

## **Access to Finance as Potential Moderator on the Relationship between Entrepreneurial Self-Efficacy and SMEs Performance in Nigeria: A Proposed Framework**

Kabir Shamsudeen<sup>1,2</sup>, Ooi Yeng Keat<sup>2</sup>, Hazlinda Hassan<sup>2</sup>

<sup>1</sup>*Economic Department, Shehu Shagari College of Education, Sokoto, Sokoto State, Nigeria,*

<sup>2</sup>*School of Business Management, Universiti Utara Malaysia, Malaysia*

---

**Abstract:** *Though, the important influence of SMEs on economic growth is acknowledged, still the performance of Nigerian SMEs is below expectation. The contribution of SMEs to GDP shows a gross underperformance. In addition, SMEs high failure rate is another sign of low performance. On the other hand, poor access to finance conquers a central position for the low performance of Nigerian SMEs. The paper presents a theoretical framework on the moderating effect of access to finance on the relationship between entrepreneurial self-efficacy and SMEs performance in Nigeria. If validated, the model would have policy implications to SMEs owner/managers and other stakeholders in decision making.*

**Keywords:** *Entrepreneurial self-efficacy, access to finance, SMEs, Performance,*

---

### **I. Introduction**

This paper presents a theoretical framework on the influence of entrepreneurial self-efficacy on the performance of Nigerian Small and Medium Enterprise (SMEs) with the moderating role of access to finance. SMEs serve as a mechanism for job creation in many countries around the globe (Shehu & Mahmood, 2014). Largely, the sector serves as a lifeline for economic survival for nations all over the world (Mahmood & Hanafi, 2013; Oduyoye, Adebola, & Binuyo, 2013). Thus, the global consideration is said to be on the issues like job creation, poverty reduction, which is the significant issues encouraging the support of SMEs development among many nations (Oduyoye et al., 2013). Comprehensively, a quiet number of the countries adapted the platform of SMEs to solve their socio-economic problems and improve their GDP.

Even though, SMEs played a vital role in economic development, however, the sector faced with a lot of problems as identified by (Ekpenyong & Nyong, 1992; Gbandi & Amisah, 2014; NBS & SMEDAN, 2012; Oluboba, 2002). This includes: low level of entrepreneurial skills, viable business plan, and difficulty in accessing finance, inadequate equity capital, high rate of enterprise mortality, poor infrastructural facilities, shortage of skilled manpower among others. These further identified as the factors behind the poor performance of SMEs in Nigeria, which attract the attention of both researchers and practitioners in the country (Shehu & Mahmood, 2014; SMEDAN, 2012). The performance of SMEs in Nigeria is an issue of serious concern to all stake holders. SMEs contribution to Nigerian Gross Domestic Product (GDP) was very low compared to other countries like Ghana, Kenya and Malaysia among others. SMEs contribute with nothing less than 10% to Nigerian GDP (Bello, 2014). Therefore, the distress of SME's financing is among the significant problem (Aminu & Shariff, 2014). Owner-mangers of SMEs are being classified with lack of access to finance, high-interest rates, double taxation and poor financial services by financial institutions (SMEDAN, 2012).

However, it has established that entrepreneurial self-efficacy (ESE) independently influences performance outcome in various studies. For instance, literature revealed that there are scarcities of studies that relate ESE and performance outcome. Even though, there is limited study, most of the available studies concentrated on individual performance and still the outcome of these studies came up with mixed result. The studies that reported positive and significant relationships include: Anna, Chandler, Jansen, and Mero (2000); Forbes (2005); Baum and Locke (2004); Trevelyan (2011); Torres and Watson (2013); Ballout (2009); Kidd and Green (2006); Lent, Brown, and Hackett (1994) and Vancouver, Thompson, and Williams (2001). While, the study of Meece, Wigfield, and Eccles (1990); Bandura and Jourden (1991); Pajares and Miller (1994); Mueller and Dato-On (2008) and Cervone and Wood (1995) reported negative relationship between the concept of self-efficacy and performance outcome.

Therefore, this current study address this important gap by proposing access to finance as potential moderator on the relationship between ESE and SMEs performance in Nigeria. This is in line with Baron and Kenny (1986) that whenever there is inconsistency in the findings of the previous studies, moderating variable is suggested. The researchers reviewed various related literature and came up with propose framework that is predicting the relationship between ESE and SMEs performance with moderating role of access to finance.

## II. Literature Review

### 1.1 SMEs performance

SMEs' performance is derived from the actual outcome of the enterprise measured compared to its input. Performance measurement assists business organizations to concentrate on divisions that require improvement by appraising its work progress level in terms of quality, time, and cost as well as consolidating in areas with higher output (Hansen & Wernerfelt, 1989; Tomlinson, 2011). Previously, studies measured performance using either subjective or objective approach, in other hand financial or non-financial approach (Greenley & Foxall, 1997; Ringim, 2012). According to Haber and Reichel (2005) and Gunasekaran, Putnik, Sousa, Aspinwall, and Guimarães Rodrigues (2006), objective/financial measures is the simplest way to measure performance. Financial returns and firm growth are the principal performance measures (Daily, McDougall, Covin, & Dalton, 2002). Profitability, liquidity, innovation, leverage market share, productivity, human resource management, management performance and quality of goods and services are the fundamental indicators used in measuring organizational performance (Dess & Robinson, 1984). Ahmad (2005) measured performance of SMEs that involve in exporting activities by using the return on sales, return on assets, return on investment, as well as the growth. Performance is the outcome derived from efficiency and effectiveness in optimum utilization of resources and productivity (Berry, Sweeting, & Goto, 2006). Kamyabi and Devi (2011) performance defined as the measurement of firm's financial ability which includes the level of profit, investment level with both growth in sales and profit. In the study of Hakimpoor (2014) performance was measured in subjective approach using both financial and non-financial measures.

### 1.2 Entrepreneurial self-efficacy and performance

The concept of Self-efficacy defined by Bandura (1997) as beliefs of individuals concerning their ability to organize cognitive resources and needed courses of actions to effectively perform a particular task in a given situation. The achievement of higher career goals determine by higher self-efficacy beliefs of an individual (Ballout, 2009). King (2004) measured self-efficacy as an individual's ability to exercise control on career outcomes which facilitate to display career self-management activities that lead to the attainment of career success. However, ESE refers to the individual's belief on his/her capability to perform an entrepreneurial tasks or roles successfully (Boyd & Vozikis, 1994; C. C. Chen, Greene, & Crick, 1998; De Noble, Jung, & Ehrlich, 1999; Forbes, 2005). These includes developing market opportunities or new products, constructing an inventive environment, instigating investor relationships, defining fundamental business purpose, developing human resources that is critical in nature, managing unexpected challenges (De Noble et al., 1999). ESE is essential because it helps in building one's entrepreneurial ability confidently in responding to any number of questions by the potential partners (Moesel & Santiago, 2008).

Nevertheless, in the area entrepreneurship, previous studies have examined the ESE-firm performance relationship, for example (Chandler & Jansen, 1997; C. C. Chen et al., 1998; Cumberland, Meek, & Germain, 2015; De Noble et al., 1999; Forbes, 2005; Hallak, Assaker, & O'Connor, 2012; Hallak, Lindsay, & Brown, 2011; Herath & Mahmood, 2014; Hmieleski & Corbett, 2008). But these aforementioned studies came up with mixed findings. For instance, studies by Baum, Locke, and Smith (2001); Baum and Locke (2004) and Hmieleski and Corbett (2008) have identified that, ESE positively related firm's growth. Similarly, positive relationship was also found between ESE and subjective measures of new venture performance (Anna et al., 2000; Forbes, 2005). By implication, the findings of these studies signify that, entrepreneurs with higher self-efficacy are likely to achieve high growth expectations for their firms and continuity in their management efforts toward the completion of those goals.

In contrast, Bresó, Schaufeli, and Salanova (2011) in a longitudinal design examine whether self-efficacy-base intervention increase engagement, performance and decrease burnout as well as change sense of well-being among university students. The study employ intervention programme and it constituted sixty six students, where twenty three students participated as the researcher's intervened group and the remaining forty three filled the questionnaire as stressed and health control group. The findings of the study reported that self-efficacy, performance and engagement increase in the group intervened compare to other group. Similarly, Meece et al. (1990) and Pajares and Miller (1994) indicated that there is an independent effect on individual's beliefs on their efficacy and their performance achievements, where their altitude of anxiety have little or no correlation to their academic performance. The findings of Judeh (2012) indicated that there was inconclusive evidence on whether self-efficacy had an influence on job performance. While some studies reported that, concept of self-efficacy negatively related with performance outcome (Bandura & Jourden, 1991; Cervone & Wood, 1995; Meece et al., 1990; Mueller & Dato-On, 2008). Entrepreneurial self-efficacy do not predict emerging venture performance (Chandler & Jansen, 1997). Therefore, in line with the above argument, this study hypostasizes that:

**H<sub>1</sub>:** There is significant relationship between ESE and SMEs performance.

### 1.3 Access to finance as potential Moderator

Financial resources are vital for survival and operation of any business. SME's performance mainly depends on the ability of firm to generate finance internally and secure external finance (Aminu & Shariff, 2014; Demir & Caglayan, 2012). Therefore, poor access to financial resources will be harmful to the prospective growth of business (Rahaman, 2011). Shortage in financial resources is one of the most contributing factors that weaken SMEs performance (Xavier, Kelley, Kew, Herrington, & Vorderwülbecke, 2013). In addition, firms with poor or no access to financial capital are constrained to execute their task and achieve firm performance (Giannetti & Ongena, 2009). Likewise, in Nigeria the main problems that are accountable for poor performance of SMEs is inadequate access to finance (SMEDAN, 2012). Hence, Finance availability has been touted as one of the constraints of SMEs (Evbuomwan, Ikpi, Okoruwa, & Akinyosoye, 2012).

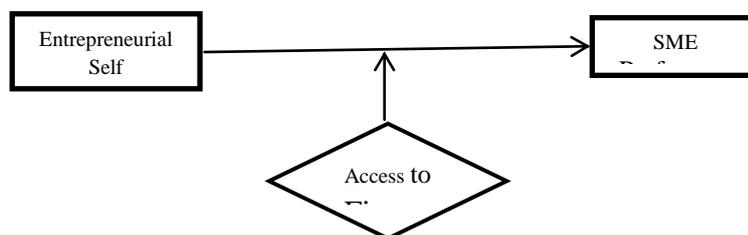
Many empirical studies signify that access to finance influences SMEs performance. For instance, Akingunola (2011) reported significant positive relationship between SME's financing and their growth. In the same vein, Mazanai and Fatoki (2012) found that access to finance directly related to SMEs performance. There is positive statistical relationship between access to financial resources and employment generation as well as the enterprise growth (Abdulsalam & Tukur, 2014; Akisimire, 2010; Atsede, Mwita, & Saidimu, 2012; Ibru, 2009; Kuzilwa, 2005). The relationship between ESE and firm performance is an indispensable unresolved subject in the field entrepreneurial opportunity. However, one prominent element that can improve SMEs abilities to increase performance and survival is the entrepreneurial ability to exploit available financial resources. For example, firms with high entrepreneurial self-efficacy have more chances to improve its performance through the exploitation of available financial opportunities (Alvarez & Busenitz, 2001; Ardichvili, Cardozo, & Ray, 2003; Ardichvili & Cardozo, 2000; Barney, 1991). Therefore, the relationship between ESE and SME's performance will be stronger if the firm has access to financial resources. Hence, in line with the above argument, this study proposes the following hypothesis:

**H<sub>2</sub>:** Access to finance significantly moderates the relationship between ESE and SMEs performance.

### III. Conceptual framework

The research framework has one independent variable that will represent firm's valuable resources namely entrepreneurial self-efficacy. SMEs performance is the dependent variable, while access to finance is the moderating variable. Numerous studies showed that, resource-based view (RBV) theory recognized as the commonly known theory that is explaining firm performance. RBV emerge from the earlier work of Penrose in 1959, stressing that firm should be considered as bring together of different type of resources (human and physical resources) in an organizational structure. Penrose (1959) stressed the positive implication of organizational resources in improving firm competitive advantage. The RBV postulates that, the firm's ability to utilize the available valuable tangible and intangible resources determined its competitive advantage (Barney, 1991; R. Rumelt, 1984; Wernerfelt, 1984). Consequently, numerous studies used several elements of firm's tangible and intangible resources in examining firm performance. Barney (1991) argued that these resources need to be valuable, rare, inimitable and non-substitutable (VRIN) resources. Entrepreneurship has been acknowledged earlier as an intricate part on RBV framework (Conner, 1991; R. P. Rumelt, 1987). Most of the RBV research are focuses on intangible resources, such as entrepreneurial characteristics (Finkelstein & Hambrick, 1996; Huselid, 1995; McIvor, 2009; Penning et al., 1998).

Therefore, ESE is one of the entrepreneurial characteristics that are intangible and valuable among the organizational resources that will give a firm competitive advantage over its competitors (Alvarez & Barney, 2007). AF is also tangible and valuable resources and some studies adopted RBV to express the significance of access to financial resources on the SMEs performance (X. Chen, Zou, & Wang, 2009; Fonseka, Yang, & Tian, 2013). Thus, in line with the available literature, it can be argued that SMEs with high ESE can exploit more internal finance and external financial resources, and the relationship between ESE and SMEs performance will be stronger if the firm have access the available financial resources. These incorporated into the proposed research model (see figure 1).



**Figure 1:** Proposed theoretical framework

#### IV. Conclusion

The purpose of this research is to review the relevant literature and highlight the need to consider the moderating role of access to finance on the relationship between entrepreneurial self-efficacy and SMEs performance as depicted in Figure 1. If the model is validated empirically, the finding will offer an important insight to practitioners and SMEs owner/managers into the significant role of accessing financial services in the increase in their performance. The study will also benefit the academia by introducing the moderating variable to the model which has not been considered by the previous studies. This study suggested for further studies can validate the propose framework in this study empirically.

#### References:

- [1]. Abdulsalam, D. O., & Tukur, M. N. (2014). Access to Microfinance and Small Enterprise Growth in Sokoto State, Nigeria. *World Review of Business Research* 4(1), 62-75.
- [2]. Ahmad, S. a. b. (2005). Investigating the Relationships Between Distinctive Capabilities, Business Strategy and Performance of Malaysian Exporting SMEs. University of South Australia.
- [3]. Akingunola, R. O. (2011). Small and medium scale enterprises and economic growth in Nigeria: An assessment of financing options. *Pakistan Journal of Business and Economic Review*, 2 (1, 78, 97.
- [4]. Akisimire, R. (2010). Microfinance Credit Terms and Performance of SMEs in Uganda. A case study of SMEs in Mbarara Municipality, 17-32.
- [5]. Alvarez, S. A., & Barney, J. B. (2007). Discovery and creation: Alternative theories of entrepreneurial action. *Strategic entrepreneurship journal*, 1(1-2), 11-26.
- [6]. Alvarez, S. A., & Busenitz, L. W. (2001). The entrepreneurship of resource-based theory. *Journal of management*, 27(6), 755-775.
- [7]. Aminu, I. M., & Shariff, M. N. M. (2014). Mediating Role Of Access to finance on the relationship between strategic orientation And SMEs Performance n Nigeria: A Proposed Research Framework. *International Journal of Management Research & Review*, 4 (11), 1023-1035.
- [8]. Anna, A. L., Chandler, G. N., Jansen, E., & Mero, N. P. (2000). Women business owners in traditional and non-traditional industries. *Journal of Business venturing*, 15(3), 279-303.
- [9]. Ardichvili, A., Cardozo, R., & Ray, S. (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business venturing*, 18(1), 105-123.
- [10]. Ardichvili, A., & Cardozo, R. N. (2000). A model of the entrepreneurial opportunity recognition process. *Journal of enterprising culture*, 8(02), 103-119.
- [11]. Atsede, W., Mwita, J., & Saidimu, J. (2012). Challenges of Microfinance accessibility by SMEs in Tanzania. *Thunderbird International Business Review*, 54(4), 570-577.
- [12]. Ballout, H. I. (2009). Career commitment and career success: moderating role of self-efficacy. *Career Development International*, 14(7), 655-670.
- [13]. Bandura, A. (1997). *Self-efficacy: The exercise of control*: Macmillan.
- [14]. Bandura, A., & Jourden, F. J. (1991). Self-regulatory mechanisms governing the impact of social comparison on complex decision making. *Journal of Personality and Social Psychology*, 60(6), 941.
- [15]. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- [16]. Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- [17]. Baum, J. R., & Locke, E. A. (2004). The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *Journal of applied psychology*, 89(4), 587.
- [18]. Baum, J. R., Locke, E. A., & Smith, K. G. (2001). A multidimensional model of venture growth. *Academy of Management Journal*, 44(2), 292-303.
- [19]. Bello, M. (2014, November, 25). SMEs contribute only 1% to Nigerian GDP, Nigerian pulse of the nation.
- [20]. Berry, A. J., Sweeting, R., & Goto, J. (2006). The effect of business advisers on the performance of SMEs. *Journal of small business and enterprise development*, 13(1), 33-47.
- [21]. Boyd, N. G., & Vozikis, G. S. (1994). The influence of self-efficacy on the development of entrepreneurial intentions and actions. *Entrepreneurship theory and practice*, 18, 63-63.
- [22]. Bresó, E., Schaufeli, W. B., & Salanova, M. (2011). Can a self-efficacy-based intervention decrease burnout, increase engagement, and enhance performance? A quasi-experimental study. *Higher Education*, 61(4), 339-355.
- [23]. Cervone, D., & Wood, R. (1995). Goals, feedback, and the differential influence of self-regulatory processes on cognitively complex performance. *Cognitive Therapy and Research*, 19(5), 519-545.
- [24]. Chandler, G. N., & Jansen, E. (1997). Founder self-efficacy and venture performance: A Longitudinal study. Paper presented at the Academy of management proceedings.
- [25]. Chen, C. C., Greene, P. G., & Crick, A. (1998). Does entrepreneurial self-efficacy distinguish entrepreneurs from managers? *Journal of Business venturing*, 13(4), 295-316.
- [26]. Chen, X., Zou, H., & Wang, D. T. (2009). How do new ventures grow? Firm capabilities, growth strategies and performance. *International Journal of Research in Marketing*, 26(4), 294-303.
- [27]. Conner, K. R. (1991). A historical comparison of resource-based theory and five schools of thought within industrial organization economics: do we have a new theory of the firm? *Journal of management*, 17(1), 121-154.
- [28]. Cumberland, D. M., Meek, W. R., & Germain, R. (2015). Entrepreneurial Self-Efficacy And Firm Performance In Challenging Environments: Evidence From The Franchise Context. *Journal of Developmental Entrepreneurship*, 20(01), 1550004.
- [29]. Daily, C. M., McDougall, P. P., Covin, J. G., & Dalton, D. R. (2002). Governance and strategic leadership in entrepreneurial firms. *Journal of management*, 28(3), 387-412.
- [30]. De Noble, A. F., Jung, D., & Ehrlich, S. B. (1999). Entrepreneurial self-efficacy: The development of a measure and its relationship to entrepreneurial action. *Frontiers of entrepreneurship research*, 1999, 73-87.
- [31]. Demir, F., & Caglayan, M. (2012). Firm productivity, exchange rate movements, sources of finance and export orientation. *Munich Personal RePEc Archive(37397)*, 1-35.
- [32]. Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: the case of the privately-held firm and conglomerate business unit. *Strategic management journal*, 5(3), 265-273.

- [33]. Ekpenyong, D. B., & Nyong, M. O. (1992). Small and medium-scale enterprises in Nigeria: their characteristics, problems and sources of finance. AERC Research Paper 16.
- [34]. Evbuomwan, G., Ikpi, A., Okoruwa, V., & Akinyosoye, V. (2012). Preferences of micro, small and medium scale enterprises to financial products in Nigeria. *Journal of Agricultural Economics and Development*, 1(4), 80-98.
- [35]. Finkelstein, S., & Hambrick, D. C. (1996). Strategic leadership: Top executives and their effects on organizations: South-Western Pub.
- [36]. Fonseca, M., Yang, X., & Tian, G.-l. (2013). Does accessibility to different sources of financial capital affect competitive advantage and sustained competitive advantages? Evidence from a highly regulated Chinese market. *Journal of Applied Business Research (JABR)*, 29(4), 963-982.
- [37]. Forbes, D. P. (2005). The effects of strategic decision making on entrepreneurial self-efficacy. *Entrepreneurship theory and practice*, 29(5), 599-626.
- [38]. Gbandi, E., & Amisshah, G. (2014). Financing options for Small and Medium Enterprises (smes) in Nigeria. *European Scientific Journal*, 10(1), 327-340.
- [39]. Giannetti, M., & Ongena, S. (2009). Financial integration and firm performance: Evidence from foreign bank entry in emerging markets\*. *Review of Finance*, 13(2), 181-223.
- [40]. Greenley, G. E., & Foxall, G. R. (1997). Multiple stakeholder orientation in UK companies and the implications for company performance. *Journal of Management Studies*, 34(2), 259-284.
- [41]. Gunasekaran, A., Putnik, G. D., Sousa, S. D., Aspinwall, E. M., & Guimarães Rodrigues, A. (2006). Performance measures in English small and medium enterprises: survey results. *Benchmarking: An International Journal*, 13(1/2), 120-134.
- [42]. Haber, S., & Reichel, A. (2005). Identifying performance measures of small ventures—the case of the tourism industry. *Journal of Small Business Management*, 43(3), 257-286.
- [43]. Hakimpoor, H. (2014, 23-24, June). Strategic Planning Process Dimensions and Smes Performance. Paper presented at the 10th Global Business and Social Science Research Radisson Blu Hotel, Beijing, China.
- [44]. Hallak, R., Assaker, G., & O'Connor, P. (2012). Are family and nonfamily tourism businesses different? An examination of the entrepreneurial self-efficacy–entrepreneurial performance relationship. *Journal of Hospitality & Tourism Research*, 1096348012461545.
- [45]. Hallak, R., Lindsay, N. J., & Brown, G. (2011). Examining the role of entrepreneurial experience and entrepreneurial self-efficacy on SMTE performance. *Tourism Analysis*, 16(5), 583-599.
- [46]. Hansen, G. S., & Wernerfelt, B. (1989). Determinants of firm performance: The relative importance of economic and organizational factors. *Strategic management journal*, 10(5), 399-411.
- [47]. Herath, & Mahmood, R. (2014). Dimensions of Entrepreneurial Self-Efficacy and Firm Performance. *Global Journal of Management And Business Research*, 14(4).
- [48]. Hmieleski, K. M., & Corbett, A. C. (2008). The contrasting interaction effects of improvisational behavior with entrepreneurial self-efficacy on new venture performance and entrepreneur work satisfaction. *Journal of Business venturing*, 23(4), 482-496.
- [49]. Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- [50]. Ibru, D. M. C. (2009). Growing microfinance through new technologies- Federal University of Technology, Akure, Nigeria
- [51]. Judeh, M. (2012). Selected personality traits and intent to leave: a field study in insurance corporations. *International Business Research*, 5(5), p88.
- [52]. Kamyabi, Y., & Devi, S. (2011). Accounting outsourcing and firm performance in Iranian SMEs. *International Journal of Economics and Finance*, 3(4), p181.
- [53]. Kidd, J. M., & Green, F. (2006). The careers of research scientists: predictors of three dimensions of career commitment and intention to leave science. *Personnel review*, 35(3), 229-251.
- [54]. King, Z. (2004). Career self-management: Its nature, causes and consequences. *Journal of vocational behavior*, 65(1), 112-133.
- [55]. Kuzilwa, J. A. (2005). The Role of Credit for Small Business Success A Study of the National Entrepreneurship Development Fund in Tanzania. *Journal of entrepreneurship*, 14(2), 131-161.
- [56]. Lent, R. W., Brown, S. D., & Hackett, G. (1994). Toward a unifying social cognitive theory of career and academic interest, choice, and performance. *Journal of vocational behavior*, 45(1), 79-122.
- [57]. Mahmood, R., & Hanafi, N. (2013). Entrepreneurial orientation and business performance of women-owned small and medium enterprises in malaysia: competitive advantage as a mediator. *International Journal of Business and Social Science (IJBS)*, 4(1), 82-90.
- [58]. Mazanai, M., & Fatoki, O. (2012). Access to finance in the SME sector: A South African perspective. *Asian Journal of Business Management*, 4(1), 58-67.
- [59]. McIvor, R. (2009). How the transaction cost and resource-based theories of the firm inform outsourcing evaluation. *Journal of operations management*, 27(1), 45-63.
- [60]. Meece, J. L., Wigfield, A., & Eccles, J. S. (1990). Predictors of math anxiety and its influence on young adolescents' course enrollment intentions and performance in mathematics. *Journal of educational psychology*, 82(1), 60.
- [61]. Moesel, D., & Santiago, J. (2008). Perceived entrepreneurial ability, business relationships, and performance among minority and non-minority entrepreneurs in the Midwest. *United States Association for Small Business and Entrepreneurship Proceedings*, 1245-1264.
- [62]. Mueller, S. L., & Dato-On, M. C. (2008). Gender-role orientation as a determinant of entrepreneurial self-efficacy. *Journal of Developmental Entrepreneurship*, 13(01), 3-20.
- [63]. NBS, & SMEDAN. (2012). National Bureau of Statistics (NBS) and Small and Medium Enterprises Development Agency of Nigeria, Survey Report on MSME in Nigeria 2010 National NSME Collaborative Survey. (2012 ed., pp. 1-183). Abuja: MSME
- [64]. Oduyoye, O. O., Adebola, S. A., & Binuyo, A. O. (2013). Services of Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and Small Business Survival in Ogun State, Nigeria. *Singaporean Journal of Business Economics, and Management Studies*, 1(11), 31-43.
- [65]. Oluboba, O. (2002). Career Crisis and Financial Distress: The Way Out. *Business day, Small Business Journal, Business day Media Ltd, Lagos*.
- [66]. Pajares, F., & Miller, M. D. (1994). Role of self-efficacy and self-concept beliefs in mathematical problem solving: A path analysis. *Journal of educational psychology*, 86(2), 193.
- [67]. Penning, L. C., Schipper, R. G., Vercammen, D., Verhofstad, A. A., Denecker, T., Beyaert, R., & Vandenebeele, P. (1998). Sensitization of TNF-induced apoptosis with polyamine synthesis inhibitors in different human and murine tumour cell lines. *Cytokine*, 10(6), 423-431.

- [68]. Penrose, E. (1959). *The theory of the growth of the firm*. White Plains, New York, ME Sharpe: Inc.
- [69]. Rahaman, M. M. (2011). Access to financing and firm growth. *Journal of Banking & Finance*, 35(3), 709-723.
- [70]. Ringim, K. J. (2012). Effect of Business Process Reengineering Factors on Organizational Performance: IT Capability as a Moderator. Universiti Utara Malaysia.
- [71]. Rumelt, R. (1984). Toward a strategy theory of the firm. Lamb, R.(ed). *Competitive strategic management*: Prentice Hall, englewood Cliffs, NJ[Links].
- [72]. Rumelt, R. P. (1987). Theory, strategy, and entrepreneurship. In D. Teece (Ed.), *The competitive challenge* (pp.137–158). Cambridge: Ballinger.
- [73]. Shehu, A. M., & Mahmood, R. (2014). Market orientation, Knowledge management and Entrepreneurial orientation as predictors of SME performance: Data screening and Preliminary Analysis. *Information and Knowledge Management*, 4(7), 12-23.
- [74]. SMEDAN. (2012). Survey report on Micro, Small, and Medium Enterprises (MSMEs) in Nigeria. Abuja, Nigeria: Small and Medium Enterprise Development Agency of Nigeria.
- [75]. Tomlinson, P. R. (2011). Strong ties, Substantive Embeddedness and Innovation: Exploring Differences in the Innovative Performance of Small and Medium-sized Firms in UK Manufacturing. *Knowledge and Process Management*, 18(2), 95-108.
- [76]. Torres, J. L. N., & Watson, W. (2013). An examination of the relationship between manager self-efficacy and entrepreneurial intentions and performance in mexican small businesses. *Contaduría y Administración*, 58(3), 65-87.
- [77]. Trevelyan, R. (2011). Self-regulation and effort in entrepreneurial tasks. *International Journal of Entrepreneurial Behavior & Research*, 17(1), 39-63.
- [78]. Vancouver, J. B., Thompson, C. M., & Williams, A. A. (2001). The changing signs in the relationships among self-efficacy, personal goals, and performance. *Journal of applied psychology*, 86(4), 605.
- [79]. Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic management journal*, 5(2), 171-180.
- [80]. Xavier, S., Kelley, D., Kew, J., Herrington, M., & Vorderwülbecke, A. (2013). *Global Report 2012* (pp. 1–87). Massachusetts Global Entrepreneurship Monitor.