

The Influence of Training on Business Performance of Women Entrepreneurs: The Mediating Role of Innovation

Dr, Rahmat Magajiya Aliyu

Principal Lecturer, Niger State Polytechnic Zungeru, Bida Campus, Niger State of Nigeria.

Mohammed Danjuma

Principal Lecturer, Niger State Polytechnic Zungeru, Bida Campus, Niger State of Nigeria.

DOI: <https://doi.org/10.56293/IJMSSSR.2024.4828>

IJMSSSR 2024

VOLUME 6

ISSUE 1 JANUARY - FEBRUARY

ISSN: 2582 - 0265

Abstract: This study examines the effects of Training (TR) on the Business Performance (BP) of women in Nigeria using Innovation (I) as a mediator in order to improve the performance of women which in the long-run contribute positively towards the increase of the GDP of Nigeria. Data required for the study was collected from the Women Micro, Small and Medium Enterprises (MSMEs) operating in the North-Western States Nigeria using a survey design of a systematic random and stratified disproportionate sampling. A designed questionnaire has been distributed across the target population of 576 respondents through self-administered questionnaire. In order to evaluate the proposed data, the study has adopted the Partial Least Squares-Structural Equation Modelling (PLS-SEM). The findings revealed that TR and Innovation are the important strategic elements for the enhancement of performance among women MSMEs in Nigeria. The findings also revealed that women MSME performance depends on the degree of TR that the women attended. Innovation was found to mediate the effects between TR and business performance of women. The findings of this study have provided important insights to women owner/managers of the MSMEs, policy makers and researchers to further understand the effects of TR and Innovation on women MSME performance. Women MSMEs should also be encouraged to improve their TR and Innovation which may increase their business performances.

Keywords: Training, Innovation, Women Business Performance, Micro Small and Medium Enterprises.

1. INTRODUCTION

The importance of Micro Small and Medium Enterprises in influencing the economic growth and development of a country is recognized all the over the world as their performance is unanticipated (Ibrahim & Rosli, 2016; Ali, Hilman & Gorondutse, 2017; Gorondutse, Ali, Abubakar & Naalah, 2017).

The level of SMEs employment and contribution to the Nation's Gross Domestic Product (GDP) indicate their low performance (Naala, Nordin & Omar, 2017). This leads many researchers and practitioners to give so much attention to their significant contributions to the economic growth and the development in both developing and developed nations (Gorondutse, Ibrahim, Abdullwahab, & Naalah, 2018; Naala Nordin & Omar, 2017; Naala, 2016; Eniola, 2014).

Women entrepreneurs in developing countries lack training (Ekpe, Mat & Razak, 2016), and entrepreneurial activity is a source of human capital development that plays the role of providing an opportunity for learning, ability, attitudes, and skills to individuals. The impact of training in developing countries on women entrepreneurs' performance has not been addressed adequately in the literature because most women are facing societal discriminations, poverty, and low educational level (Mtey & Sulle, 2013; Abdulkadir, Umar, Garba, & Ibrahim, 2012). According to Abdulkadir et al. (2012), training is an important factor in the MSMEs as it provides women entrepreneurs with the abilities and practical experience required for business development.

Literature shows that most of the micro-finance customers are lack of specialized skills in using the microfinance facilities. Therefore, they need training in order to use the microfinance facilities. On the other hand, most women entrepreneurs in developing countries are lacking prior business experience that is among the important factors

for enterprise success (Idris & Agbim, 2015). Therefore, women entrepreneurs need training in using the microfinance facilities to further strengthen their business experience. Some literature suggested the basic of studying training on women business performance in developing nations because of their low income and low educational background (Geordis & Pitelis, 2016; Saks & Smalley, 2014). Training is linked to education' and women entrepreneurs in developing nations are less educated if compared to women in developed nations (Ibru, 2009; Hameed, Hussin, Azeem, Arif & Basheer, 2017). Previous studies confirm training to have positive impact on business performance (Chinomona, 2013; Saks & Smalley, 2014; Aragon, Jimenez & Valle, 2014). However, the utilisation of entrepreneurial opportunity is determined by the entrepreneur's level of knowledge or skills acquired and social networking through working experience (Idris & Agbim, 2015).

The current study used innovation as a mediator to probe the effects of training on business performance. More so, it is significant to note that it will be very difficult to evaluate the link between training and women business performance without analyzing the mediating variable of innovation, and how they affect each other under what? condition of indirect effects (Baron & Kenny, 1986; Hayes, 2009). Therefore, based on the literature review, this study have intends to investigate if innovation mediates between training and women business performance in Nigeria.

This paper is classified into five segments, the introductory part, literature review, while the third and fourth segments include the methodology as well as the result and discussions, respectively. Lastly, the paper provided a conclusion.

2.0 LITERATURE REVIEW

Rosli and Mahmood (2013) studied the moderating impacts of human resource management practices and the entrepreneur training on innovation performance of small and medium enterprises (SMEs) in Malaysia using the sample of 284 SMEs in Malaysia. Data was drawn using questionnaires. The findings indicate training of entrepreneurs has a strong positive significance influence on firm performance.

Davoudi, Fartash, Venera, Asiya, Rashad, Anna and Zhann (2018) examined the Relationship between Intellectual Property Rights and Organizational Performance with the Mediating Role of Open Innovation and a sample of 30 Russia Semnan Science and Technology Park companies. Using questionnaire for data collection and Structural Equation Model for data analysis finding revealed a significant positive relationship of open innovation on organizational performance. Recommend future study to improve the study by selecting additional contexts i.e. educational, electronic, manufacturing, service, and virtual, etc. organizations.

Zhou, Zhou, Feng and Jiang (2017) explored the mediating role of innovation on dynamic capabilities and organisation performance. A sample of 204 Chinese firms in China was selected. Data were drawn from a questionnaire and the PLS-SEM for data analysis. Results revealed a significant positive effect of innovation on dynamic capabilities of and organization performance. The researchers suggested future study to expand the scope of the research to various enterprises by improving the measurement of innovation.

Al-sa'di, Abdallah and Dahiyat (2017) examined the mediating role of process and product innovation on the influence of operational performance and knowledge management in the manufacturing companies with a sample of 207 Jordanian companies in Amman using survey questionnaires employing the using of PLS model for data analysis. The finding reveals a significant positive effect of product and process innovations on the Knowledge Management and operational performance.

Sharma, Davcik and Pillai (2016) investigated the influence of brand equity on marketing performance and Research, Development expenditure with the role of mediating product innovation in. Using a sample of 10,282 data of Bureau van Dijk Electronic and ACNielsen Italy's report on household's financial statement of food purchase database using regression for data analysis. Findings showed a Research, Development expenditure and Brand Equity have a positive significance on product innovation and the marketing performance. Recommend future researchers to use product innovation as a moderator in influencing Research Development expenditure and brand equity of marketing performance.

Naala, Nordin and Omar (2017) lead a study on the connection between Innovation Capability and organisational performance among the Small Medium Enterprises in North-Western Nigeria using the sample of 280 firms. Data was analysed using PLS-SEM; the findings revealed that innovation capability is a significant SMEs success factor. Lu, Zhu and Bao (2015) investigated the mediating role of innovation on the High-performance human resource management and organisational performance in China. A sample of 150 pre-survey Chinese manufacturing industries in Beijing, Changchun, Harbin Shanghai, Shenzhen, and other cities. Data were drawn from questionnaires and the PLS-SEM for data analysis. Results revealed a significant effect of innovation on high-performance of HRM and firm performance. The researchers suggested future study to expand the scope of the research to various enterprises scenarios. Therefore, based on the above literature reviewed the present study suggests the following hypotheses:

H₁ Training is positively related with Women business performance in the North-Western Nigeria.

H₂ Innovation is positively related with Women business performance in the North-Western Nigeria.

H₃: Innovation mediates the effect of training (TR) and Women business performance in the North-Western Nigeria

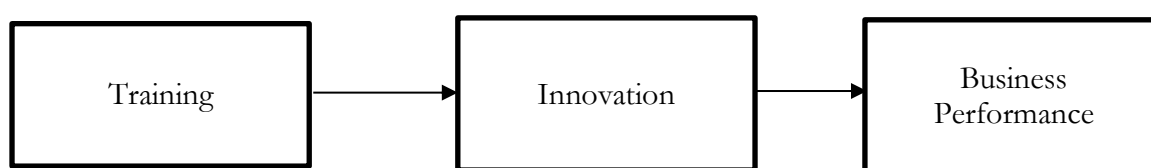


Figure. 1: Research frame work

This study employed the Resource-Based Theory (RBT) for enhancing and supporting the framework. The RBT encapsulates the focus of the study by taking into consideration the relations among the variables. The focus of the study is primarily on how businesses generate and achieve their performances. In this study, the Resource-Based Theory (RBT) is adopted to explaining the relationship between the independent variables, dependent variable, and the mediating variable. In this study, training is selected as the independent variables, while women business performance as the dependent variable and lastly the mediating role of innovation as it exploited the strengths and weaknesses of the businesses, which may leads to outperformance on businesses.

In conformity to the RBT, training and Innovation are business's resource, which is likely to give a sustainable and outstanding performance to the business, since skill is acquired through experience, which gives different uncommon and unique characteristics to the business strategies. The skill acquisition will allow women entrepreneurs to outperform their competitors.

3.0 METHODOLOGY

The present study examines whether innovation mediates the impacts of training and women business performance MSMEs in the North-Western Nigeria. The population consists of owners/managers of MSMEs in the North-Western Nigeria.

Employing disproportionate random sampling to determine the amount of sample drawn from the population of MSMEs in each state, a simple random technique of selecting the sample from three states was used (Kano, Kaduna and Sokoto states) from which data were finally collected for analysis of this study. Questionnaires were administered to 576 owners/managers of SMEs who are registered member of Nigeria Association of Micro Small and Medium Enterprises (MSME). Only, 452 (78.5%) were returned completely answered while 428 (74.3%) were suitable for final analysis due to removal of ambiguous responses and outliers. Thereafter, statistical package for social sciences SPSS 25 and Smart-PLS SEM 3 were used for data analysis (Hair et al., 2017).

The research framework comprises of 3 constructs and multiple items were used to measure each of the construct. All the latent constructs were measured with uni-dimensional and reflective items and all the constructs were scored on a 5-point Likert scale of (1) Agree (2) Strongly Agree (3) Disagree (4) Strongly Disagree (5) Neither Agree/ nor Disagree. The study uses seven items adopted from Suliyanto and Rahab (2012) to measure

BP. Seven items were used for TR adapted from Rowland, Rowland, Hall, Hall, Altarawneh, and Altarawneh, (2017) and Innovation 6 with items adapted from (Huhtala, Sihvonen, Frösén, Jaakkola, & Tikkanen, 2014; Vorhies & Morgan 2005).

Common method bias test were conducted because of self-administered questionnaires cross-sectional survey approach (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Additionally, Harman's single factor test was adapted to the study CMV which assumes that, if an amount of CV considerably exist in any single factor or one overall factor that would account for more than half of the covariance in the independent and dependent variables (Podsakoff & Organ, 1986). All indicators in the current study were subjected to principal component factor analysis in accordance with Podsakoff and Organ (1986). And no single factor in this study has the majority of covariance in the independent and dependent variables (Podsakoff, MacKenzie, & Podsakoff, 2012), suggesting the unimportance of common method bias that may likely inflate the link between the variables measured in the current study

4.0 RESULT AND DISCUSSION

This study conducted reliability test using values from composite reliability and the values from these measures for each construct has exceeded the recommended figure of 0.70 (Hair et al., 2014) as described in Table 1. The results confirmed that all the reliability was met. As regards the validity, the discriminant validity of cross loadings which is referred to as the item-level (Henseler, Ringle, & Sarstedt, 2016), indicated that item loading on the variable its measures is greater than it loadings on other variable in the model (Chin, 1998). The average variance extracted for all the variables have exceeded the recommended values of 0.50 as revealed in Table 1, thus convergent validity was attained for this study (Fornell & Larcker, 1981; Hair, & Lukas, 2014). However, for discriminant validity and the squared root of AVEs of each variable is greater than inter-construct correlation estimates (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). This is shown in Table 2. Further confirmation of mediation test and direct relationship after minimum values was achieved as indicated in Table 4 and 5. These indicated that all the constructs of the study attain acceptable level of (Hair et al., 2016).

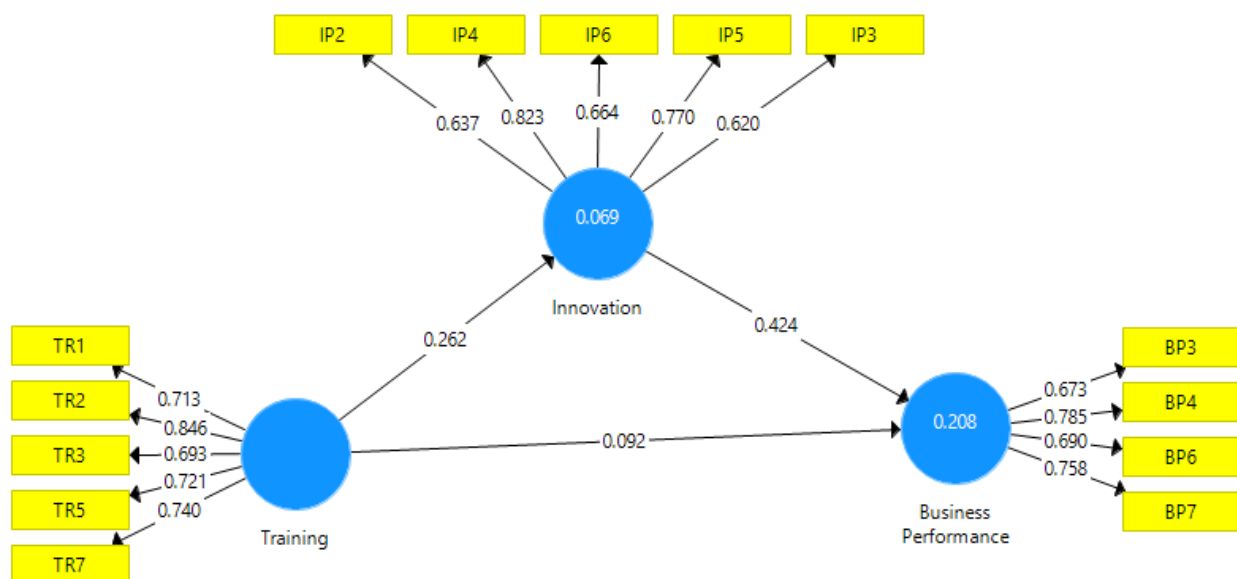


Fig. 2 PLS Algorithm

Table 1: Indicator Loadings and Internal Consistency Reliability

Variables	Indicators	Standardized Loadings	Composite Reliability	AVE	Item(s) deleted
Business Perf.	BP3	0.673	0.818	0.530	BP1, BP2, BP5
	BP4	0.785			
	BP6	0.690			

	BP7	0.758			
Innovation.	I2	0.637	0.832	0.500	I1
	I3	0.620			
	I4	0.823			
	I5	0.770			
	I6	0.664			
Training	TR1	0.713	0.861	0.554	TR4, TR6
	TR2	0.846			
	TR3	0.693			
	TR5	0.721			
	TR7	0.740			

Table 2: Discriminant Validity Fornell-Larcker Criterion

Latent Variables	BP	I	TR
BP	0.728		
I	0.448	0.707	
TR	0.203	0.262	0.744

Table 3: Cross Loadings

Latent Variables	Business Performance	Innovation	Training
BP3	0.673	0.225	0.210
BP4	0.785	0.399	0.206
BP6	0.690	0.245	0.142
BP7	0.758	0.382	0.049
IP2	0.194	0.637	0.121
IP3	0.268	0.620	0.065
IP4	0.421	0.823	0.242
IP5	0.364	0.770	0.263
IP6	0.262	0.664	0.160
TR1	0.147	0.171	0.713
TR2	0.214	0.214	0.846
TR3	0.066	0.136	0.693
TR5	0.057	0.197	0.721
TR7	0.199	0.230	0.740

The result of the data analysis using Smart-PLS SEM software is shown in figure 2. This paper measured predictive relevance of the model and the level of R-squared values based on the PLS-SEM result of 20.8% and 6.9% of the total variance explained on the independent variable to dependent construct and independent variable to mediator respectively. This suggests that the TR explained 20.8% of the variance in MSMEs performance. Cohen (1988) Classified three categories of R-square, 0.02 weak, 0.13 moderate and 0.26 substantial, thus based on the R-squared of this study it moderate and weak respectively.

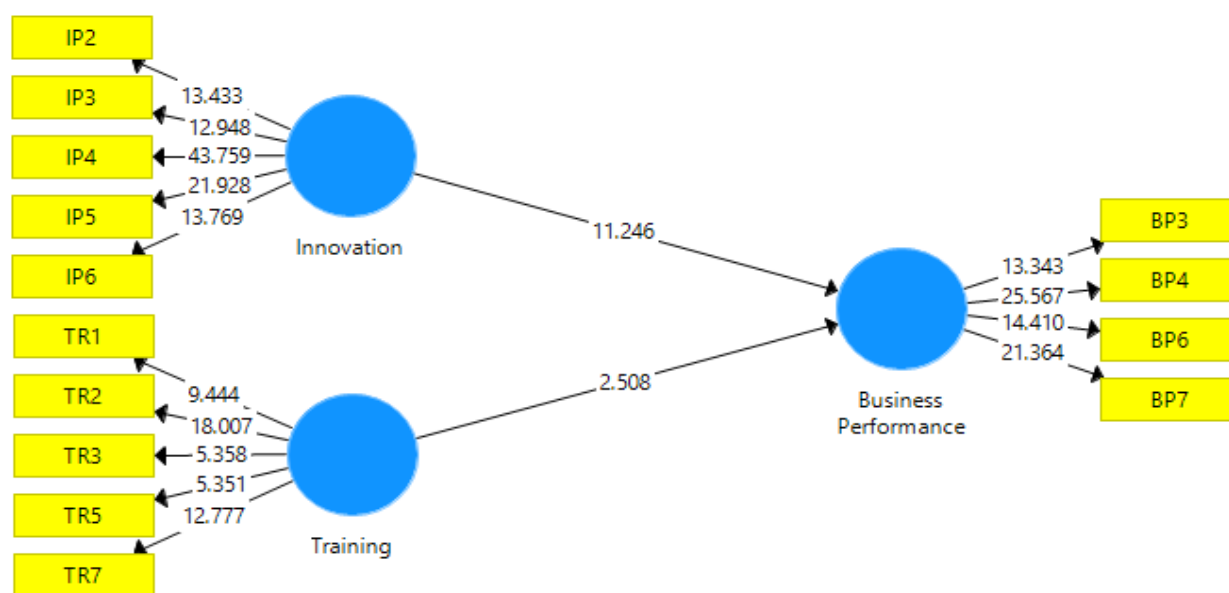


Figure 3: Direct Relationship between the variables.

The testing of hypotheses was conducted using Smart-PLS SEM software to determine the direct relationship and the interaction effect (H1 – H2). Statistical model for direct relationship displays the links between TR, I independent latent variables and Women Business Performance dependent latent variable as shown in figure 3. Table 4 illustrates the outcomes of the direct relationship between independent and dependent variable.

Table 4: Hypotheses Testing of Direct Relationship

Hypothesis	Path	Beta	STDEV	t-value	p-value	Remarks
H ₁	TR -> BP	0.418	0.037	11.246	0.000	Accepted
H ₂	I -> BP	0.113	0.045	2.508	0.000	Accepted

The findings as shown in Table 4 revealed that Training and women business Performance has a significant positive effect and support with H₁ ($\beta = 0.418$) and t value ($t = 11.246$), and this concurs with the past studies (Chinomona, 2013; Sila, 2014; Saks & Burke-Smalley, 2014; Xayavong, Kingwell, & Islam, 2016; Georgiadis & Pitelis, 2016). Similarly, the direct relation between innovation and business performance was also tested and findings shows a positive significant effect among the variables Innovation and Women Business performance with H₂ ($\beta = 0.113$) and t value ($t = 2.508$). Training will give women entrepreneur's the abilities to identify and tap entrepreneurial opportunity and the skill, to acquire knowledge and also to bridge the gap between the current performance and the desired performance which could lead to business performance.

The outcome of the study reveals that majority of the respondents are from the micro small businesses. Women owner/managers are not investing much in the medium enterprises because of the financial restriction and barriers. Women entrepreneurs are more anxious about the daily sells and the survival of their businesses and the act of keeping good relationship with customers. To women owner/managers it is of more importance to made cash every day from their business then to Investing in training or skill acquisitions which is deemed optional to their businesses.

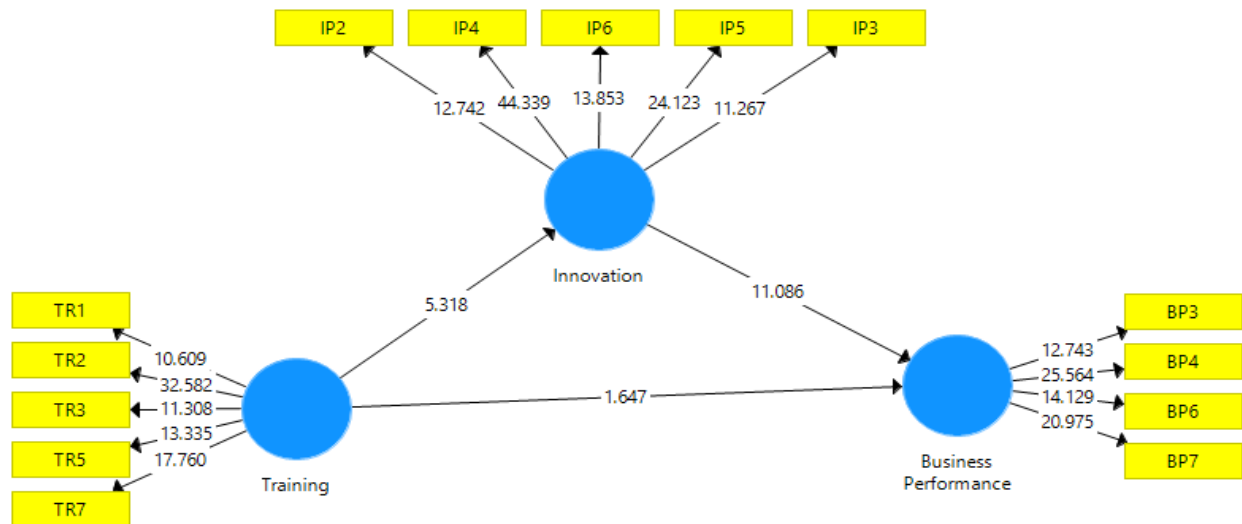


Fig. 4: Mediating effect

Table 5: Summary of Mediation relationship

Hypothesis	Path	Beta	STDEV	t-value	p-value	Remarks
H ₃	TR -> I -> B P	0.111	0.024	4.548	0.000	Accepted

The structural model that shows the mediating relationship of innovation on the effect between TR and WBP was demonstrated in figure 4. Table 5 explain the indirect relationship among the two variables 'TR and Innovation with a ($\beta = 0.111$) and t value ($t = 4.548$).

The finding shows a mediated relationship on the impact of training on women business performance where innovation serves as the channel of enhancing women business performance. Nigerian women MSMEs that practice participation accord to the subordinate or team work training is better faster in improve business performance whether directly or indirectly by invoking innovation. The finding helps in filling the gap of literature with regard to the effect/role of innovation as a mediator between TR and women business performance, specifically in Nigeria MSMEs context. The effect is assumed to be mediated if independent/predictor variable has effects on the dependent/outcome variable through the mediating variable (Baron & Kenny, 1986). Therefore, the results show that TR has an effect on the mediator variable of innovation, and this in turn influences the dependent variable business performance (Hair *et al.*, 2016).

5.0 CONCLUSIONS:

In conclusion the performance of women MSMEs will remain an important issues agenda in Nigeria for employees of, academicians, researchers, political leaders, managers, and community at large. It is believed that the women MSMEs performance of owner-managers and entrepreneurs provide rich backdrop against which women business can still have room for improvement on the GDP as regards to Women MSMEs and their owner-managers, this study suggest other research to expand the scope by considering other variables and the Nigeria as a whole.

REFERENCES

1. Abdulkadir, F.I., Umar, S., Garba, B.I. & Ibrahim S.H. (2012). The impact of microfinance banks on women entrepreneurial development in Kaduna metropolis. *Microeconomics and Macroeconomics*, 1(3), 28-38.
2. Al-Sa'di, A. F., Abdallah, A. B., & Dahiyat, S. E. (2017). The mediating role of product and process innovations on the relationship between knowledge management and operational performance in manufacturing companies in Jordan. *Business Process Management Journal*, 23(2), 349-376.

3. Amadi, B.O.(2012). Perceptions of capacity building among youths involved in vocational skills development. *Journal of Social and Development Sciences*, 3 (6), 214-222.
4. Aragón, M. I. B., Jiménez, D. J., & Valle, R. S. (2014). Training and performance: The mediating role of organisational learning. *BRQ Business Research Quarterly*, 17(3), 161-173.
5. Barney, J. B. (2014). *Gaining and sustaining competitive advantage*. Pearson Higher Ed.
6. 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.
7. Chinomona, R. (2013). Business owner's expertise, employee skills training and business performance: A small business perspective. *Journal of Applied Business Research*, 29(6), 1883.
8. Chukwunye, I. O. & Igboke, B. N. (2011). Training, manpower development and job performance: Perception and relevance among civil servants in Ebonyi State of Nigeria. *Journal of Economics and international Finance*, 3 (6): 399-406.
9. Davoudi, S. M. M., Fartash, K., Venera, G. Z., Asiya, M. B., Rashad, A. K., Anna, V. B., & Zhanna, M. S. (2018). Testing the Mediating Role of Open Innovation on the Relationship between Intellectual Property Rights and Organizational Performance: A Case of Science and Technology Park. *EURASIA Journal of Mathematics Science and Technology Education*, 14(4), 1359-1369.
10. Day, G. S. (1999). *Market driven strategy: process for creating value*: with a new information. Free.
11. Ekpe, I. Razak, R. C., Ismail, M., & Abdullah, Z. (2016). Entrepreneurial skill acquisition, psycho-social factors and youth's self-employment in Malaysia. *Journal of Entrepreneurship Education*, 19(2), 93-101.
12. Falola, H. O., Osibanjo, A. O., & Ojo, S. I. (2014). Effectiveness of training and development on employees'performance and organisation competitiveness in the Nigerian banking industry. Bulletin of the Transilvania University of Brasov. *Economic Sciences. Series*, 7(1), 161.
13. Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39- 50.
14. Freel, M., & De Jong, J. P. (2009). Market novelty, competence-seeking and innovation networking. *Tecnovation*, 29(12), 873-884. Georgiadis, A., & Pitelis, C. N. (2016). The Impact of Employees' and Managers' Training on the Performance of Small-and Medium-Sized Enterprises: Evidence from a Randomized Natural Experiment in the UK Service Sector. *British Journal of Industrial Relations*, 54(2), 409-421.
15. Gorondutse, A. H., Ali, R. A., Abubakar, A., & Naalah, M. N. I. (2017). The effect of working capital management on SMEs profitability in Malaysia. *Polish Journal of Management Studies*, 16.
16. Gorondutse, A.H., Ibrahim, G., Abdullwahab, H.I. and Naalah, M.N.I., 2018. Founder's Syndrome and Firm Performance of Small and Medium Scale Enterprises in Nigeria. *Journal of Health Management and Informatics*, 5(1), pp.1-8.
17. Grisseemann, U., Plank, A., & Brunner-Sperdin, A. (2013). Enhancing business performance of hotels: The role of innovation and customer orientation. *International Journal of Hospitality Management*, 33, 347-356.
18. *Hospitality Management*, 33, 347-356.
19. Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial leastsquares structural equation modeling (PLS-SEM)*. Sage Publications.
20. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling*. 2nd Ed. Thousand Oaks: Sage.
21. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling*. 2nd Ed. Thousand Oaks: Sage.
22. Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442-458. Halim, H. A., Ahmad, N. H., Ramayah, T., & Hanifah, H. (2014). The growth of innovative performance among SMEs: Leveraging on organisational culture and innovative human capital. *Journal of Small Business and Entrepreneurship Development*, 2(1), 107-125.
23. Hameed, W. U., Hussin, T., Azeem, M., Arif, M., & Basheer, M. F. (2017). Combination of microcredit and micro-training with mediating role of formal education: A micro-enterprise success formula. *Journal of Business and Social Review in Emerging Economies*, 3(2), 285-291.
24. Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication monographs*, 76(4), 408-420.
25. Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405-431.

26. Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial management & data systems*, 116(1), 2-20.
27. Huhtala, J. P., Sihvonen, A., Frösén, J., Jaakkola, M., & Tikkanen, H. (2014). Market orientation, innovation capability and business performance: Insights from the global financial crisis. *Baltic Journal of Management*, 9(2), 134-152.
28. Ibrahim, N., Mahmood, R., & Bakar, M. (2016). Linking strategic improvisation and entrepreneurial self-efficacy to corporate entrepreneurship in Nigerian higher education institutions (HEIs). *Management Science Letters*, 6(12), 742-752.
29. Lu, K., Zhu, J., & Bao, H. (2015). High-performance human resource management and firm performance: The mediating role of innovation in China. *Industrial Management & Data Systems*, 115(2), 353-382.
30. MacKinnon, D. P., Krull, J. L., & Lockwood, C. M. (2000). Equivalence of the mediation, confounding and suppression effect. *Prevention science*, 1(4), 173-181.
31. Mtey, K. P. F. & Sulle, A. (2013). The role of education in poverty reduction in Tanzania. *Global Advanced Research Journal of Educational Research and Review*, 2(1), 006-014.
32. Naala, M. I. N., Nordin, N., & Omar, W. A. W. (2017). Innovation Capability and Firm Performance Relationship: a Study of Pls-Structural Equation Modeling (Pls-Sem). *International Journal of Organisation & Business Excellence*, 2(1), 39-50.
33. Penrose, E. T. (1959). *The Theory of the Growth of the Firm* (1995 ed). New York: John Wiley and Sons.
34. Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic management journal*, 14(3), 179-191.
35. Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of management*, 12(4), 531-544.
36. Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.
37. Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
38. Porter, M. E. (1981). The contributions of industrial organisation to strategic management. *Academy of management review*, 6(4), 609-620.
39. Rosli, M. M., & Mahmood, R. (2013). Moderating effects of human resource management practices and entrepreneur training on Innovation and small-medium firm performance. *Journal of Management and Strategy*, 4(2), 60.
40. Rowland, C. A., Rowland, C. A., Hall, R. D., Hall, R. D., Altarawneh, I., & Altarawneh, I. (2017). Training and development: challenges of strategy and managing performance in Jordanian banking. *EuroMed Journal of Business*, 12(1), 36-51.
41. Saks, A. M., & Burke-Smalley, L. A. (2014). Is transfer of training related to firm performance? *International Journal of Training and Development*, 18(2), 104-115.
42. Sharma, P., Davcik, N. S., & Pillai, K. G. (2016). Product innovation as a mediator in the impact of R&D expenditure and brand equity on marketing performance. *Journal of Business Research*, 69(12), 5662-5669.
43. Xayavong, V., Kingwell, R., & Islam, N. (2016). How training and innovation link to farm performance: a structural equation analysis. *Australian Journal of Agricultural and Resource Economics*, 60(2), 227-242.
44. Zhou, S. S., Zhou, A. J., Feng, J., & Jiang, S. (2017). Dynamic capabilities and organizational performance: The mediating role of innovation. *Journal of Management & Organization*, 1-17.