more predictor variable. Although the acceptable level of R2 value depends on the research context, Falk

and propose an R-squared value of 0.10 as a minimum acceptable level. Meanwhile, Chin (1998) suggests that the R-squared values of between 0.15 – 0.67 PLS-SEM can be considered as substantial, moderate, and weak, respectively. Table 8 presents the R-squared values of the two endogenous latent variables [45].

Table 8: Variance Explained in the Endogenous Latent Variable

Latent Variable	Variance Explained (R2)
Business Performance	.164 (16%)
Entrepreneurial Competency	.396 (40%)

As indicated in Table 8, the research model explains 16% of the total variance in business performance and 40% of the total variance in Entrepreneurial competency. This suggests that the eleven sets of exogenous latent variables (i.e., strategic dimensions) collectively explain 16% and 40% of the variance of the business performance and Entrepreneurial competency, respectively. Hence, following Falk and Miller's (1992) and Chin's (1998) the criteria, the two endogenous latent variables showed acceptable levels of R-squared values, which were considered as moderate.

Performance can be considered as small, scale none, none and none respectively.

Table 9: Construct Cross-Validate Redundancy (Q2 Value)

Total	SSO	SSE	1-SSE/SSO
Business Performance	3483	3213.751	.077
Entrepreneurial Competency	1935	1515.580	.217

Source: The Researcher

As shown in Table 9, the cross-validation redundancy measure Q² for all endogenous latent variables were above zero, suggesting predictive relevance of the model.

Summary of Findings

Having presented all the results including main and moderating effects in preceding sections, Table 10 summarizes the results of all hypotheses tested.

Table 10: Summary of Hypotheses Testing

Hypothesis	Statement	Findings
H1	Strategic planning in positive related to entrepreneurial competency & business performance	Support
H2	competencies are positively related to business performance.	Support
H3	Innovation a strategies scanning intensity has predictive relationship with entrepreneurial competency	Support
H4	Proactiveness strategic thinking has predictive relationship with entrepreneurial competency	Support
H5	Scanning intensity planning flexibility strategy has predictive relationship with entrepreneurial competency	Support

H6	Marketing focus innovativeness strategy has predictive relationship with entrepreneurial competency	Support
H7	Control attribute has predictive relationship with entrepreneurial competency	Support
H8	Risk taking strategic has predictive relationship with entrepreneurial competency	Support
H9	Network strategic has no significant predictive relationship with entrepreneurial competency	Support
H10	Leadership style has significant predictive relationship with entrepreneurial competency	Support
H11	Opportunity seeing strategy has predictive relationship with entrepreneurial competency	Support
H12	Entrepreneurial competency mediates between strategic planning & business performance	Support
H13	Entrepreneurial competency significantly mediates the relationship between planning flexibility & Business performance	Support
H14	Entrepreneurial competency significantly mediates the relationship between innovation & business performance	Support
H15	Entrepreneurial competency significantly mediates the relationship between proactiveness & business performance	Support
H16	Entrepreneurial competency significantly mediates the relationship between scanning intensity & business performance	Support
H17	Entrepreneurial competency significantly mediates the relationship between marketing focus & business performance	Support
H18	Entrepreneurial competency mediates the relationship between control attribute & business performance	Support
H19	Entrepreneurial competency mediates the relationship between risk taking strategy & business performance	Support
H20	Entrepreneurial competency significantly mediates the relationship between networking & business performance	Support
H21	Entrepreneurial competency significantly mediates the relating between leadership style & business performance	Support

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