



# ENUGU STATE UNIVERSITY OF SCIENCE & TECHNOLOGY

**JOURNAL OF SOCIAL SCIENCES & HUMANITIES**



**Volume 7 Number 2, 2022**

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**PUBLISHED BY**

Faculty of Social Sciences,  
Enugu State University of Science And Technology

## Roles of Small and Medium Enterprises in Capacity Building in Enugu State

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### Abstract

*The study examined the roles of Small and Medium Enterprises (SMEs) in Capacity building in Enugu State, with a focus on the mandates of ministries and agencies in charge of facilitating entrepreneurial development on behalf of Enugu State government. A review of other scholars work was carried out. SMEs was defined as an economy driven agent that plays a major role towards capacity building. A theoretical framework on the concept of Community Capacity Building and Joseph Schumpeters view on development was adopted for the study. A survey design research approach was adopted. The population of the study area was a total of 1045 and a sample size of 310 derived through Taro Yammani formular. Simple random sampling method was used to select the respondents. Frequency percentage tables and chi-square statistical method was adopted to analyze the samples collected using likert scaling method. The hypothesis of the research was tested at 0.05 level of significance to find out if, SMEs play significant roles in capacity building within Enugu State and its environment. It was revealed that, SMEs have created employment but not with significant effect, and had little effect on the individuals standard of living with chi-square result of 0.00 P value rejecting the null hypotheses. It had built individual skills and technical knowledge for entrepreneurs to facilitate capacity building within the environment of Enugu state but of little effect with P-value = 0.00 rejecting the null hypotheses and accepting the alternate hypotheses have SMEs had improved on innovations on the environments of the state with chi-square value P = 0.00. However, the descriptive statistics revealed that, the competitive nature of the economy and rate of graduate turnover from tertiary institutions trils down SMEs impact on employment creation. In view of these findings, this study recommended: improved fundings of Start-up loans for young entrepreneurs in order to meet up graduate turnover from universities and colleges and to put in place protective policies for young industires. More regular training and incentives programmes, consultations, supervision and counseling of both existing and aspiring entrepreneurs to improve individual skills, technical knowledge of entrepreneurs. Also proper monitoring and evaluation techniques should be adopted by funding institutions and MDAs to ensure proper utilization of funds*

**Keywords:** *Small Medium Enterprises, Capacity Building, employment creation, standard of living and innovations*

## Introduction

Small, medium Enterprises (SMEs) are vital engine that propels fast socio-economic growth, thereby enabling capacity building and other innovations to thrive in a nation. In most developed countries like USA, Japan, China, etc, SME is the engine for growth towards capacity building in all ramification of public and private sector development. According to Imoisi and Jumbo (2014) “ SMEs consist of over 98 percent of the entire business in a nation and play a part in more than 65 percent of employment opportunities”. Globally, SMEs contribute over 50 percent to GDP in developed countries. On this rational, the institution of democracy in Nigeria, has been making effort to building the economy through SME programmes Enugu State has been on the same mission and also a role model in the South East geopolitical Zone towards the development of micro, small and medium enterprises (Agu, 2018). Enugu State was among the first state in South-East geopolitical Zone to establish SME Centre in 2006 in pursuitant of socio-economic development of the state. This is a follow-up of the National Empowerment, Employment Development Strategy(NEEDS), Miliennium Development Goals(MDGs) and recently the Sustainable Development Goals(SDGs). However, all these goals and strategies are geared towards reduction of poverty, creation of employment; which will also develop individuals, organizations and their environment. This will also enhance the Gross National Domestic Product (GNDP) and per-capita income of its citizens. According to the National Policy on MSME (2010), “they (SMEs) have been acknowledged as a critical breeding and nurturing ground for domestic entrepreneurial capacities, technical skills, technological innovativeness and managerial competencies for private sector development as well as primary source of income. Based on the above ideas SMEs are strong facilitators for capacity building.

Capacity building, therefore, is the process by which individuals and organizations improve, retain their skills, knowledge, tools, equipment and other resources needed to do their job competently or to a greater capacity, (Wikipedia.org (2014). On other hand, SME activities cannot be visible and deeply rooted for economic and social development without viable infrastructural facilities and improved technical know-how transformation of any country” (Ogbo and Agu (2012. Other intrinsic benefits of vibrant SMEs include access to the infrastructural facilities occasioned by the existence of such SMEs in their surroundings, the stimulation of economic activities such as suppliers of various items and distributive trades/market for items produced and/or needed by the SMEs, stemming from rural urban migration (Oladujoye, 2015). On the other hand, Iromaka, (2006) stated that its economic advantages include: “Output of goods and services, generation of Jobs at moderately low cost of capital, particularly in the rapid growing service sector, offer a medium of increasing income, developing a collection of skilled and semi-skilled workforce as a foundation for imminent industrial expansion. From the above scholarly opinions, capacity building is dependent on healthy facilitation and operations of SMEs in a state or country.

## Statement of Problem

Promotion of Capacity building through SMEs is a major concern of government in order to boost socio-economic development. The National policy on MSEM also indicated that weak operating capacities of SMEs in terms of knowledge, skills and attitude etc; is a setback on SMEs development. Government facilitating agencies are set to make a living and create wealth, educate our children and enjoy life in a peaceful environment. Its mission – “to create enabling environment for sustainable and equitable economic growth and opportunity for all the citizens by promoting private sector development in a socially responsible free market

economy”(LGA news, 2016). Its vision is “to improve quality of life, decent employment and higher standard of living for all through development of a formal economy”. The major aim therefore is to develop individuals and organization, improve and retain skills and knowledge and improve the environment. This is known as Capacity Building and poverty reduction process.

Considering these lofty missions and vision statement; the amount of money pumped into the SMEs programme by world Bank, CBN, Commercial Banks Micro Finance and even Nigeria Export–Import Bank (NEXIMB) to SME development, so far it is expected that its (SMEs) development should positively improve individual skills, physical infrastructures, technical know-how of people, create employment and improve standard of living in Enugu State. To determine how far these objectives have been achieved is the main crux of this study and specifically;

- (1) to know if the SMEs in the state have facilitated and created more employment thereby improving the standard of living of citizens;
- (2) to find out how the SMEs have contributed to building individual skills and technical knowledge of entrepreneurs;
- (3) to ascertain the impact of SMEs on innovations (new products and services) and on the environment.

## Review of related literature

### Conceptual Review

Small, Medium Enterprises(SMEs) are classified based on size and number of employers and capital investment and assets of the business involved depending on the sector, organization technology and location (Wikibooks, 2018). Some scholars defined it using its characteristics and roles or importance to the economy. SMEs also have been referred to as companies that have less than 50 employees and turnovers/balance sheet total not greater than £10m. A medium sized company has fewer than 250 employees and turnover not greater than 50m a balance sheet total of not more than £43 (Lexicon, 2013).

Further, the National Policy on Micro, Small and Medium Enterprises stated that, it varies from country to country and accordingly in Nigeria (NPMSME, 2010) conceptualized SMEs based on the dual criteria of employment and assets (excluding land and buildings) as follows.

Size Categories	Employment	Assets (₦Million excluding land & building)
1 Micro enterprises	Less than 10	Less than 5m
2 Small enterprise	10 – 49	5m – less than 50m
3 Medium Enterprise	50 – 199	50m – less than 50m

From the tabulated categories of enterprises above, in Nigeria, employment base takes precedence in classification of SMEs, for instance if an enterprise has assets worth seven(7) million but employs about seven (7) persons the employment criteria takes precedence and it will be regarded as micro enterprise regardless of its assets base. What it means is that,

concepts of SMEs depends on the perception of the scholar and government policy of the country.

However, Khrystyna(2010), states that MSME could be defined depending on many factors; such as business culture, the size of the country's population, industry and the level of international economic integration. The European definition of SMEs as at 2015 is that, SMEs are enterprises which employees are fewer than 250 persons and which have annual turnover not exceeding 50 Million Euro, and/or annual balance sheet total not exceeding 43million Euro” While SMEs in Afghanistan states 10 to 250 employees and have sales up to one million U.S. dollars and paid up assets of one million dollars. In the views of national Policy on MSME and European concepts SMEs are defined in terms of its number of employees and assets holding while National Council of Industries defined it, in terms of its assets holdings only. The concept of MSMEs therefore, varies from country to country, based on assets holdings, number of employees, business culture, population, etc.

### **The roles of SMEs in Capacity Building**

SMEs are key economic actors in resources mobilization, allocation and industrial restructuring process. The government play an important role in stimulating more and stronger business start-ups, and in enabling companies to modernize and grow in order to develop the socio-economic sector. (OECD LEED, 2009). Hence government enhances SME's capacity building through support of its agencies and institution, example SMEs Centers, Small and Medium Enterprises Development Agencies of Nigeria (SMEDAN) Ministries of Commerce and Industries, etc.

- (a) SMEs are engine of growth of the economic sector. They provide economic benefits such as experimentation and adaptability to economic growth. According to OECD training center in Trento (2009). Government can use SME's, that is entrepreneurship development to enhance employment and economic growth. This simply involves:
  - i. Enhancing the conversion of informal entrepreneurship into formal business, like cooperation;
  - ii. Provide growth and innovation support for companies and start-ups;
  - iii. Address skills bottlenecks; e.g building skills and technical-know-how through training and development. However, for SMEs to implement entrepreneurship agenda through SME's agencies, national government, state and local government must be involved.
- (b) SMEs helps to build human capacity. Without human resource, no resource of any organization or nation is useful; be it natural resource or artificial resource until human resources stimulates and activates on it for it to be utilized economically, socially or politically. SME's build human capital to enhance the per capita income in a country.
  - i. SMEs facilitates electronic commerce (e-commerce); that is one of the impact of Globalization. The increase need for more SME's for an enhance economy also ignites the need for intercommerical activities globally. And in order to create awareness of innovations, new technology, knowledge and access to markets for product become imminent.
- (c) According to Ogun & Anaynwu (1999) SMEs contributes to development of indigenous entrepreneurship and efficient mobilization of domestic resources, such as raw materials, capital, labour and technology. This will lead to rural development, creation of job, mobilization of local fund for investment, human resource development, etc.

(d) SMEs will decrease regional differences, brain drain as well as rural-urban migration, at the long run it will effectively create self-sustaining growth in the country.

### **Challenges of SME Performance towards Capacity Building**

Umaru (2017), in Qoura interview noted that lack of requisite skills, access to finance and enough business network is enough hindrance to SMEs in boosting their capacity building, that is technology base and skills tremendously.

According to MSMES policy its problem ranges from low market access, poor access to credit, poor information flow, discriminatory legislation, poor access to kind weak linkage among different segments of the operations in the sector. Further, because of this inherent problems, most SMEs die within their first five years of existence. Another smaller percentage goes into extinction between the sixth and tenth year thus only about five to ten percent of young companies survive, thrive and grow to maturity.

Many factors have been identified as to the possible causes or contributing factors to the premature death of some SMEs. Key factors among these include: insufficient capital, lack of focus, inadequate market research, over-concentration on one or two markets for finished products, lack of succession plan, inexperience, lack of proper book keeping, lack of proper records or lack of any records at all, inability to separate business and family or personal finances, etc.

### **Federal Government Objectives in Capacity Building through SMEs**

According to Kolawole (2017), Federal Government has the vision that SMEs will help to build enough infrastructural facilities for development and Umaru (2017) also stated that, building capacity is a very big issue. In addition to the above there are other objectives:

1. The Federal government hope that private sector will develop technology driven activities and will restructure Nigeria economy;
2. That Nigeria economy will be more market-oriented;
3. That Capacity Building through SME will reduce unemployment and increasing productivity; thereby reducing poverty in the country.
4. It will maintain a healthy balance of payment, price and exchange stability.
5. It will improve, savings and reduce lending rates.
6. By the improve of peoples skill and knowledge through SME's major infrastructural facilities such as power supply, communications and transportation performance will improve.
7. Credit delivery and other extension services to SME will yield better results in the country.

The government is of the view that, building capacity through SMEs will facilitate the achievements of the seventeen(17) Sustainable Development Goals (SDGs), E-vision 2023 and that will entrench probity transparency and accountability in governance.

### **What is Capacity Building**

Capacity building has become a theme in institutional literature and in the agenda of public administration, international agencies, and governmental and non-governmental organizations. It may also be simply defined in a scholarly view, as the process of developing and

strengthening of human and institutional resources for achieving economic and social development in an organization or a nation. United Nation Development Programme (UNDP, 2014) defined it as ability to perform functions, solve problems and achieve objectives at three levels as follows:

1. Developing and equipping individuals
2. Institutional development and transformation
3. Societal development/innovations

Capacity Building is much more than training and it includes the following:

- a. Human resources development
- b. Organizational development (managerial structure)
- c. Institutional and legal framework development

From the above institutional/organization definitions whether capacity building or capacity development all emphasis the need of developing; individuals (human resources), Institutions/organization, enabling environment and society at large. Capacity building according to Wikipedia.com, is the process by which individuals and organizations obtain and improve and retain the skills, knowledge, tools, equipment and other resources needed to do their works. It is a continuous process for any sector (private or public) and organization to enable them meet up with changes in environment and technologies for an improved output.

### **Theoretical Framework**

The idea on this work is based on the concept of Community Capacity Building and Joseph Schumpeters's economic theory on development. Community Capacity Building is a conceptual approach to social and behavioural change which will lead to infrastructure development. It points towards understanding the obstacles that inhibit people, governments, international organizations from realizing their developmental objectives. It stressed that these obstacles should be avoided totally. Community capacity building according to Wikipedia.org.com is also referred to as the process of strengthening the skills, competencies and abilities of people and communities in small business and local grassroot movement on how they can achieve their goals; and potentially overcome the centres of their exclusion and suffering. Secondly, the study build model on Joseph Schumpeter's economic theory on development; that innovators play crucial roles in bringing about economic development. He sees entrepreneurs as a group of creative people, organization or government that brings about innovations in the society.

He postulates the existence of a perfectly competitive economy which is in stationary equilibrium and is characterized by low profit, low interest rate, low savings, low investment rate and low involuntary employment. He stressed that, to remedy this static situations would involve:

- (a) Introduction of new methods of production and new products.
- (b) Opening of new markets
- (c) Discovery of new sources of raw materials
- (d) Organization of monopoly industries, i.e, government introducing policies that protect indigenous industries and entrepreneurs investing on unique industries adopting the

creative ingenuity. He suggested that to be able to do this and efficiently, government needs to, stimulate growth in the economy, innovators or entrepreneurs needs technical knowledge, skills and control of factors of production, such as land, labour, market, raw materials, etc.

From these theoretical concepts, the government is to facilitate SMEs development in order to enhance community rural/urban development and also development of other factors necessitating capacity building, in order to reduce peoples suffering (Poverty). SMEs activities in this study is a means of building individual skills and new technologies.

### Methodology

This is a survey research design. The study utilized both secondary and primary source of data to assess the role of SMEs in capacity building in Enugu State. Instruments adopted for data collection were structured questionnaire, interviews and desk research through Journals, government publication, web publication, etc. The sample population constitute only the staff from the MDA's, owners of SMEs in Enugu Urban, that is from Enugu East, Enugu South, and Enugu North, totally 1045. The break down are: Registered SME Owners in Enugu State (911), Staff of SMEDAN in Enugu headquarters (06), Staff of SME Centre Enugu (16), Staff of Ministry of commerce and industry (112).

Sample size of 310 for the study was derived through Taro Yamani formula out of the population of staff of Ministry and Entrepreneur in Enugu South, North and East Local government plus all the population of SME Center and SMEDAN were utilized. The method for data analysis was descriptive statistical tools which includes; percentage frequencies tables and Chi-square statistical tool used to test the hypotheses.

### Testing Hypotheses

Table 1

$H_0$  : SMEs have not significantly created more employment and improved standard of living of citizens in Enugu State.

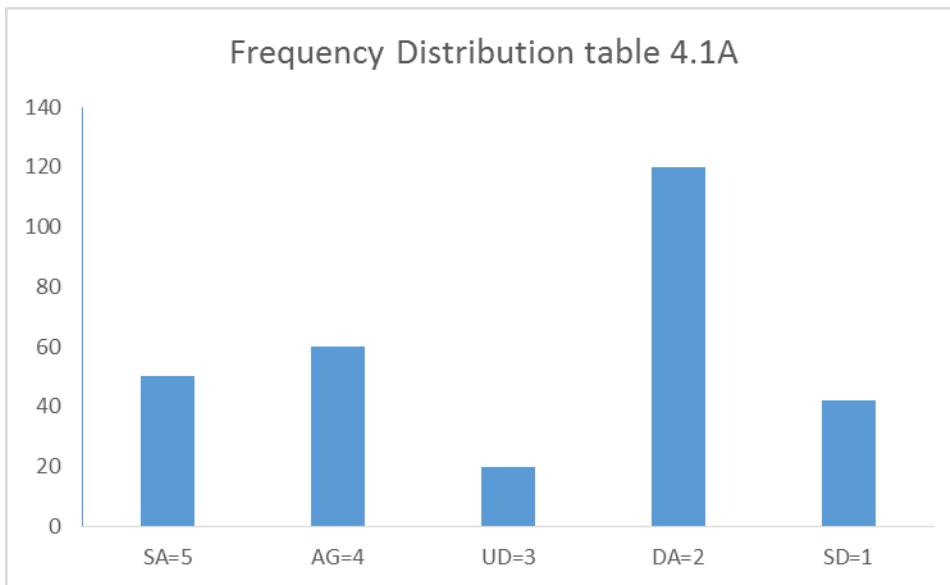
More employment has been created in Enugu state as a result of SMEs existence.

#### Chi-square test result

	Observed Responses
SA=5	50
AG=4	60
UD=3	20
DA=2	120
SD=1	42

k =	5
df =	4
alpha =	0.05
p value =	0.00





### Conclusion

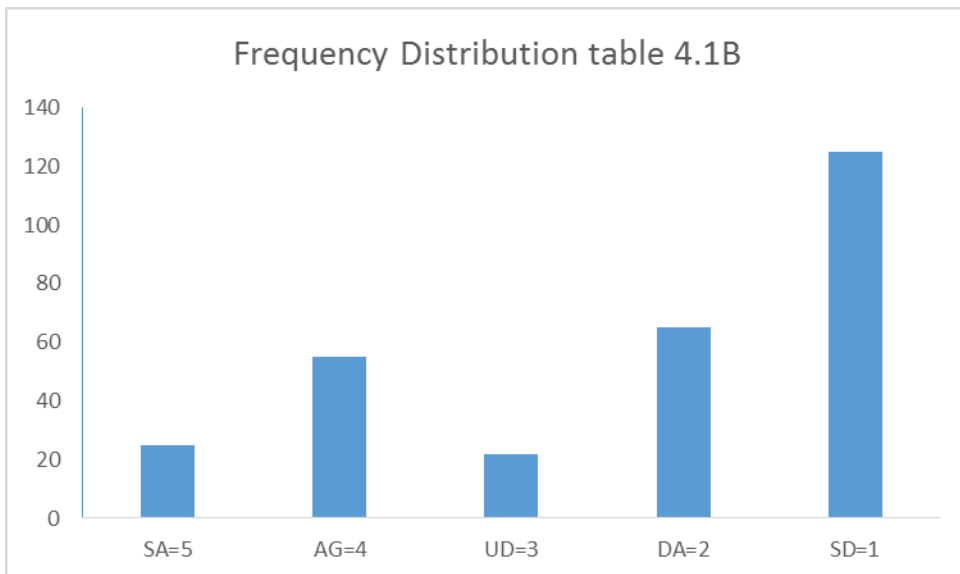
The Chi-square statistic is statistically significant because the p-value is less than the level of significance, hence the null hypothesis is rejected and the alternative hypothesis is accepted.

SMEs have employed more than 50% of unemployed graduates in Enugu State.

	ObservedResponses
SA=5	25
AG=4	55
UD=3	22
DA=2	65
SD=1	125
DA=2	65
	125

### Chi – square test result

k =	5
df =	4
alpha =	0.05
p value =	0.00



**Conclusion:**

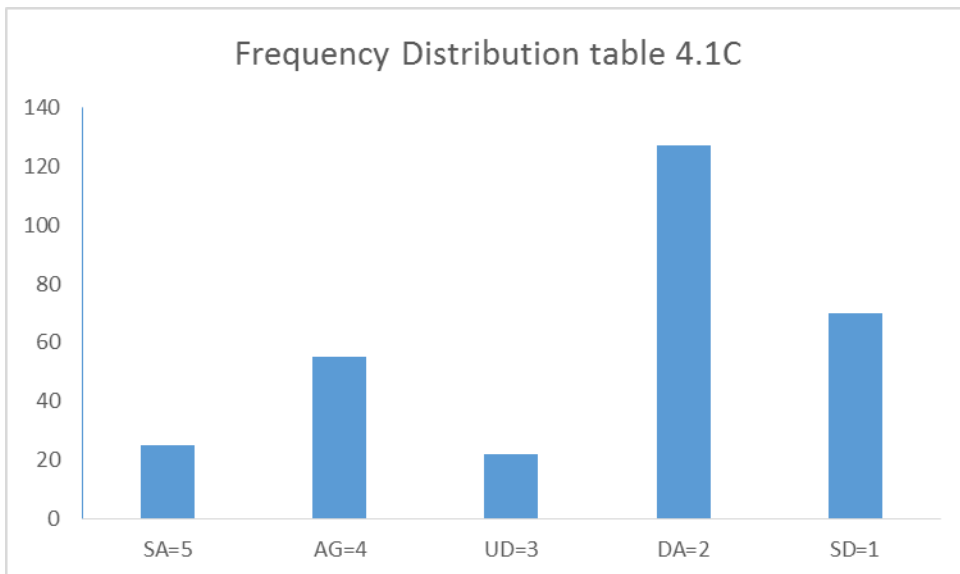
SMEs has employed more than 50% of unemployed graduates in Enugu State but not significantly.

SMEs job and employment have improved the standard of living of citizens in Enugu state.

**Chi-square test result**

	Obseved responses
SA = 5	25
AG = 4	55
UD = 3	22
DA = 2	127
SD = 1	70

K =	5
Df =	4
Alpha	0.05
P value	0.00



### Conclusion

The above statistical analysis show that SMEs have created more employment and improved the standard of living of citizens in Enugu State but from the observed responses in table 4.1, SMEs have not significantly improved much on the citizens employment rate and standard of living.

### Table 2

$H_0$  : SMEs have not significantly contributed to building individual skills and technical knowledge of entrepreneurs.

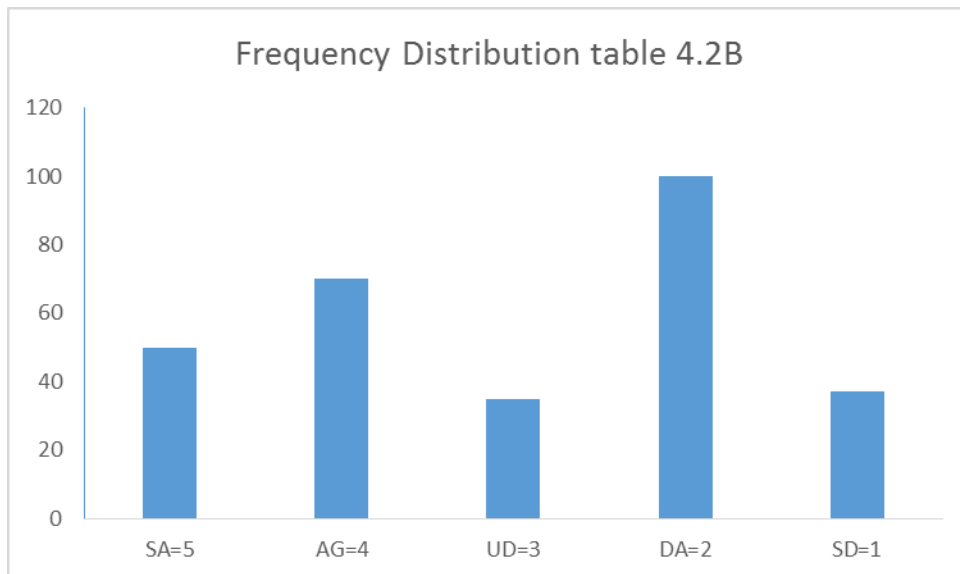
Technical skills acquired through MDAs workshops/seminars have improved the performance of SMEs

### Chi-square test result

	Observed responses
SA=5	25
AG=4	40
UD=3	30
DA=2	102
SD=1	95

k =	5
df =	4
alpha =	0.05
p value =	0.00



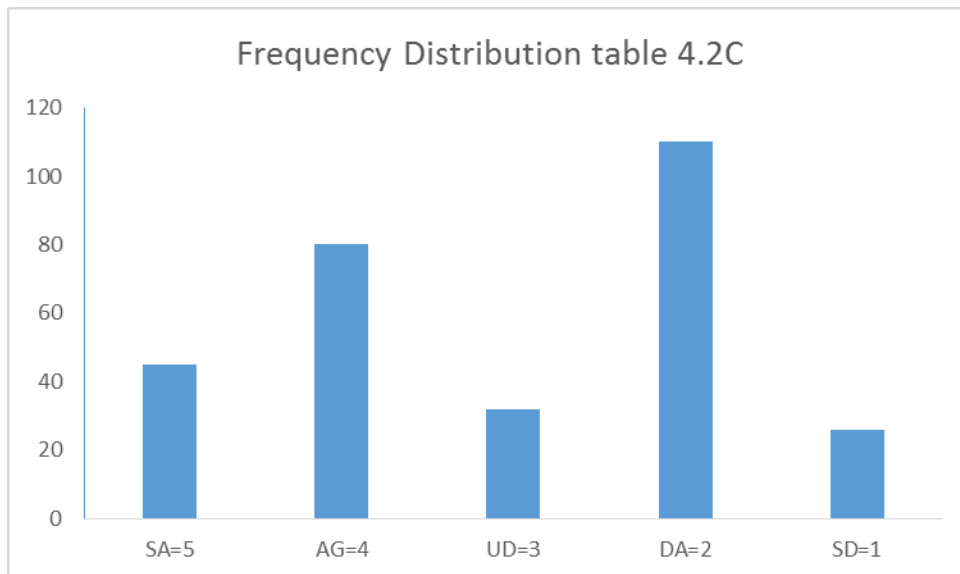


SMEs/MDAs training, weekly and monthly sessions have attracted more aspirants into entrepreneurship.

Chi-square test result

Response/Value	Observed responses
SA=5	45
AG=4	80
UD=3	32
DA=2	110
SD=1	26

k =	5
df =	4
alpha =	0.05
p value =	0.00



Conclusion: MDAs and SME training sessions have attracted more entrepreneurship aspirant, considering the p-value.

From the Chi-square statistic tables above the null- hypothesis is rejected because the p-value is less than the level of significance and alternative hypothesis is accepted. This shows that SMEs have contributed to building individual skills and knowledge of entrepreneurs and have attracted aspirants into entrepreneurship. However, from the observed responses the SMEs/MDAs have not significantly developed skills and knowledge in the state.

Table 4.3

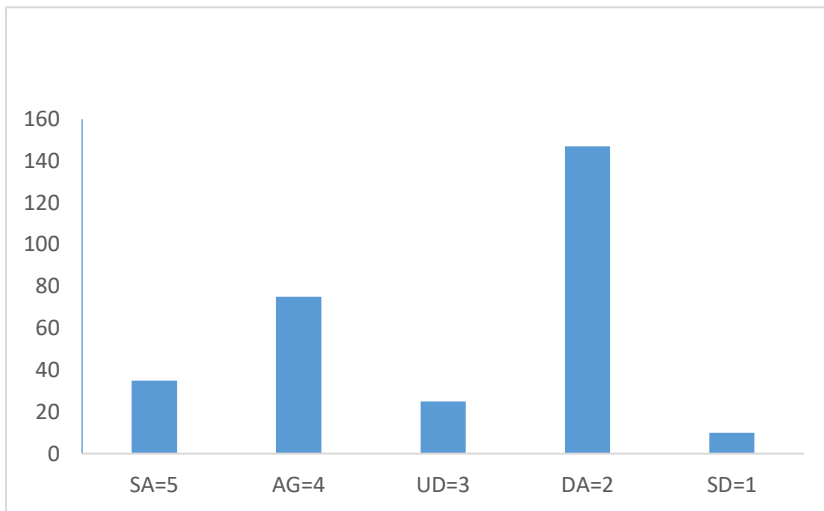
$H_0$  : SMEs have no significant impact on technical innovations and on the environment of Enugu state.

Better ideas and technical know-how in delivery of goods and services in Enugu as a result of SMEs existence.

Chi-square test result

	Observed responses
SA=5	40
AG=4	80
UD=3	22
DA=2	128
SD=1	22

k =	5
df =	4
alpha =	0.05
p value =	0.00

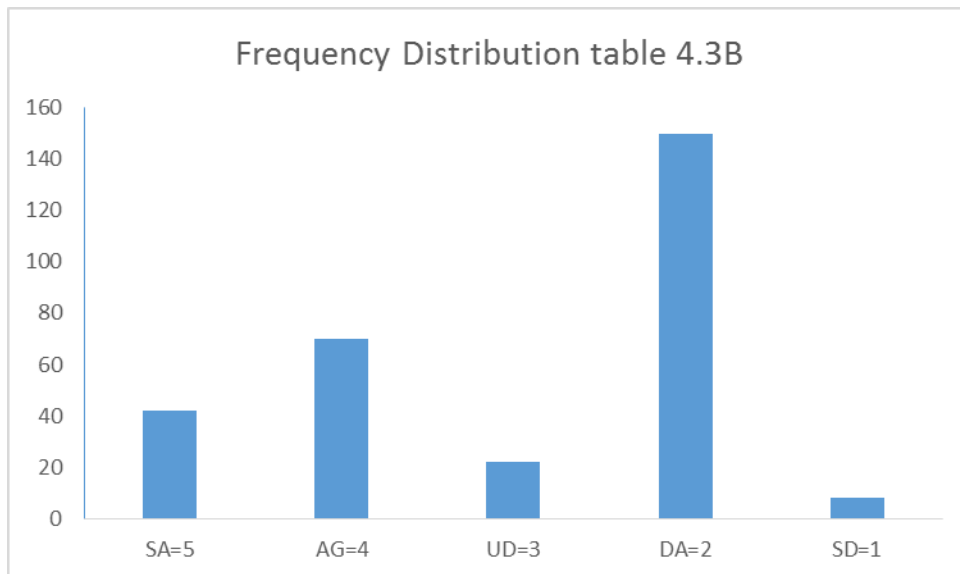


Conclusion: SMEs have contributed significantly towards improving technical knowledge in service delivery in the State.

More new social and infrastructural facilities as a result of SMEs.

Chi – square test result

	Observed responses
SA=5	42
AG=4	70
UD=3	22
DA=2	150
SD=1	8



Conclusion: SMEs have shown significant improvement on social infrastructure in the state from the p-value but the observed response disagreed.

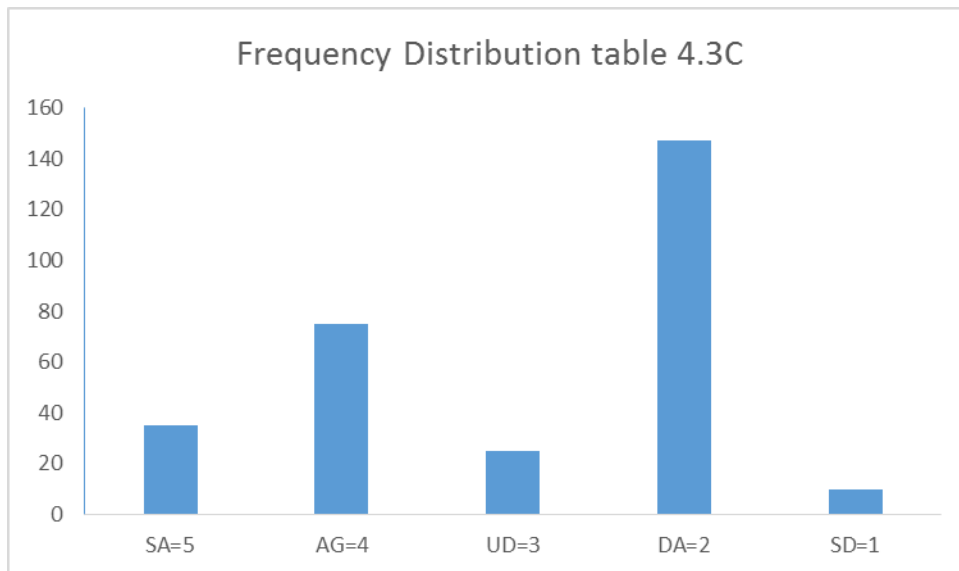
Improved technologies and tools are facilitated by MDAs.

	Observed responses
SA=5	35
AG=4	75
UD=3	25
DA=2	147
SD=1	10

Chi – square test result

k =	5
df =	4
alpha =	0.05
p value =	0.00





**Conclusion:** MDA intervention programs enhanced the level of technological advancement of SMEs in the state.

From the analysis on table 4.3 the Chi-square statistic is statistically significant, therefore the null-hypothesis rejected and the alternative hypothesis is accepted. This shows that SMEs have impact on innovations and on the environment of the state, but from the observed responses on the above the percentage of the respondents that disagree is showing that there is not significant impact on technical innovations and on the environment of Enugu State.

#### Summary of Findings

1. SMEs have created more employment and improved the standard of living of citizens in Enugu State considering the calculated P-value of 0.00. The observed responses in table 4.1 frequency distribution did not show significantly SMEs much improved employment rate and standard of living on the citizens.
2. SMEs have contributed to building individual skills and knowledge of entrepreneurs and have attracted aspirants into entrepreneurship from the calculated table on table 4.2. But from the observed frequency responses the SMEs/MDAs have not significantly developed skills and knowledge in the state.
3. SMEs have created more employment and improved the standard of living of citizens in Enugu State. The observed responses in table 4.1, indicate that, SMEs have not significantly improved much on the citizens employment rate and standard of living.

**Conclusion:** The study revealed that the role of SME in building capacity of state is to create employment, reduce poverty, increase individual skills and knowledge and bringing innovations to the environment thus in line with ideas of the theoretical framework of this study. SMEs programmes have created employment, improved standard of living, building individual skills and innovations, etc. but have not significantly improved the identified missions of taking up SMEs programme.

**Recommendation:** This study therefore, recommends that:

1. the government should create more employment through SMEs by improved fundings for Start-up loans for young entrepreneurs to meet up graduate turnover from universities and colleges and put in place protective policies.
2. More regular training and incentives programmes, consultations, supervision and counseling of both existing and aspiring entrepreneurs should be established by the state SME centers to improve individual skills, technical knowledge of entrepreneurs.
3. Further proper monitoring and evaluation techniques should be adopted by funding institutions, to ensure that the funds provided are properly utilized and accounted for, which will also help to evaluate SMEs contributions on innovations and physical infrastructures within the environments of the State.

#### ACRONYMS

1	MSMEs	-	Micro, Small and Medium Enterprises
2	SMEs	-	Small and Medium Enterprises
3	SMEDAN	-	Small Medium Enterprises Development Agencies of Nigeria
4	CNCS	-	Cooperation for National Community Service
5	ESAs	-	European Space Agencies
6	NEXIMB	-	Nigerian Export-Import Bank
7	ESF	-	Export Stimulation Facility
8	EXDF	-	Export Development Fund
9	MSMEDF	-	Micro, Small, Medium Enterprises Development Fund
10	OECD	-	Organisation for Economic Cooperation and Development
11	CDP	-	Committee for Development Policy

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