

**IMPACT OF ENTREPRENEURIAL COMPETENCIES ON THE  
PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN KADUNA  
METROPOLIS, NIGERIA**

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***Abstract***

*The study employed multiple regression method of analysis to examine the impact of entrepreneurial competencies on Small and Medium Scale Enterprises in Kaduna metropolis. The objectives of the study are; to examine the impact of skills competencies on SMEs performance in Kaduna Metropolis and to evaluate the impact of personality competencies on SMEs performance in Kaduna Metropolis. Primary data was used for the study. Population of the study was 313 and out of which a sample size of 176 was drawn. The study found that skill competency has a significant impact on the small and medium scale enterprises performance and personality competency also has a significant impact on the small and medium scale enterprises performance. Based on the findings the study concludes that entrepreneurial competencies (skills and personality) in Kaduna Metropolis. The government and other relevant agencies and institution that are major stakeholders in SMEs development in Nigeria should equip current and future entrepreneurs with skills and personality competencies to make them self-reliance through workshops and seminars which will improve SMEs entrepreneurs' managerial capabilities.*

**Key words – Competencies, Entrepreneur, Performance, Personality, Skills**

**INTRODUCTION**

The idea of entrepreneurship competencies and its importance particularly in the field of entrepreneurship is quite new. However, it gained importance in the late 1980's after the wide acknowledgement of Boyatzi (1982) definitive work on "the competent manager: a model for effective performance". Entrepreneurial competencies refer to the individual attributes, including character and behaviour, which enables the entrepreneur to accomplish his/her goals and objectives. Entrepreneurial competencies hence incorporate; traits, motives, self-image, attitude, behaviour, skills, and knowledge. Entrepreneurial

Competencies are the unique abilities and skills that drive an organization to perform exceptionally well and these capabilities or competencies consist of skills competency, personal competency and knowledge competency (Aliyu, 2017).

Small and medium enterprises (SMEs) on the other hand have been to a great extent recognized as the oil required for greasing up the socio-economic transformation of any nation (Odah, 2005). SMEs are crucial for economic development and improvement since they support and encourage entrepreneurship, generate employment, cut down the level of poverty and offer suitable livelihood (Rogers, 2002). The SMEs sector is strategically positioned to take up 80% of jobs, improve per capita income, increase value addition to raw materials supply, improve export earnings and step up capacity utilization in key industries (Adebiyi, Banjo and Regin, 2017). SMEs performance as an instrument of economic growth, development and advancement in Nigeria has as of late been under study against the backdrop of the low performance and inefficiency that characterized SMEs in social economy improvement. In Nigeria, SMEs contribute essentially to employment creation, income generation and stimulation of growth in both rural and urban areas (Opafunso & Omoseni, 2014). SMEs performance along these lines is a key variable in this study as one of the issues and essential factor in the field of management studies and of interest to practitioners and academicians. As a result, understanding the foundation, process and determinant variables to business performance has for quite some time been a noteworthy objective of research work. In perspective of the above, this study tends to look at the impact of Entrepreneurial competencies on the performance of Small and Medium Enterprises (SMEs) in Kaduna Metropolis.

Although, the value of entrepreneurial competencies has been enhanced because of the vital role played by the entrepreneurs of business undertakings in previous decades, however recent studies indicates otherwise. Oladele (2014) attested that the Small and Medium Enterprises (SMEs) have not been performing greatly in the current circumstances. This has prompted an increase in the rate of business failure among the SME, the conglomerate and the multinationals alike are in like manner not spared in Nigeria and a significant portion of them (such as Unilevers, Nestle and Dunlop tries) have moved to neighbouring West African countries, for instance, Ghana and the Benin Republic. Nonetheless, SMEs in Nigeria are faced with different business challenges which range from contending with foreign-made products to bigger and smaller businesses owned by a foreigner in the country. For them to stay in business in spite of this hindrance, they require abilities that will empower them to introduce and present their goods and services to their clients at a value that will yield better deals and profitability.

Brinckmann (2008) asserted that the study of competencies in the entrepreneurial literature is in its embryonic stage. In fact, while over the years there have been some researchers that have looked at competencies and skills of entrepreneurs such as (Chandler & Jansen, 1992 & Markman, 2002). Other related studies examined the determinants of Entrepreneurial competencies and business performance (Endi, Surachman, Armanu, & Djumilah, 2013 & Akinruwa, Awolusi & Ibojo, 2013), while some examined the correlation/relationship between Entrepreneurial competencies and business performance (Juzaimi, Azizi & Abdul, 2016; Nusrat & Tarun, 2014; Aruni, Akira & Hironori 2014), but in different sectors like manufacturing, agriculture and service industries. Fabrizio Paolo & Alessandrsa (2011) looked at the differences of competencies of an entrepreneur but failed to look at how this competencies impact SMEs performance. In summary a good number of the studies reviewed were carried out in foreign countries.

However, few studies were carried out in Nigeria which includes: Akinruwa, Awolusi & Ibojo (2013) assess the determinant of SMEs performance in Ekiti State. Bello, Robert & Iliyasu (2015) examined the effect of entrepreneurial skill management and funding for SMEs in Northern Nigeria. Mohammed & Obeleagu-Nzelibe (2014) examined the skills required by entrepreneurs for the enhancement of the performance of SMEs in Nigeria. Jose, (2014) examined the influence of Entrepreneurial competencies on Small enterprises. Except for Aliyu, (2017) focused explicitly on Entrepreneurial competencies on the performance of SMEs in Zaria Local Government Area of Kaduna State. Therefore, to the best of the researcher's knowledge, the few studies carried out in Nigeria did not look at the impact of Entrepreneurial competencies as it relates to SMEs performance in Kaduna Metropolis and no study use the combination of the variables in this current study which create a research gap for this study.

Also what connotes performance varies from one organization to another. Prior to 1980s, financial indicators were the sole measurement rod of performance such as profit, return on investment, sales per employees and productivity but in the 1990s till date, attention have been shifted from financial to less tangible and non-financial measures such as total quality management (TQM), trust, customer satisfaction, competitive position, just in-time delivery (JITD) and quality of product (Nerisa, 2015 & Rosli, 2011). From the above statement it is worthy of note that most study measured performance using financial instrument (Endi, et.al., 2013; Akinruwa, Awolusi & Ibojo, 2013; Nusrat & Tarun, 2014; Aruni, Akira & Hironori 2014; Juzaimi, Azizi & Abdul, 2016 and Aliyu, 2017), while this study seek to measure performance using non-financial instrument since SMEs are not subjected to produce annual reports. Therefore, as a result of this dearth of literature, it is imperative for this study to examine the impact of Entrepreneurial competencies on the performance of Small and Medium Enterprises in Kaduna Metropolis, Nigeria.

This study attempts to find answers to the following questions:

- i. To what extent is the impact of skills competencies on SMEs performance in Kaduna Metropolis?
- ii. To what extent is the impact of personality competencies on SMEs Performance in Kaduna Metropolis?

The main objective of this study is to evaluate the impact of entrepreneurship competencies on the Performance of Small and Medium Enterprises in Kaduna Metropolis. The specific objectives are to:

- i. Examine the impact of skills competencies on SMEs performance in Kaduna Metropolis.
- ii. Evaluate the impact of personality competencies on SMEs performance in Kaduna Metropolis.

The hypotheses for this study are stated in their null form as follows:

H<sub>01</sub>: Skills competencies have no significant impact on SME's performance in Kaduna Metropolis.

H<sub>02</sub>: Personality competencies have no significant impact on SME's performance in Kaduna Metropolis.

This work would be of immense value to policymakers and administrators: it would provide them with more insights in setting policies that encourage SMEs to maintain proper levels of entrepreneurial competencies, which is important in making sure that SMEs are able to be more competent. To managers of SMEs by revealing the importance of entrepreneurship competencies on the performance of SMEs and by so doing SME

managers will make an effective managerial decision in managing the business and also to researchers this study would serve as a point of reference to future researchers and academics interested in this area or other related topics. This study will make a new contribution to the field of knowledge, form the basis for future research and also widen the scope of research.

This paper is planned into five sections, with the first section being the introduction, section two (2) deals with the review of the relevant and related literature, section three (3) is dedicated to the arDMETHODology of the study, section four (4) present and discuss the result and section five (5) concludes the study by drawing emphasis on the findings and then there commendations.

## **LITERATURE REVIEW**

Magdalena, (2011) examined the Development of Entrepreneurial Competence. The study provided insight into the complexity of entrepreneurial competence development by connecting multiple theoretical perspectives, utilizing two different qualitative datasets situated in the context of gourmet restaurateurs and deductively building theory by developing explanations of the phenomenon of interest. The study suggested that attainment of entrepreneurial competence, and ultimately expertise, is facilitated by changes in action-control beliefs; and by the development of entrepreneurial identity. The findings also suggested that the role model's perceived function changes depending on the entrepreneur's goal orientation. Thus, one of the most important implications of the study is the idea that entrepreneurs need to become agents of their own development.

In Italy, Fabrizio, Paolo and Alessandra, (2011) assessed the role of the individual competencies of a sample of entrepreneurs of small and medium-sized Italian firms and their impact on business performance. The study tries to find a relationship with the firm performance considering a multi-dimensional performance indicator and some control variables. The results showed that the entrepreneurial competency portfolio has an impact on the organizational performance.

In Indonesia, Endi, Surachman, Armanu, and Djumilah, (2013) investigated Entrepreneurial Characteristics and Competency as Determinants of Business Performance in SMEs. The study was conducted with 147 SMEs owner in Malang regency East Java Indonesia using survey instrument. The data analysis made use of the Structural Equation Modelling. The results of the study indicated that the entrepreneurial characteristics have a significant influence on business performance. The study concluded that Entrepreneurial competencies as mediating in the relationship between entrepreneurial characteristics and business performance. It means the more powerful entrepreneurial characteristics will lead to an increase in the competence of the SMEs owner, which will ultimately have an effect on business performance.

Akinruwa, Awolusi and Ibojo (2013), assessed the determinant of Small and Medium Enterprises (SMEs) performance in Ekiti State. The study adopted a survey method for the data collection, while purposive sampling technique was adopted and regression analysis via Statistical Package for Social Science (SPSS) version 20 was used to analyze the data. Findings showed that funds, managerial skills, government policy, education and facilities were significantly related to the performance at 5% significance level. Funds were considered most significant followed by education, government policy, managerial skill and facilities. The conclusion drawn from the study was that for business to continue

achieving it expected performance all determinants must be readily available to complement each other.

Nusrat and Tarun (2014) investigated the relationship between the entrepreneurial characteristics and the performance of Small and Medium-sized Enterprises (SMEs) under the context of manufacturing industry in Khulna. Data were collected from 100 owners or managers of SMEs in the field of manufacturing industry in Khulna. The findings of the study show that all the competencies are required by entrepreneurs of manufacturing industry to enhance the performance of their firms. Among them, opportunity, organizing, relationship, and strategic competencies have a significant impact on the performance of the firms. Other two competency areas—commitment and conceptual competencies are not significant for firm performance at this moment.

Aruni, Akira and Hironori, (2014) examined the relationship between entrepreneurial competencies and entrepreneurial Orientation of Tea Manufacturing Firms in Sri Lanka, South Asia. Primary data were collected in low country tea manufacturing firms in Sri Lanka. The sample includes 109 private sector tea factories. Entrepreneurial competencies were operational as an opportunity, organizing, strategic, relationship, commitment and conceptual competencies. Data were analyzed by using multiple regression analysis. It was found that background characteristics of owner/managers have a direct impact on entrepreneurial competencies. Moreover, it implies that entrepreneurs strategic and commitment competencies have a direct positive relationship with EO.

Han (2016) investigated the correlation between entrepreneurial competencies, external factors, firm characteristics, location, market orientation and the performance of SMEs in the Kyaing Tong area, Myanmar. The target population is SME owners from that area who run their firms with less than 50 workers. 331 participants returned completed and usable questionnaires. A Pearson Correlation Coefficient analysis tool was employed to test the hypotheses. In this study, the researcher found supports for most of the research hypotheses. The results indicated that organizing competencies, strategic competencies, commitment competencies, external factors, nature of firm, firm knowledge, location, customer orientation, competitor orientation, and inter-functional orientation have played a positive impact on the performance of these SMEs. No association, however, was found between opportunity competencies, relationship competencies, conceptual competencies, and size of the firm and SMEs' performances.

Aliyu (2017) investigated Entrepreneurial Competencies and the performance of Small and Medium Enterprises (SMEs) in Zaria Local Government Area of Kaduna state, Nigeria. The objective of the study is to examine the impact of entrepreneurship competencies on the performances of SMEs in Zaria Local Government Area of Kaduna state. Survey design was adopted and a primary source of data collection via questionnaire. The population of the study is 88 respondents who are owners of SMEs indicating a small population, and so it was adopted as the sample size using census sampling. The results of the findings reveal that skills, personality and knowledge competencies have an important decisive influence on the performance of SMEs in Zaria Local Government Area of Kaduna state. Based on the findings, the study concludes that entrepreneurship competencies have a significant effect on the performance of SMEs in Zaria Local Government Area of Kaduna state. The study recommends that owners of SMEs should improve themselves through personal training by attending entrepreneurship seminars and conferences to educate themselves.

## **Theoretical Framework**

These theories include Resource Based New Theory, Human Capital Theory and Goal Setting Theory

### **Resource Based View Theory**

Resource Based View (RBV) theory is a way of getting an upper hand against competitors that was developed in the 1980s and 1990s. The RBV underlines the organizations' assets or resources as the key determinants of competitive advantage and performance. Resource Based View (RBV) theory proposes that a firm can separate or distinguish itself from its rivals and can create a sustainable competitive advantage only if it possesses valuable, rare, and inimitable/ unique resources (Barney, 1991). The scholars of RBV have observed that entrepreneur capabilities are a key asset to the organizations that are significant too. Human capital is an intangible resource of firms that empowers them to be more successful. The valuable skills, knowledge and capacities of an entrepreneur may prompt sustainable competitive advantage of a firm on the grounds that entrepreneurial competencies are typically exceptionally uncommon and troublesome difficult for rivals to develop all essential competencies. Only the competent entrepreneurs may create and lead successful strategies towards the success of organizations. For example, the company's RBV theory relates its value creation process to the manager's capability in finding or developing resources (Grant, 1991; Barney, 1991).

### **Human Capital Theory**

Human capital theories relate to entrepreneurial success in a similar way as personality structure: sufficient knowledge and working experience in the relevant fields enable business founders to choose more efficient approaches, for instance in organizing production processes, creating financial strategies, or analyzing markets for the new product. The human capital of the entrepreneur is the second part of the character-based approach after the entrepreneurial personality. The human capital theory is concerned with knowledge and experiences of small-scale business owners. The general assumption is that aside Human capital acting as a resource, the human capital of the founder also improves small firm chances to survive (Bruederl, Preisendoerfer & Ziegler, 1992).

Human capital theories identify with entrepreneurial accomplishment comparably as personality structure: adequate knowledge and working experience in the relevant fields empower business founders to pick more efficient approaches, for instance in organizing production processes, creating financial strategies, or analyzing markets for the new product. The human capital of the entrepreneur is the second part of the character-based approach after the entrepreneurial personality. The human capital theory is concerned with knowledge and experiences of small-scale business owners. The general assumption is that aside Human capital acting as a resource, the human capital of the founder also improves small firm chances to survive (Bruederl, Preisendoerfer & Ziegler, 1992).

### **Goal Setting Theory**

According to goal setting theory, high and specific targets are main motivators in working organizational settings and predictor to performance (Locke & Latham, 1990). The theory also applies to small-scale enterprises (Baum, 1995; Frese, Krauss, & Friedrich, 1999). A

recent focus in leadership theory is on visionary (or charismatic, transformational) leadership. Collins and Parris (1994) indicated that visionary companies have a stronger organizational culture and they are more successful than non-visionary companies. Baum, Locke and Smith (1998) found direct and indirect causal effects of vision attribute, vision content, and vision communication on small venture performance. In entrepreneurial companies, visions might be more important than in bigger organizations because of the relative close contact between entrepreneur and employees, customers, and suppliers (Baum, Locke & Smith, 1998). Thus, goals and visions have an effect on the performance of small companies.

This study adopts the Resource-Based View theory (RBV) because RBV serves as a catalyst for efficient and effective deployment of an organization's resources when they are needed. Such resources may include financial resources, inventory, human skills, production resources, or information technology (IT) and the Human Capital Theory because investment in human capital creates in the labour-force the skill-base indispensable for economic growth. These theories assume that entrepreneurial competencies are valuable and intangible resources that lead towards the performance of a business.

## **METHODOLOGY**

This study is a qualitative research on assessing Entrepreneurial competencies on performances of SMEs in Kaduna Metropolis. The survey research design was used. Primary data was used for the study. Sources of data collection were through the administration of Questionnaires. The population of the study was all SMEs in Kaduna Metropolis registered under Kaduna State Chambers of Commerce Industry Mine and Agriculture (KADCCIMA) which comprise of 313 as at December 2017 (KADCCIMA, 2017) where a sample size of 176 was drawn using Yamane formula. This was extracted from their website where they have a list of all the SMEs registered with them in Kaduna state.

The following variables were used to measure the relationship between Entrepreneurial competencies on performances of SMEs in Kaduna Metropolis: The dependent variable of this study is SMEs performance proxy by Innovation and competitiveness while the independent variable is Entrepreneurial Competencies measured by skill competence (SC) and personality competence (PC). SMEs performance would be measured by Innovation/Competitiveness, which serves as qualitative measures of performance (adapted from the study of Susana, Jose and Camilo, 2005) comprising of six (6) questions. Skill Competency will be measured by 4 basic constructs which include; managerial ability, technological ability, cost-effectiveness and networking skills; Personality Competency will be measured by 4 constructs which include: trustworthiness, confidence, risk-taking propensity and initiative.

## **Model Specification**

Using the SPSS statistics version 20, a multiple regression was formulated to conduct the study. The dependent variable, innovation and competitiveness with the independent variables; skill competencies and personality competencies are expressed in functional form as:

$$Y = f(SC, PC)$$

To assess the relationship between Entrepreneurial competencies on performances of SMEs in Kaduna Metropolis the regression equation is expressed in equation form as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e \dots\dots\dots \text{eq. 1}$$

$$\text{SMEP} = \beta_0 + \beta_1 \text{SC} + \beta_2 \text{PC} + e \dots\dots\dots \text{eq. 2}$$

SMEP=Small and Medium Enterprise Performance (Dependent Variable)

$\beta_0$  = Constant

$\beta_1, \beta_2$  =Coefficients of the Independent variables are:

SC=Skills Competency

PC=Personality Competency

e= error term

**DATA PRESENTATION AND ANALYSIS**

**Table 1 Descriptive Statistics**

	Mean	Std. Deviation
SMEP	3.0480	.12926
SC	3.2757	.38268
PC	3.3375	.32987

**Source: Researcher's computation, 2018**

Table 1 indicates that on the average, during the period of the study the SMEP is 3.0480, while SC and PC have a mean of 3.2757 and 3.3375 respectively.

**Table 2 Correlations**

		SMEP	SC	PC
Pearson Correlation	SMEP	1.000	.433	.356
	SC	.433	1.000	.369
	PC	.356	.369	1.000

**Source: Researcher's computation, 2018**

Table 2 indicates that there is a positive relationship between SMEP, SC and PC. This implies that entrepreneurial competencies contribute positively in the performances of SMEs. The association between them is positive and significant.

**Regression Results**

The results of the multiple regressions in relation to the impact of entrepreneurial competencies on SMEs performances are presented and discussed below:

**Table 3 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.704 <sup>a</sup>	.495	.489	.09243	2.178

a. Predictors: (Constant), PC, SC

b. Dependent Variable: SMEP

**Source: Researcher's computation, 2018**

Table 3 shows, the cumulative correlation coefficient R at .704 which determines the relationship between the dependent variable and the joint independent variables. The cumulative R square of .495 which is the multiple coefficient of determination gives the proportion of the total variation of the dependent variable explained by the independent variables jointly. An adjusted R square of 48.9% signifying that the statistical measures in



the above study are closer to the fitted regression line. In this study we relied on adjusted R squared because it is not sensitive to change in any factor and it is more robust. This is a clear indication that 49% percent of changes in SMEs in Kaduna Metropolis Kaduna could be attributed to entrepreneurial competence under study. The standard error shown in the study is .09243 which point out a high accuracy of the prediction made in this study. Durbin-Watson value of 2.174 falls within the acceptable level, as a value of 2 suggests there is no autocorrelation. From the above findings, we can therefore conclude that there is a positive correlation between the study variables.

**Table 4 ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.324	2	.662	77.472	.000 <sup>b</sup>
	Residual	1.350	158	.009		
	Total	2.673	160			

a. Dependent Variable: SMEP

b. Predictors: (Constant), PC, SC

**Source: Researcher's computation, 2018**

Table 4 shows the ANOVA presentation. The population parameters were found to have a significance p value of 0.000 which is lower than the 0.001. This is a clear indication that the data used in the study was adequate and reliable for making conclusion of the variables under study since the value of significance (p-value) is lower than 5%. The F statistic critical at 5% level of confidence was 77.472, the study concludes that the overall model is significant and that KC and SC are influencing SMEP in Kaduna metropolis.

### **Test of Hypotheses and Discussion of Results**

Regression analysis was used to measure the effect of the independent variable to the dependent variable of hypothesis 1 and 2, proper interpretation and analysis techniques was used to explain the hypotheses testing.

**Table 5 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.841	1.147		16.430	.000
SC	.409	.018	1.211	22.576	.000
PC	.094	.027	.241	3.556	.000

**Source: Researcher's computation, 2018**

In the above regression equation, it was established that holding the entrepreneurial competence in the regression namely: Skill competency and Personality competency at a constant zero, SMEs performance in Kaduna metropolis would be at 18.841.

### **Hypothesis 1**

**H<sub>01</sub>.** Skills competencies have no significant impact on SME's performance in Kaduna Metropolis.

Skill competency has a t-value of 22.576 and a beta value of .409 which is significant of 0.000 which is below the significant level of the study (0.05). This implies that, a unit

increase in Skill competency would result to increase to the SMEs Performance by a 40.9%, this suggests that the Skill competency has significantly positive impact on the SMEs Performance in Kaduna Metropolis during the period of the study. Consequently, the study rejects the null hypothesis one ( $H_{01}$ ). As a result, the study deduces that Skill competency has a significant impact on the Performance of SMEs in Kaduna Metropolis during the period of the study. This finding is however in conformity with that of Akinruwa et al. (2013) whose study found that managerial skills, government policy, education and facilities were significantly related with a performance at 5% significant level, Mohammed and Obeleagu-Nzelibe (2014) whose study found that entrepreneurial skills among others factors was significant for business success and profitability in Nigeria and Aliyu (2017) whose study found that skill competency influence SMEs performance in Zaria Local Government Area of Kaduna state

### **Hypothesis 2**

**Ho<sub>2</sub>.** Personality competencies have no significant impact on SME's performance in Kaduna Metropolis

Personality competency has a t-value of 3,556 and a beta value of 0.094 which is significant at 0.000, this is below the significant level of the study (0.05). This implies that a unit increase in Personality competency would result to increase to the SMEs performance by 9.4%, this suggests that the Personality Competency has a positive and significant impact on the Performance of SMEs in Kaduna Metropolis during the period of the study. Based on this, the study rejects the null hypothesis two ( $H_{02}$ ). As a result, the study deduces that Personality Competency has a significant impact on the Performance of SMEs in Kaduna Metropolis during the period of the study. This study is however in conformity with Nerisa, (2015) whose study found that business students have an overall fair degree of personal entrepreneurial competency which is an ideal start towards readiness for globalisation; Nusrat&Tarun, (2014) &Aliyu, (2017) whose study found that all the competencies (including personality competencies) are required by entrepreneurs of manufacturing industry and owners of SMEs in Zaria Local Government Area of Kaduna state to enhance the performance of their businesses.

### **DISCUSSION OF FINDINGS**

The study found that skill competency has a p-value of 0.000 and a beta value of 0.409 which is significant at 5%. This signifies that skill competence has a positive impact on the performance of SMEs in Kaduna metropolis. It, therefore, implies that for every increase its incompetence's performance increases by 40.9%. This finding is however in conformity with that of Akinruwa et.al. (2013);Mohammed &Obeleagu-Nzelibe (2014) &Aliyu (2017)whose study found that managerial skills, government policy, education and facilities were significantly related with the performance at 5% significant level.

The study also found that personality competency has a p-value of 0.000 and a beta value of 0.094 which is significant at 5%. This signifies that personality competency has a positive and significant impact on SME performance in Kaduna Metropolis. It, therefore, implies that an increase in personality competency leads to increase in SME performance by 9.4%. This study is however in conformity with Nersia, (2005); Nusrat,&Tarun (2014) &Aliyu (2017) whose study found that all the competencies (including personality competencies) are required by entrepreneurs of to enhance the performance of their firms.

## **CONCLUSION AND RECOMMENDATIONS**

The research examined the influence of Entrepreneurial Competencies (skills and personality) on the performance of SMEs (innovation and competitiveness) in Kaduna Metropolis. The study found that skill competency has a significant impact on the small and medium scale enterprises performance and personality competency has a significant impact on the small and medium scale enterprises performance. Based on the findings the study concludes that entrepreneurial competencies (skills and personality) in Kaduna Metropolis. The government and other relevant agencies and institution that are major stakeholders in SMEs development in Nigeria (KADCCIMA and SMEDAN) should equip current and future entrepreneurs with skills and knowledge competencies to make them self-reliance through workshops and seminars which will improve SMEs entrepreneurs' managerial capabilities.

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