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## **DEVELOPING A CONCEPTUAL FRAMEWORK ON ENTREPRENEURIAL CAPACITY BUILDING STRATEGIES AND JOB CREATION AMONG RURAL COMMUNITIES IN NIGERIA**

**Nasamu GAMBO (Ph.D)**

Department of Business Administration,  
Federal University Wukari, Taraba State

Email: [gambonasamu@gmail.com](mailto:gambonasamu@gmail.com)  
+2347036587978

**Rimamnde RIKWENTISHE (Ph.D)**

Department of Business Administration

Federal University, Wukari, Taraba State

Email: [newmtn2@gmail.com](mailto:newmtn2@gmail.com)

**&**

**Nungala Danjuma USMAN**

Department of Business Administration  
Federal University, Wukari, Taraba State

Email: [chicidanjuma1986@gmail.com](mailto:chicidanjuma1986@gmail.com)

### ***Abstract***

*Entrepreneurship ability and capacity can be easily achieved through entrepreneurship education. it is a continuous training and development of entrepreneurial ability, capacity and skills that are relevant and whose comprehension and applicability enhances or enable the recipients to contribute meaningfully to the growth and development of the economy. This study employed a conceptual literature review to develop a conceptual framework on Community Entrepreneurial Capacity Building Strategies among Rural communities in Nigeria.*

**Keywords:** Entrepreneurship, Entrepreneurship Education, Capacity Building, Community Capacity Building, Job Creation.

### **Introduction**

Entrepreneurship ability is a necessity to create an entrepreneurial culture and society. This ability is a pre-requisite for the total economic growth and development of any economy most especially developing economies like Nigeria. It constitutes the process of new venture creation that was not in existence previously; a practice of starting up new firm or organization; and wealth creation through new concepts implementation (Gambo & Andow, 2021). Entrepreneurship ability and capacity can be easily achieved through entrepreneurship education. Entrepreneurship Education



is the process of training and imparting individuals or group of people with the ability, capacity and skills to identify opportunities where others have not and to acquire the knowledge, self-esteem and insight to do something where others don't Gambo (2021). Entrepreneurship education is meant to change the behavioural and attitudinal pattern of the recipients in an anticipated direction.

Community capacity building is a process that focuses on providing members of the community (including the most disadvantaged and poorest of the poor) the required skills, competences, expertise, knowledge, training and access to information to empower them with the ability to perform effectively and take greater control of their lives and provide meaningful contributions to the development of the community (Aminu, 2019). Therefore, it is a continuous training and development of entrepreneurial ability, capacity and skills that are relevant and whose comprehension and applicability enhances or enable the recipients to contribute meaningfully to the growth and development of the economy. This study employed a conceptual literature review to develop a conceptual framework on Community Entrepreneurial Capacity Building Strategies among Rural communities in Nigeria.

## **Methodology**

Based on the objective of the study, this study employed a conceptual literature review to develop a conceptual framework on Community Entrepreneurial Capacity Building Strategies among Rural communities in Nigeria.

## **Theoretical Review**

This study adopts the Human Capital Theory as the theoretical framework of the study. The Human Capital theory states that the population that are educated are the most productive (Olaniyan & Okemakinde, 2008). Researchers such as Gambo (2021), Andow (2021) and Psacharopolous and Woodhall (1997) agrees that formal education which the human capital theory is centered on is a pre-requisite to enhancing the productivity capacity of the target population. Psacharopolous and Woodhall (1997) asserted that the wealth of any nation depends on its human capital. Human capital manages all other factors of production. Ayara (2002) asserted that education has an insignificant influence on economic growth in Nigeria and he further stated that there are factors that are attributable to that effect. These factors are: The activities of Educational Capital are not socially productive; Its demand is very slow and the system provides almost no skill. On the other hand, Buta (2015), opined that human capital theory views education capital as professional and education theory which signifies and integrated system of knowledge and skills and workplace training which is relevant to this study.



## **Conceptual Review**

### **Entrepreneurship**

Entrepreneurship refers to the ability and willingness of a group of people or an individual to look for opportunities to invest, or establish and manage an enterprise or an organization effectively and successfully (Gambo & Andow, 2021). Omolayo and Baba (2013) asserts that entrepreneurship is an activity of starting up a firm, organizing and planning business activities and thereby taking calculated risks to acquire profit through the capacity building and educational skills obtained. Entrepreneurship ability is a necessity to create an entrepreneurial culture and society. This ability is a pre-requisite for the total economic growth and development of any economy most especially developing economies like Nigeria. This definition agrees with the opinion of Nwangu (2006); Ojeifo (2013) who opined that entrepreneurship is the ability and passion of a firm, organization and individual to identify changes in an environment and utilizes an identified opportunity to produce or provide products and services to satisfy consumers' needs.

Furthermore, Paul (2015) and Ossai (2012) observed that risk taking is a vital aspect of entrepreneurship; it constitutes the process of new venture creation that was not in existence previously; a practice of starting up new firm or organization; and wealth creation through new concepts implementation. Gambo (2021) opined that entrepreneurship is a novel activity of creating something new or doing an existing thing in a different way to create economic value and create wealth. This definition captures the idea of creativity and innovation as key components of entrepreneurship. For creativity and innovation to happen, the entrepreneurs must be focused, purposeful and hardworking in addition to ingenuity, talent, personality traits and knowledge. Moreover, Aruwa (2004) describes entrepreneurship as the capacity and ability of an individual or group of people who take risk and bring together a combination of factors of production and utilizes them to produce or develop goods and services.

Entrepreneurship as a concept is however linked with different activities as it requires both an entrepreneur and an environment that is enabling and conducive (Ayatse, 2013). The aim of any form of training and education is to enhance or ensure a behavioral change. Knowledge, values, skills and attitudes are a function of Behavior. Therefore, any training or education program strategy has to be specific and clear of what it intends to achieve. This study adopts the definition of entrepreneurship by Gambo (2021), which states that entrepreneurship is a novel activity of creating something new or doing an existing thing in a different way to create economic value and create wealth.

### **Entrepreneurship Education**

Entrepreneurship Education is the process of training and imparting individuals or group of people with the ability, capacity and skills to identify opportunities where others have not and to acquire the knowledge, self-esteem and insight to do something where others don't. It is a systematic process of instruction and training that enhances and ensures that entrepreneurial knowledge and skills development is transmitted to anticipating and willing recipients (CELCEE, 1999).



Entrepreneurship education is meant to change the behavioural and attitudinal pattern of the recipients in an anticipated direction. Therefore, it is a continuous training and development of entrepreneurial ability and skills that are relevant and whose comprehension and applicability enhances or enable the recipients to contribute meaningfully to the growth and development of the economy. Entrepreneurship education is clearly a process of instruction that involves the development of entrepreneurial behaviours, activities and mindsets. It symbolizes the variety of knowledge acquisition that seeks to empower its recipients to create economic value and real wealth in the economy, thereby, enabling the nation's development (Ekpoh & Edet, 2011). Similarly, Entrepreneurship education is the active process of providing knowledge and imparting skills to potential entrepreneurs that have the intention to venture into small businesses for future development (Aminu, 2019). Several studies have indicated that the impact of entrepreneurship education on entrepreneurship development and success is positive and significant (Aminu, 2019; Gambo, 2021; Ekpoh & Edet, 2011; Aruwa, 2004; Mirjam & Wim, 2004; Gambo & Andow, 2021). These nexus shows the ability and capacity for the recipient to develop intention, learn, identify opportunities, start, adapt and sustain a successful business through entrepreneurship education.

This study views Entrepreneurship Education as a training process that seeks to impart a formal and structural entrepreneurial concept, culture, skills, mental awareness and behavior to be utilized by individuals or group of people to develop willingness, and the capacity, to identify opportunities, initiate, start-up, manage and develop business activities. It is an instructive process component that provides self-efficacy, motivation, confidence and willingness for its recipients to take the path of entrepreneurship. Thereby, increases new venture creation and economic growth and development.

### **Human Capacity Building and Community Capacity Building**

The human capacity building refers to the process and practice of providing expertise, knowledge, training and access to information to individuals or group of people that provide or empower them with the ability to perform effectively (UNDP, 2016). Azikwe (2006) opined that capacity building is an instructive process by which a group of people or an individual, are provided with the knowledge, training, expertise and comprehension they require to perform efficiently and effectively in their various areas of work. It also refers to an organize activity that generates and provide skills, knowledge and expertise to enhance the thinking capacity and ability that will help or provides support in improved performance and sustainability (Nell and Napier, 2006). Capacity refers to the ability of an individual, a group of people or an organization to succeed or excel and capacity building refers to the process of developing and strengthening the capacity (which is the ability) (Nwankwo & Olabisi, 2017). It is a conscious means of strengthening or enhancing the capacity of individuals or organization to achieve their set objectives (Lusthaus, Adrien & Perstinger, 1999).

Miten (2006) asserts that capacity is the ability of an individual, a group of people or an organization to perform towards achieving the set goals, relationships, behaviour, resources, motivation and conditions that allow them to carry out their functions effectively and efficiently



over time. Brown, Lafond, and Macintyre (2001) opined that capacity building is a dynamic and a multifaceted process that improves the ability that an individual, institutions, organizations, and communities to collectively and individually carry out activities to solve problems and achieve set goals. This study focuses on Community capacity building.

### **Community Capacity Building**

Community capacity building is a process that focuses on providing members of the community (including the most disadvantaged and poorest of the poor) the required skills, competences, expertise, knowledge, training and access to information to empower them with the ability to perform effectively and take greater control of their lives and provide meaningful contributions to the development of the community (Andow, 2021). Effective and meaningful community capacity building can stimulate and enhances collective social and economic problem solving as such will increasingly empower them. Community Capacity Building has evolved and developed as a concept because of the requirement and the need for important and effective strategies to find solutions to major economic and social decline in communities and regions undergoing significant economic challenges, unemployment and excessive dependency on the government.

This study specifically focuses on designing effective community capacity building strategies to train, develop and sustain community capacity most especially among rural communities experiencing significant social and economic challenges, unemployment and excessive dependency on the government.

### **Impact of Entrepreneurial Capacity Building on Job Creation through Small and Medium Enterprise Creation**

Several researchers indicate capacity building as a possible solution to unemployment, crisis, poverty, hunger, disease, and spurring of economic and social development (Floro, 2001; Iheduru, 2002). Entrepreneurial Capacity building stimulates the creation of Small and Medium Enterprises (SMEs). SMEs plays an essential role in job creation, stimulates the expansion of the private sector and alleviate or eradicate poverty for many citizens in developing nations (Gambo, 2021). Human Capacity Building is vital to any country. No economy can have consistent and sustainable development without building the capacity and ability of her citizens (Nwankwo & Okorie, 2015). Entrepreneurial Capacity building of a community requires providing members of the community (including the most disadvantaged and poorest of the poor) the required entrepreneurial skills, competences, expertise, knowledge, training, general technical know-how and access to information to empower them with the ability to perform effectively and take greater control of their lives and provide meaningful contributions to the development of the community (Ikupolati, Medubi, Obafemi, Adeyeye, & Oni, 2017).

Harnessing the entrepreneurial capacity of members of a community can be vital to developing new ventures and existing business continuity and sustainability (Afande, 2015), capacity building is very critical to SMEs because the success of every business depends on the capacity of its human



capital (Gambo, 2021). Gambo and Andow (2021), opined that entrepreneurial capacity building increases the performance and output of an average employee. Despite Andow (2021) observation, which suggested that capacity building is more significant on employees of large firms, the general belief is that best practice in capacity building can enhance volume of sales, infrastructural advancement and the business lifespan (May 2002, Hayton, 2003). While Afande (2015); Andow (2020); Gambo (2021) and Gambo & Andow (2021) all indicated, that entrepreneurial capacity building could be beneficial to job creation, SMEs creation, development and sustainability, entrepreneurial capacities positively affect the growth of small firms (Bouazza, Ardjouman, & Abada, 2015). Inadequate human entrepreneurial capabilities and abilities are a significant barrier to the creation, growth and sustainability of SMEs in developing nations (Lee, 2001 Batra & Tan, 2003). Therefore, it is a pre-requisite to build the capacities of the people to make a vital contribution to the economy of a country (Bamfo, Asiedu- Appiah, Oppng-Boakye, 2015).

Several researchers argue in agreement of the influence of human capital on entrepreneurial performance of an individual or a firm (Bosma, 2002; May 2002; Hayton, 2003; Ikupolati, Medubi, Obafemi, Adeyeye, & Oni, 2017). (Ojokuku, 2012) opined that a link does not exist between capacity building and SMEs performance and growth. He further stated that if a positive link exists between these variables, then SMEs would increase their need for capacity building. Presently, entrepreneurial Capacity building is very essential in successful running of SMEs. Entrepreneurial education and Capacity training are very important to the success of every entrepreneurship venture (Gambo & Andow, 2021). Wen-Long Wen Guu & Chiang (2014) stressed that entrepreneurs that underwent entrepreneurial capacity building courses had a better chance of identifying and utilizing opportunities and also improves their problem-solving skills, information technology skills and managerial skills thereby contributing to their success (Monahan, Shah, and Mattare, 2011). This study specifically focuses on designing effective community capacity building strategies to train, develop and sustain community capacity most especially among rural communities.

### **Constraints to Capacity Building in Rural Communities**

The problem of capacity building in developing countries is reported in many studies. Chepkemos (2013) indicated level of education, high cost and level of technicalities involved as barriers to a large number of people and business owners in rural communities to avoid learning about book keeping. High cost of general training has also been identified by Bouazza et al., (2015) as a constraint hindering capacity building among SMEs owners and individuals in rural communities. Gambo (2021) indicated that some of the people and business owners in rural communities don't see any need for capacity building. Furthermore, Nwankwo & Okorie (2015), observed that political instability, Inadequate funding, inadequate information and inflation are the factors serves as barriers to human capacity building in rural communities in Nigeria. Susomrit & Coetzer (2013) opined that the opportunity cost to small businesses of training and development; Training and development cost; fear of losing the staff after training them and careless attitude about training and development. A study carried out by Andow (2021) among 28 small business owners in rural communities in Kaduna state revealed that Money and time were two significant barriers to



capacity building training and development. While a study carried out by Gambo (2021) among 200 respondents in rural communities of Taraba state revealed three constraints to capacity building, money, lack of cover and time. Furthermore, Ayodeji (2015), indicated inefficient and ineffective educational system which results to lack of training in leadership development and inadequate training for entrepreneurial capacity.

### **Areas to Improve Capacity Building among SMEs in Rural Communities**

Based on the aforementioned constraints, Afande (2015) observed the following areas needs attention in the aspect of capacity building for individual and SMEs in rural communities: Computer skills, all forms of Marketing, Taxation, Leadership, Materials and Production, Communication, Quality Control, Finance and Accounting, Product development, sales, Foreign Trade, interpersonal relations and Networking. Although the context and nature of a business determines its capacity building needs therefore, the ownership, size of the business and type of business activities determines its capacity building needs of the enterprise.

Nwankwo & Okorie, (2015) further suggested that vocational entrepreneurship training Entrepreneurship education, financial education, Government policies and programs, leadership and networking as measures that could enhance the development of entrepreneurial capacity building in communities in Nigeria. Entrepreneurial Capacity Building in rural areas should emphasize on leadership, managerial and educational training and networking as all are vital to the success of an entrepreneur and enterprises.

### **Entrepreneurial Capacity Building Strategies**

There is a general consensus by researchers that an entrepreneurial intention and career can be developed through entrepreneurial capacity building and training. Entrepreneurial Capacity building refers to the process of providing entrepreneurship knowledge, entrepreneurial skills and expertise so as to develop the business and analytical capacity that will help in enhancing productivity and sustainability. Entrepreneurial Capacity building strategies is essential in enhancing the competitive advantages of the business and the entrepreneur (Gambo, 2021). Entrepreneurship capacity building has the broad objective to impart entrepreneurial behaviour in individuals, group of people or an organization. They are interventions that are planned to achieve a goal of need of achievement development (Kristiansen, 1999) which is in agreement with the views of McClelland (as cited in Andow, 2021) which states that, the entrepreneurship spirit is centered around the need for achievement and it can be enhanced. But, the emphasis on activating it in entrepreneurship development is not accepted by every researcher. Researchers like Kristiansen (1999) suggests more capacity building through practical skills acquisition and management knowledge than modifying behavior.

Andow and Gambo (2021) assert that an entrepreneurial culture can be generated through entrepreneurship education courses and trainings that are needs-specific. They opined that capacity building through entrepreneurship education and training can stimulate and enhances self-



confidence, the need for achievement and alleviate fear of failure. They further pointed out that there is a general consensus the capacity building through entrepreneurship education is positively significant and has a relationship with self-employment. In line with this assertion, (Kristiansen, 1999) insists that entrepreneurial capacity building through education and training are key stimulating factors that influences productivity and sustainability of SMEs.

## **Conceptual Framework Development**

Therefore, based on the aforementioned arguments, this study focuses on Training and Development, Networking Skills Acquisition and Leadership Strategies to develop a conceptual framework for the study.

### **1. Training and Development Strategies**

Rural communities have limited or no access to vocational and technical skills training. Training and development as defined by Kitching and Blackburn (2002) incorporates any process that involves increasing job-related skills and knowledge of workers either within or outside the firm. Thus, in contrast to previous studies, formal and informal training and development are differentiated clearly in this study. Formal training and development involve a well-structured process of new knowledge and awareness impartation that is seen as an intervention by both those that are delivering and those receiving it while informal training and development are flexible, fragmented and ad-hoc initiatives without a well-defined structure and objectives. This study adopts the formal training and development practices with the objective to stimulate and motivate aspiring entrepreneurs and SMEs towards enhancing business start-up rates and business productivity and sustainability.

### **2. Networking Skills Acquisition Strategies**

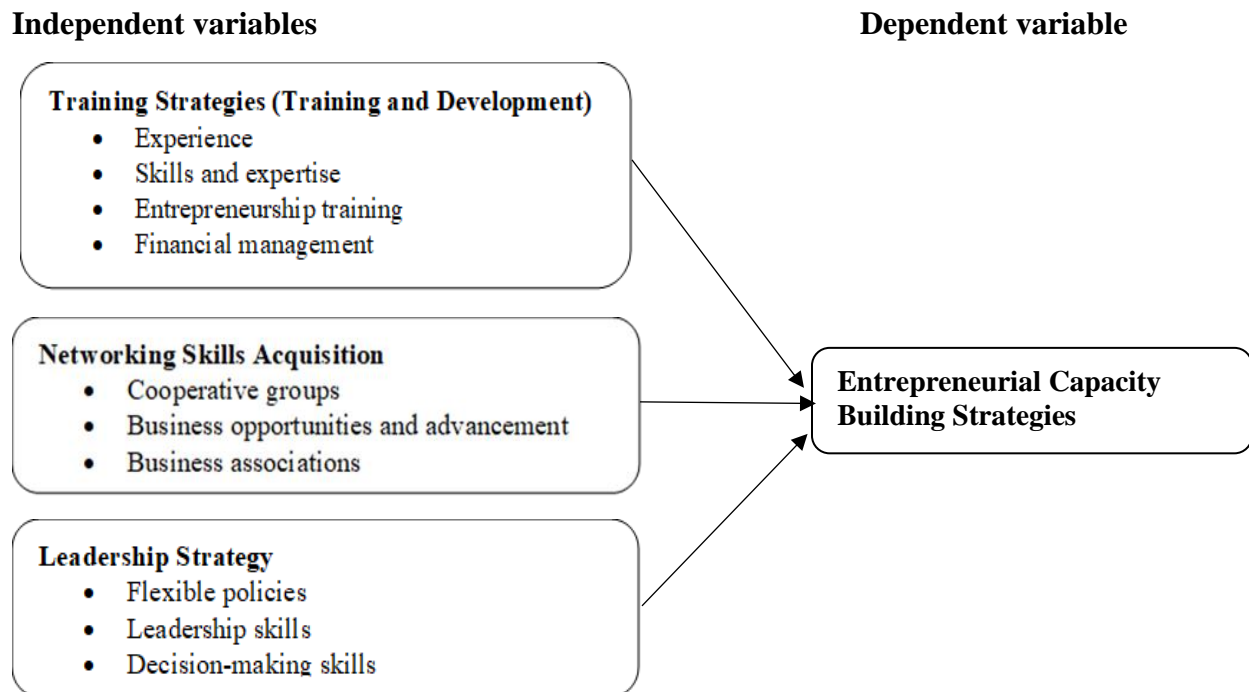
Rural communities' dwellers have less knowledge on dealing with government bureaucracy, few business contacts, little bargaining power and all these affects their entrepreneurial growth. Most rural entrepreneurs have small scale businesses and does not belong to any network or professional bodies and always find access to valuable information difficult. This is due to the fact that most available networks are urban based and dominated may not be welcoming to the rural dwellers (Morris and Kuratko, 2002). Lack of exposure to role models and proper awareness are the outcome. Entrepreneurial capacity building strategies must incorporate needs based on networking because rural entrepreneurs and businesses may not get legitimacy and acceptance by government and inadequate funding and trainings may be the result.

### **3. Leadership Strategy**

Leadership is a very essential factor that affects individuals, groups and businesses in rural communities. It is a factor which dictates rural communities' dwellers participation or non-participation good decision-making business activities that will determine its profitability and sustainability.



Based on the arguments from the previous sections, this study establishes training and development strategies, networking skills acquisition strategies, and leadership strategies as the independent variables. And Entrepreneurial capacity building strategies as the dependent variable. The conceptual framework is represented in Figure 1 below.



**Figure 1: Conceptual Framework**

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