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ENHANCING THE ENTREPRENEURIAL INTENTION OF THE RETIRING MILITARY PERSONNEL THROUGH ENTREPRENEURIAL TRAINING

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017
ENHANCING THE ENTREPRENEURIAL INTENTION OF THE RETIRING MILITARY PERSONNEL THROUGH ENTREPRENEURIAL TRAINING

By
LAMIDI YUSUF

Thesis Submitted to Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, in Fulfillment of the Requirement for the Degree of Doctor of Philosophy
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ABSTRACT

This study examined the factors enhancing the entrepreneurial intention of the retiring military personnel in Nigeria, using entrepreneurial training as a moderator. A total of 423 retiring military personnel on pre-retirement entrepreneurial and vocational training programme at the Nigerian Armed Forces Resettlement Centre, Oshodi, Lagos, Nigeria participated in the study. Four variables were used to explain the entrepreneurial intention, which are the entrepreneurial finance, government policy, market opportunities and physical facilities. Partial Least Squares-Structural Equation Model (PLS-SEM) algorithm and bootstrap techniques were used to test the study hypotheses. The results provided support for the hypothesized direct effects of the four variables on the entrepreneurial intention of the retiring military personnel in Nigeria. The study revealed that entrepreneurial finance is the most important variable of the model, follow by market availability, physical facilities and government policies. It was also found that the entrepreneurial training moderated the relationship between two of the independent variables (entrepreneurial finance and physical facilities) and entrepreneurial intention. Training strengthens the relationship between physical facilities and intention, however, it weakens the relationship between entrepreneurial finance and intention. The study recommends that the retiring military personnel must plan towards becoming entrepreneurs upon retirement by engaging in early saving as it constitutes most readily available source of seed capital. The Government should also create an enabling business environment (improving market availabilities and physical facilities) and ensure the provision of specific entrepreneurial training to improve the skills needed to succeed as entrepreneurs upon retirement (for example, marketing skills and financial planning). In general, these findings support the view that entrepreneurial training enhances and stimulates the intention of the retiring military personnel (possibly also for the other government uniform personnel) to become entrepreneurs.

Keywords: Nigeria, entrepreneurial intention, entrepreneurial training, military personnel, PLS-SEM
ABSTRAK


Keputusan yang diperoleh menyokong kesan langsung hipotesis daripada empat pembolehubah pada niat keusahawanan anggota tentera yang bakal bersara Nigeria. Kajian menunjukkan bahawa kewangan keusahawanan adalah pembolehubah yang paling penting dalam model, diikuti dengan ketersediaan pasaran, kemudahan fizikal dan dasar-dasar kerajaan. Ia juga mendapati bahawa latihan keusahawanan mempunyai hubungan sederhana antara dua pembolehubah bebas (kewangan keusahawanan dan kemudahan fizikal) dan niat keusahawanan. Latihan menguatkan hubungan antara kemudahan fizikal dan niat, bagaimanapun, ia melemahkan hubungan antara kewangan keusahawanan dan niat. Kajian ini mencadangkan agar anggota tentera yang bakal bersara mesti merancang ke arah menjadi usahawan selepas bersara dengan memulakan tabung simpanan seawal mungkin kerana ia merupakan sumber paling mudah didapat daripada modal permulaan. Kerajaan juga perlu mewujudkan persekitaran perniagaan yang kondusif (meningkatkan ketersediaan pasaran dan kemudahan fizikal) dan memastikan penyediaan latihan keusahawanan khusus untuk meningkatkan kemahiran yang diperlukan untuk berjaya sebagai usahawan selepas bersara (sebagai contoh, kemahiran pemasaran dan perancangan kewangan). Secara umum, penemuan ini menyokong pandangan bahawa latihan keusahawanan meningkatkan dan merangsang hasrat anggota tentera yang bakal bersara (kemungkinan juga untuk kakitangan seragam kerajaan yang lain) untuk menjadi usahawan.

Kata kunci: Nigeria, niat keusahawanan, latihan keusahawanan, anggota tentera, PLS-SEM
ACKNOWLEDGEMENT

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I am indebted to my able supervisor, Prof. Dr. Mohd Sobri Minai, for his untiring support, moral encouragement, excellent guide as well as unlimited advice during my PhD journey. May Almighty Allah rewards him abundantly. My appreciation also goes to my reviewers during proposal defence, Dr. Ali Yusob Md Zain and Dr. Noor Azmi Hashim, and to the examiners of my viva voce, whose comments and suggestions have assisted in improving the standard of my thesis. I also wish to express my gratitude to Prof. Dr. Yusnidah Ibrahim, Prof. Hamzah Dato Abd Rahman, Prof. Dr Zakaria Abas, Dr. Ossai Essuh-Igwe and Dr. Hisham Mohammad for their useful comments and suggestions during the course of my programme.

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<tr>
<td>AVE</td>
<td>Average Variance Extracted</td>
</tr>
<tr>
<td>CR</td>
<td>Composite Reliability</td>
</tr>
<tr>
<td>CMV</td>
<td>Common Method Variance</td>
</tr>
<tr>
<td>Dr</td>
<td>Doctor</td>
</tr>
<tr>
<td>$f^2$</td>
<td>Effect Size</td>
</tr>
<tr>
<td>OYAGSB</td>
<td>Othman Yeop Abdullah Graduate School of Business</td>
</tr>
<tr>
<td>PBUH</td>
<td>Peace Be Upon Him</td>
</tr>
<tr>
<td>PhD</td>
<td>Doctor of Philosophy</td>
</tr>
<tr>
<td>PLS</td>
<td>Partial Least Squares</td>
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<td>Prof</td>
<td>Professor</td>
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<tr>
<td>$Q^2$</td>
<td>Construct Crossvalidated Redundancy</td>
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<td>$R^2$</td>
<td>R-squared values</td>
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<td>SEE</td>
<td>Shapiro Entrepreneurial Event</td>
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<td>SEM</td>
<td>Structural Equation Modelling</td>
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<td>SET</td>
<td>Self Efficacy Theory</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<tr>
<td>SWT</td>
<td>Subhanahu Wa Ta'ala</td>
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<tr>
<td>TAM</td>
<td>Technology Acceptance Model</td>
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<tr>
<td>TPB</td>
<td>Theory of Planned Behaviour</td>
</tr>
<tr>
<td>TRA</td>
<td>Theory Reason Action</td>
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<tr>
<td>VIF</td>
<td>Variance Inflated Factor</td>
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1.1 Background

Entrepreneurship has been acknowledged by a lot of scholars and has been given major attention over the past decades, mainly because of its ability to trigger business creation which becomes a source of value creation, wealth, and employment (Entrialgo & Iglesias, 2016; Boukamcha, 2015). The field of entrepreneurship is rapidly and significantly growing over the past few decades (Minai, Uddin & Ibrahim 2014; Shane, 2012). Entrepreneurship undeniably impacted the global business, which led to the emergence of entrepreneurial activities worldwide (Kuratko, 2005). The emergence of entrepreneurship is due to the growing need for entrepreneurs to accelerate economic growth (Turker & Selcuk, 2009) and to stimulate the economy as well as drive the new industry of the country (Nina, et al., 2014).

Entrepreneurship is about creating or identifying opportunities to create wealth (Bae, Qian, Miao & Fiet, 2014). Thus, promoting entrepreneurial intention has an enormous economic impact with the accompanying multiplier effect, such as creating jobs and income (Duval-Couetil & Long, 2014), especially among retiring military personnel (Choo & Wong, 2006). According to Shane and Venkataraman (2000), entrepreneurship is the process of examining of how, by whom, and with what the opportunities affect the desire to create future goods and services and being discovered, evaluated, and exploited. It involves the process of discovery, evaluation, and exploitation of opportunities by the individuals (Shane & Venkataraman, 2000).
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factors and obstacles to entrepreneurial intention among business


Appendix A

Appendix BACADEMIC RESEARCH QUESTIONNAIRE

SECTION A

DEMOGRAPHICAL FACTORS:

Please fill the appropriate answer with respect to the questions below;

i. Gender: 1. Male  2. Female

ii. Age: 1. 31-40  2. 41-50
3. 51-60


iv. Working experience: 1. 15-20 years  2. 21-25 years
3. 26-30 years  4. 31-35 years

v. Area of vocational training...
SECTION B
GOVERNMENT POLICY:

Please respond to the following questions by cycling the best that represent your view using the Likert Scale ranging from 1 = Never true, 2 = Rarely true, 3 = Sometimes but infrequently true, 4 = Neutral, 5 = Sometimes true, 6 = Usually true and 7 = Always true.

| Government has programs and policies to enhance awareness of entrepreneurship. | 1 2 3 4 5 6 7 |
| The government policies and programmes contribute successfully increase the awareness of people regarding entrepreneurship. | 1 2 3 4 5 6 7 |
| There are government policies on business registration and development of emerging firms. | 1 2 3 4 5 6 7 |
| Nigeria entrepreneurial regulatory provides conducive environment to business operation. | 1 2 3 4 5 6 7 |
| There exist government policies and its application to venture loan, taxation and regulation of business activity. | 1 2 3 4 5 6 7 |

MARKET AVAILABILITY

Please respond to the following questions by cycling the best that represent your view using 7 points Likert scale ranging from 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree and 7 = Strongly agree.

| I am always alert to business opportunities | 1 2 3 4 5 6 7 |
| I always keep an eye out for new business ideas when looking for information | 1 2 3 4 5 6 7 |
| I search systematically for business opportunities | 1 2 3 4 5 6 7 |
| I look for information about new ideas on products or services | 1 2 3 4 5 6 7 |
| I regularly scan the environment for business opportunities | 1 2 3 4 5 6 7 |
ENTSRENEURIAL FINANCE

Please respond to the following questions by cycling the best that represent your view using 7 points Likert scale ranging from 1=Strongly disagree, 2=Disagree, 3=Somewhat disagree, 4=Neutral, 5=Somewhat agree, 6=Agree and 7=Strongly agree.

| There are financial resources available for those who want to become entrepreneur. | 1 2 3 4 5 6 7 |
| Obtaining necessary funds have been the main obstacle for those who want to start their businesses. | 1 2 3 4 5 6 7 |
| Financial support encourages emerging and development of new firm creation in my country. | 1 2 3 4 5 6 7 |
| Knowledge of accounts and financial statements are important in business creation. | 1 2 3 4 5 6 7 |
| In general, do you agree that access to funds contribute to the success of the business? | 1 2 3 4 5 6 7 |

PHYSICAL INFRASTRUCTURE

Please respond to the following questions by cycling the best that represent your view using 7 points Likert scale ranging from 1=Strongly disagree, 2=Disagree, 3=Somewhat disagree, 4=Neutral, 5=Somewhat agree, 6=Agree and 7=Strongly agree.

| Infrastructural facilities available such as, stable electricity supply enhances entrepreneurship in Nigeria. | 1 2 3 4 5 6 7 |
| Availability of good transportation system enhances entrepreneurship. | 1 2 3 4 5 6 7 |
| Access to good communications system encourages entrepreneurship. | 1 2 3 4 5 6 7 |
| Ease of access to land, offices and warehouses inspires entrepreneurship in Nigeria. | 1 2 3 4 5 6 7 |
| Availability of infrastructural facilities in Nigeria discourages entrepreneurial intention | 1 2 3 4 5 6 7 |
SECTION C
ENTREPRENEURIAL TRAINING:
Please respond to the following questions by cycling the best that represent your view using 7 point Likert ranging from 1 = no aptitude at all, to 7 = very high aptitude will be adopted;

How do you rate yourself on the following entrepreneurial training/skill?

<table>
<thead>
<tr>
<th>Training/skill</th>
<th>1</th>
<th>2</th>
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<td>Networking skills, and making professional contacts</td>
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SECTION D
ENTREPRENEURIAL INTENTION:
Please respond to the following questions by cycling the best that represent your disposition towards entrepreneurship using the Likert Scale ranging from 1 = Never true, 2 = Rarely true, 3 = Sometimes but infrequently true, 4 = Neutral, 5 = Sometimes true, 6 = Usually true and 7 = Always true.

<table>
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<tr>
<th>Statement</th>
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<th>4</th>
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<th>7</th>
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<tr>
<td>I plan to establish my own business in the foreseeable future after retirement from the military.</td>
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<tr>
<td>I will set up a firm two years upon retirement from the military.</td>
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<tr>
<td>I’ve got the firm intention to start a business some day upon retirement from the military career.</td>
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### APPENDIX B

**SmartPLS Output - Measurement Model**

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<th>R Square</th>
<th>Cronbach's Alpha</th>
<th>Communality</th>
<th>Redundancy</th>
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APPENDIX C

Blindfolding Procedure Output

CV Red.

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<td>Ent Intention</td>
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<td>Ent Training</td>
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Indicator Crossvalidated Redundancy

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Construct Crossvalidated Communality

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Case 1

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Case 2

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