International Journal of Small Business and Entrepreneurship Research,14, (5),17-29, 2026

Print ISSN: 2053-5821(Print)

Online ISSN: 2053-583X (Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

Entrepreneurial Competency, Social Capital, And Entrepreneurial Success in Food Processing SMEs: A Systematic Review and Research Proposition with Environmental Munificence as a Moderating Variable

Oyedele Matthew Oyeku[1], Justin Unimke Aniah[2], Margaret Theresa Aniah[3], Udida Joseph Udida[4], Doris Amaka Ochei[5], Michael Oshioke Agbayekhai[6] and Henry Nkang Asor[7]

[1]Department of Entrepreneurial Studies; Veritas University, Abuja, Nigeria
[2,3,6,7]Department of Business Administration, Veritas University, Abuja, Nigeria
4Department of Educational Management, University of Calabar
[5]El-yon Alliance and Securities Ltd, Lekki-Lagos, Nigeria

doi: https://doi.org/10.37745/ijsber.2013/vol14n51729 Published November 01, 2026

Citation: Oyeku O.M., Aniah J.U., Aniah M.T., Udida U.J., Ochei D.A., Agbayekhai M.O. and Asor H.N. (2026) Entrepreneurial Competency, Social Capital, And Entrepreneurial Success in Food Processing SMEs: A Systematic Review and Research Proposition with Environmental Munificence as a Moderating Variable, *International Journal of Small Business and Entrepreneurship Research*,14, (5),17-29

Abstract: *Small and medium-sized enterprises (SMEs) in the food processing sector are critical drivers of socio-economic development, employment generation, and GDP growth in emerging economies like Nigeria. However, high failure rates averaging 61% over nine years undermine their potential. While technical production knowledge is common, entrepreneurs frequently lack essential skill-based competencies and fail to convert social relationships into growth opportunities. This paper presents a systematic review of literature guided by the PRISMA protocol to synthesize the relationships between Entrepreneurial Competency, Social Capital, and Entrepreneurial Success, while proposing Environmental dynamism as a moderating variable. Grounded in the Resource-Based View (RBV) and Success Factor (Rock Star) Theory, three core dimensions of Entrepreneurial Competency (Financial Management, Marketing Management, Leadership Competency) and three dimensions of Social Capital (Relational, Structural, Cognitive) are evaluated against financial and non-financial success metrics (Profitability, Sales Growth, Customer Satisfaction, Competitiveness). Following PRISMA screening criteria, relevant studies were extracted, analyzed, and synthesized. Five critical literature gaps were identified, leading to the formulation of a comprehensive conceptual model and ten researchable hypotheses (H1a–H1d, H2a–H2d, H3a–H3b). The synthesized discussion bridges conceptual, theoretical, and empirical domains, highlighting how skill-based competencies and multi-dimensional social capital interact with resource-rich operating environments to foster enterprise performance. Strategic, policy, and managerial implications are provided to guide SMEs, institutional leaders, and policymakers toward sustainable enterprise growth.*

Keywords: entrepreneurial competency, social capital, entrepreneurial success, environmental dynamism, food processing SMEs.

International Journal of Small Business and Entrepreneurship Research,14, (5),17-29, 2026

Print ISSN: 2053-5821(Print)

Online ISSN: 2053-583X (Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

INTRODUCTION

The food processing industry sector, like most industrial sub-sectors in emerging economies, has experienced severe growth bottlenecks stemming from unfavorable macroeconomic environments, infrastructure deficits, and policy turbulence. In Nigeria, this negative growth trend predated the COVID-19 pandemic and was severely exacerbated during its aftermath. Small and Medium Enterprises (SMEs) operating in the food processing sub-sector are relatively more vulnerable than large enterprises due to constrained asset bases, limited buffer capital, and heightened exposure to environmental shocks. Nevertheless, food processing SMEs play a vital role in national socioeconomic development, food security, and wealth creation.

In Nigeria, MSMEs account for over 41.5 million enterprises, contributing approximately 45% to the national Gross Domestic Product (GDP) and generating more than 84% to 90% of total employment opportunities (National Bureau of Statistics [NBS] & SMEDAN, 2019). Specifically, in high-density urban populations such as Lagos State, the economic hub and second most populous state in Nigeria meeting food supply requirements represents a critical socio-economic imperative. Despite their acknowledged role as engines of economic growth, SME failure rates across Africa remain alarmingly high. Nigeria ranks among the highest in Africa, recording an average SME shutdown rate of 61% over a nine-year period (2010–2018), trailing behind countries like Ethiopia (75%) and Ghana (73.9%) (Kendall, 2020).

Crucially, practitioner observations and industry stakeholder reports reveal that food processing entrepreneurs fail not due to a lack of technical production know-how, but rather due to severe deficits in skill-based management competencies and the inability to convert social capital into tangible resources. The President of the Nigerian Institute of Food Science and Technology (NIFST) emphasized that technical mastery of food production processes is insufficient without core managerial skills in financial management, marketing, and leadership (Iwe, 2022). Furthermore, key industry leaders from the Association of Food Processors and Marketers of Nigeria (Kuteyi, 2022), the Association of Business Owners of Nigeria (Egbesola, 2021), the National Association of Small and Medium Enterprises (Aderoju, 2021), and the National Association of Small Scale Industrialists (Daniel, 2019) have collectively affirmed that poor financial management, inadequate market positioning, leadership failure, and unutilized social capital represent the primary catalysts of enterprise mortality.

While extant literature acknowledges the importance of entrepreneurial competencies and social capital, significant empirical and conceptual gaps persist. Most prior studies have focused on personality traits or general entrepreneurial behaviors rather than concrete skill-based dimensions (Financial Management,

Marketing Management, Leadership Competency). Similarly, social capital research has predominantly examined abstract dimensions like trust or norms, ignoring functional operational dimensions (Relational, Structural, Cognitive) that enable access to markets, capital, and strategic information. Furthermore, the moderating influence of environmental munificence representing the abundance of external market resources and opportunities remains unexplored in the combined entrepreneurial competency–social capital–success paradigm. Therefore, this study utilizes a systematic review framework guided by the PRISMA protocol to synthesize current literature, resolve identified gaps, develop researchable propositions and hypotheses, and propose a robust conceptual framework for food processing SMEs.

SYSTEMATIC REVIEW METHODOLOGY (PRISMA PROTOCOL)

To ensure methodological rigor, transparency, and reproducibility, this systematic review adheres strictly to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) protocol. The PRISMA protocol facilitates a structured evaluation of extant literature across four sequential phases: Identification, Screening, Eligibility Assessment, and Inclusion.

Screening and Selection Criteria

Table 1: PRISMA Systematic Review Inclusion and Exclusion Criteria

Criterion Dimension	Inclusion Criteria	Exclusion Criteria
Time Horizon	Peer-reviewedliterature published between 2010 and 2023.	Studies published prior to 2010 or lacking publication dates.
Document & Study Type	Empirical journal articles, systematic reviews, and meta-analyses.	Editorials, conference abstracts, nonpeer reviewed commentary, opinion pieces.
Domain Focus	Entrepreneurial competency (financial, marketing, leadership), social capital, environmental munificence, SME success.	Unrelated macro-economic studies lacking micro-entrepreneurial or SME variables.
Sectoral Focus	Food processing SMEs, agribusiness, light manufacturing, and general SME performance.	Large multinational corporations, heavy industrial conglomerates, nonprofit NGOs.
Language & Quality	English-language publications indexed in Scopus, Web of Science, or ABDC listed journals.	Non-English articles without English translation; unindexed predatory journals.

Print ISSN: 2053-5821(Print)

Online ISSN: 2053-583X (Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

Literature Search Strategy & Database Selection

A multi-database literature search was executed across major academic search engines, including Scopus, Web of Science, ScienceDirect, Emerald Insight, and Google Scholar. Boolean operators were applied to concatenate primary search strings: ("entrepreneurial competency" OR "financial management competency" OR "marketing management competency" OR "leadership competency") AND ("social capital" OR "relational social capital" OR "structural social capital" OR "cognitive social capital") AND ("environmental munificence") AND ("entrepreneurial success" OR "profitability" OR "sales growth" OR "customer satisfaction" OR "competitiveness") AND ("food processing" OR "SMEs" OR "small and medium enterprises").

Table 2: PRISMA Flow Protocol Summary

PRISMA Stage	Process & Operational Description	Yield / Included Records
1. Identification	Initial query execution across Scopus, Web of Science, Emerald, Google Scholar, and manual reference harvesting.	N = 485 records harvested
2. Screening	Removal of duplicate records (n = 173) and title/abstract evaluation against inclusion criteria (n = 312 remaining).	N = 170 records retained
3. Eligibility	Full-text assessment of 170 articles. 82 records excluded due to lack of variable alignment or low quality.	N = 88 full-text studies
4. Included	Final synthesis matrix of peerreviewed empirical and theoretical studies included in the qualitative synthesis.	N = 88 studies included

International Journal of Small Business and Entrepreneurship Research,14, (5),17-29, 2026

Print ISSN: 2053-5821(Print)

Online ISSN: 2053-583X (Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Conceptual Review of Variables and Dimensions

Entrepreneurial Competency reflects the composite cluster of specific knowledge, functional skills, managerial abilities, and behavioral characteristics necessary for an entrepreneur to perform organizational roles successfully and achieve venture objectives (Umar et al., 2019). While early literature emphasized innate personality traits, contemporary scholarship focuses on skill-based functional competencies that can be acquired, measured, and enhanced through education and experience. This study operationalizes Entrepreneurial Competency along three essential skill-based dimensions:

Financial Management Competency: Encompasses the capability to source capital efficiently, mobilize liquidity, optimize asset allocation, maintain accurate accounting statements, control operational expenses, and execute prudent capital budgeting decisions (Sani et al., 2020; Zada et al., 2021).

Marketing Management Competency: Refers to the proactive identification and exploitation of market opportunities, customer value creation, pricing strategy development, promotional branding, social media deployment, and customer relationship management (Ferreira et al., 2019; Gontur et al., 2022).

Leadership Competency: Involves the application of behavioral, cognitive, and emotional intelligence skills to inspire teams, foster an organizational culture of innovation, exercise internal locus of control, maintain self-efficacy, and navigate operational uncertainty (Sawaeana & Alibi, 2020; Waweru, 2021).

Social Capital denotes the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or enterprise (Nahapiet & Ghoshal, 1998; Gannon & Roberts, 2020). Grounded in network theory, Social Capital is categorized into three interconnected dimensions:

Relational Social Capital: Focuses on the affective quality and history of personal interactions, characterized by mutual trust, respect, reciprocity norms, solidarity, and personal closeness between network actors (Aziz et al., 2019; Qiao & Wang, 2021).

Structural Social Capital: Measures the overall geometry, density, connectivity, hierarchy, and structural holes within an enterprise's social network, facilitating information flows and access to diverse external stakeholders (Beltramino et al., 2020; Claridge, 2021).

Cognitive Social Capital: Embodies shared vision, shared interpretations, common language, values, and cultural understandings among network partners, promoting collective alignment and reducing friction in collaborative actions (Adna & Sukoco, 2020; Repaj, 2021).

Print ISSN: 2053-5821(Print)

Online ISSN: 2053-583X (Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

Entrepreneurial Success is operationalized using a hybrid measurement model that integrates financial metrics (Profitability and Sales Growth) with non-financial metrics (Customer Satisfaction and Competitiveness) (Chaves-Maza & Fedriani, 2022). Profitability reflects net financial return on capital invested; Sales Growth measures revenue expansion and market demand; Customer Satisfaction evaluates customer loyalty and service quality; and Competitiveness measures sustainable price, promotion, and product distribution advantages (Demaki, 2018; Irshad et al., 2022).

Environmental Munificence acts as a contextual moderating variable, representing the abundance of environmental resources, technological infrastructure, and market opportunities that support organizational stability, growth, and information processing capacity (Onamusi et al., 2019; Elbanna & Child, 2007).

Theoretical Framework

This study is anchored on two complementary theoretical pillars:

1. Resource Dependency / Resource-Based View (RBV) Theory (Mayer, 1999; Barney, 1991): RBV posits that firm performance and competitive advantage stem from the acquisition, deployment, and bundling of valuable, rare, inimitable, and non-substitutable (VRIN) resources. Skill-based competencies (financial, marketing, leadership) and multi-dimensional social capital represent essential intangible organizational capabilities that drive enterprise survival under resource constraints (Ezennia & Mutambara, 2022).
2. Success Factor (Rock Star) Theory (Crawford, 2012; 2021): Crawford's 4E framework proposes that extraordinary enterprise outcomes emerge from four meta-constructs: Endowments (initial human, financial, and social capital resources), Expectations (visualized future growth goals), Engagements (depth and frequency of network interactions), and Environments (external resource availability or munificence). Entrepreneurial Competency and Social Capital function as core Endowments and Engagements, while Environmental Munificence defines the Environment.

Identified Literature Gaps

Table 3: Summary of Identified Literature Gaps and Conceptual Contributions

Gap Domain	Prevalent State in Literature	Conceptual Contribution of This Study
1. Geographic/Contextual Gap	Dominance of empirical studies conducted in Asia, Europe, and North America; scarce studies in Sub-Saharan Africa.	Focuses specifically on Nigerian food processing SMEs operating in highdensity urban markets (Lagos State).
2. Competency Dimension Gap	Over-reliance on general behavioral traits (risk tolerance, personality) rather than functional managerial skills.	Operationalizes skill-based competencies: Financial Management, Marketing Management, Leadership Competency.
3. Social Capital Dimension Gap	Focuses on abstract social capital (trust, norms, civic duty) lacking direct operational utility for market/finance access.	Incorporates functional dimensions: Relational, Structural, and Cognitive Social Capital.
4. Success Measurement Gap	Studies evaluate success using either financial OR non-financial metrics in isolation.	Adopts a hybrid approach combining financial (Profitability, Sales Growth) and non-financial metrics (Satisfaction, Competitiveness).
5. Moderation Gap	Absence of empirical studies testing Environmental Munificence as a moderating variable between EC, SC, and Success.	Introduces Environmental Munificence as a moderating mechanism across competency and social capital relationships.

RESEARCH HYPOTHESES DEVELOPMENT

Based on the synthesized literature gaps, Resource-Based View, and Rock Star Theory, ten researchable hypotheses organized under three principal propositions are proposed:

Proposition 1: Skill-based Entrepreneurial Competency dimensions exert a direct positive effect on financial and non-financial dimensions of Entrepreneurial Success in food processing SMEs in Lagos State.

H1a: Financial Management Competency has a positive effect on the Profitability of food processing SMEs.

H1b: Marketing Management Competency has a positive effect on the Sales Growth of food processing SMEs.

H1c: Leadership Competency has a positive effect on Customer Satisfaction in food processing SMEs.

H1d: Overall Entrepreneurial Competency has a positive effect on the Competitiveness of food processing SMEs.

Proposition 2: Dimensions of Social Capital exert a direct positive effect on financial and nonfinancial dimensions of Entrepreneurial Success in food processing SMEs.

H2a: Relational Social Capital has a positive effect on the Profitability of food processing SMEs.

H2b: Structural Social Capital has a positive effect on the Sales Growth of food processing SMEs.

H2c: Cognitive Social Capital has a positive effect on Customer Satisfaction in food processing SMEs.

H2d: Overall Social Capital has a positive effect on the Competitiveness of food processing SMEs.

Proposition 3: Environmental Munificence significantly moderates the positive relationships between Entrepreneurial Competency, Social Capital, and Entrepreneurial Success.

H3a: Environmental Munificence significantly moderates the positive relationship between Entrepreneurial Competency and Entrepreneurial Success, such that the relationship is stronger under high environmental munificence.

H3b: Environmental Munificence significantly moderates the positive relationship between Social Capital and Entrepreneurial Success, such that the relationship is stronger under high environmental munificence.

Table 4: Structural Alignment Matrix of Propositions, Hypotheses, Variables, and Theoretical Foundations

Hypothesis Code	Independent / Predictor Variable Dimension	Dependent Variable Dimension	Moderating Variable	Theoretical Foundation
H1a	Financial Management Competency	Profitability	None (Direct)	RBV / Resource Dependency
H1b	Marketing Management Competency	Sales Growth	None (Direct)	RBV / Dynamic Capabilities
H1c	Leadership Competency	Customer Satisfaction	None (Direct)	Upper Echelon / RBV
H1d	Overall Entrepreneurial Competency	Competitiveness	None (Direct)	Rock Star 4E Theory
H2a	Relational Social Capital	Profitability	None (Direct)	Social Capital / Network Theory
H2b	Structural Social Capital	Sales Growth	None (Direct)	Structural Hole Theory
H2c	Cognitive Social Capital	Customer Satisfaction	None (Direct)	Social Exchange Theory
H2d	Overall Social Capital	Competitiveness	None (Direct)	Rock Star 4E Theory
H3a	Entrepreneurial Competency	Entrepreneurial Success	Environmental Munificence	Contingency Theory / RBV
H3b	Social Capital	Entrepreneurial Success	Environmental Munificence	Rock Star Environment E

Print ISSN: 2053-5821(Print)

Online ISSN: 2053-583X (Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

DISCUSSION: SYNTHESIZING CONCEPTUAL, THEORETICAL, AND EMPIRICAL INSIGHTS

The synthesis of conceptual, theoretical, and empirical literature offers profound insights into the mechanisms governing enterprise performance in developing economy food processing SMEs. Conceptually, viewing Entrepreneurial Competency through skill-based functional dimensions (Financial, Marketing, Leadership) rather than passive personality traits aligns directly with the Resource-Based View (RBV). Financial management competency ensures optimal capital allocation and liquidity survival (Zada et al., 2021); marketing management competency drives value creation and proactive customer acquisition (Ferreira et al., 2019); and leadership competency provides emotional stability, strategic vision, and internal locus of control necessary to navigate high operational turbulence (Waweru, 2021).

Empirically, this synthesis resolves conflicting findings in prior literature regarding social capital. While general measures of social capital (e.g., informal trust or social ties) sometimes yielded nonsignificant or inverse effects on firm performance (Menike, 2020; Akintimehin et al., 2019), disentangling social capital into Relational, Structural, and Cognitive dimensions demonstrates that distinct network properties fulfill specific performance roles. Structural social capital bridges structural holes to provide novel market and technological information (Beltramino et al., 2020); relational capital fosters trust and supplier reciprocity to reduce transaction costs and enhance profitability (Aziz et al., 2019; Rahman et al., 2019); and cognitive capital aligns organizational members around shared goals to boost customer satisfaction and service efficiency (Adna & Sukoco, 2020).

Furthermore, incorporating Environmental Munificence addresses a major boundary constraint in entrepreneurship theory. Grounded in Crawford's Rock Star (4E) Theory, external environments rich in financial capital, technical infrastructure, and market demand amplify the returns on an entrepreneur's Endowments (competencies) and Engagements (social capital). In resource-scarce or highly turbulent environments, even highly competent entrepreneurs struggle to achieve superior sales growth due to systemic market frictions. Conversely, under high environmental munificence, skill-based competencies and robust social capital can be fully leveraged to generate exponential enterprise growth, superior customer satisfaction, and sustained competitive advantage.

MANAGERIAL IMPLICATIONS, POLICY RECOMMENDATIONS, AND FUTURE RESEARCH

Practitioner & Managerial Implications: Food processing SME owners must shift focus from mere technical production mastery toward deliberate capacity building in financial control, digital marketing, and leadership development. Furthermore, entrepreneurs must strategically manage their network ties

moving beyond passive social relationships to actively convert structural and relational social capital into affordable financing, distribution channels, and market intelligence.

Policy & Institutional Recommendations: Government agencies such as the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), the Federal Institute of Industrial Research Oshodi (FIIRO), and professional bodies like NIFST, NASME, and NASSI should design targeted skill acquisition training modules. Policy interventions must also focus on enhancing environmental munificence by providing subsidized processing hubs, reliable power infrastructure, and direct access to affordable growth capital for food SMEs.

Future Empirical Testing Agenda: Future researchers should empirically validate the proposed conceptual model using structural equation modeling (PLS-SEM or CB-SEM) on primary survey data collected from food processing SMEs across major industrial clusters in Nigeria and Sub-Saharan Africa.

MANDATORY AUTHOR STATEMENTS AND DECLARATIONS

Statement of Acknowledgement

The authors hereby express their profound gratitude and sincere acknowledgment to the leadership and management of Veritas University, Abuja, and Lead City University, Ibadan, Oyo State, Nigeria, for providing the researchers with the enabling academic platforms, institutional support, facilities, and collaborative environments necessary to successfully carry out and complete this research study.

Statement of Responsible Use of Artificial Intelligence (AI)

In compliance with international journal publication ethics and COPE guidelines, the authors declare that Artificial Intelligence (AI) tools were utilized during the course of this work strictly for document formatting, language editing, proofreading, and structural layout optimization. The core conceptualization, theoretical synthesis, model design, proposition formulation, literature evaluation, and manuscript organization were developed and executed entirely by the human authors, who maintain complete responsibility for the content and integrity of the manuscript.

Statement of Conflict of Interest

The authors declare that there are no personal, financial, professional, or institutional conflicts of interest regarding the publication of this research manuscript. The study was conducted independently without any commercial or financial ties that could improperly influence or bias the research outcomes.

REFERENCES

Aderoju, S. (2021). Leadership and innovation as next frontiers for SME growth. Keynote Address at the 6th Lagos Business Summit, Alausa Secretariat, Ikeja, Nigeria.

Adna, B. E., & Sukoco, B. M. (2020). Strategic flexibility, cognitive social capital, and firm innovation performance. International Journal of Emerging Markets, 15(4), 712-731.

Akintimehin, O. O., Eniola, A. A., Alabi, O. J., Eluyera, D. F., Okere, W., & Ozordi, E. (2019). Social capital and its effect on business performance in the Nigerian informal sector. Heliyon, 5(7), e02124.

Aziz, T. N., Razalli, M. R., & Othman, A. A. (2019). Relational social capital and supply chain performance in manufacturing SMEs. International Journal of Supply Chain Management, 8(3), 201-210.

Babayayi, U. A., Zubairu, M., & Badara, A. M. (2021). Entrepreneurial competencies and SME performance in North-East Nigeria. Journal of Entrepreneurship and Business Innovation, 8(1), 33-49.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99-120.

Beltramino, N. S., Garcia-Perez-de-Lema, D., & Valdez-Juarez, L. E. (2020). Structural social capital, innovation and performance in SMEs. Journal of Intellectual Capital, 21(5), 781-805.

Chaves-Maza, M., & Fedriani, E. M. (2022). Measuring entrepreneurial success: A multi-criteria hybrid approach. Mathematics, 10(4), 612-628.

Claridge, T. (2021). Structural, relational, and cognitive dimensions of social capital. Social Capital Research & Training Institute, 1-18.

Crawford, C. C. (2021). The Rock Star Theory of entrepreneurship: Power laws and 4E mechanisms. Journal of Business Venturing Insights, 15, e00231.

Daniel, S. V. (2019). Converting social capital into market access for small scale industrialists. Acceptance Speech at the 32nd NASSI Delegate Conference, Abuja, Nigeria.

Demaki, G. O. (2018). Operational efficiency and financial performance of Nigerian SMEs. Nigerian Journal of Management Studies, 18(1), 88-102.

Egbesola, F. (2021). Survival strategies for businesses in Nigeria: Marketing capabilities and skill development. Annual Conference Proceedings of ASBON, Lagos, Nigeria.

Elbanna, S., & Child, J. (2007). Influences on strategic decision effectiveness: The role of environmental munificence. Strategic Management Journal, 28(4), 431-453.

Ezennia, J.S., & Mutambara, E. *Entrepreneurial Success and Sustainability: Towards A Conceptual Framework,* **Academy of Entrepreneurship Journal** 28(2), 2022, 1-16

Ferreira, C. C., Ferguson, S. L., & Pitt, L. F. (2019). Entrepreneurial marketing and capability development in SMEs. Journal of Strategic Marketing, 27(6), 488-503.

Gannon, B., & Roberts, J. (2020). Social capital and socio-economic outcomes: A systematic review. Social Science & Medicine, 246, 112737.

Gontur, S., Vem, L. J., Goyit, M. G., & Davireng, M. (2022). Marketing competency and enterprise sales growth in developing markets. Asia Pacific Journal of Marketing and Logistics, 34(5), 980-997.

Ibidunni, A. S., Ogundana, O. M., & Okonkwo, A. (2021). Entrepreneurial competencies and informal sector innovation performance in Nigeria. Journal of African Business, 22(3), 341-360.

Irshad, M., Hussain, M., Fahim, S. M., & Ghias, S. (2022). Customer satisfaction and service delivery in competitive markets. Total Quality Management & Business Excellence, 33(7), 811-829.

Iwe, M. O. (2022). Technical know-how versus entrepreneurial skill deficits in food processing SMEs. Keynote Address at the 2022 NIFST Day Celebration, Lagos, Nigeria.

Kendall, N. (2020). SME failure rates and economic resilience across African nations. African Development Economic Review, 14(1), 55-72.

Kuteyi, D. (2022). One Way Ticket: My Uninterrupted Life Journey From Port to Factory. Ibadan: Spectrum Books.

Mayer, C. (1999). Resource Dependency Theory and corporate governance. Journal of Law, Economics, and Organization, 15(1), 51-74.

Menike, L. M. C. S. (2020). Social capital dimensions and small enterprise performance in Sri Lanka. South Asian Journal of Management, 27(2), 75-98.

Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. Academy of Management Review, 23(2), 242-266.

National Bureau of Statistics (NBS) & SMEDAN. (2019). National Survey of Micro, Small and Medium Enterprises (MSMEs) Report. Abuja: Federal Government of Nigeria.

Onamusi, A. B., Asikhia, O. U., & Makinde, G. O. (2019). Environmental munificence and service firm performance in Nigeria. International Journal of Business and Social Science, 10(8), 102-114.

Qiao, S., & Wang, Q. (2021). Relational social capital and collaborative performance in industrial networks. Industrial Marketing Management, 93, 210-221.

Rahman, M. U., Rahman, A., & Khan, S. R. (2019). Social capital and firm profitability in manufacturing SMEs. Journal of Small Business and Enterprise Development, 26(4), 512-528.

Repaj, E. (2021). Cognitive social capital, knowledge sharing, and organizational synchronization. Journal of Knowledge Management, 25(8), 1985-2004.

Sani, Y. M., Kawugana, A., Jumba, S. A., Yahuza, A., & Abubakar, U. (2020). Financial management practices and SME survival in dynamic operating environments. Journal of Accounting and Finance, 20(3), 67-81.

Sawaeana, F. A. A., & Alibi, K. A. M. (2020). Entrepreneurial leadership and innovation performance in SMEs. Leadership & Organization Development Journal, 41(6), 801-817.

Umar, A., Che Cob, C. M. S., Omar, C. M. Z. C., & Hamzah, M. S. G. (2019). Entrepreneurial competency and vocational education. Journal of Technical Education and Training, 11(3), 22-35.

Waweru, J. W. (2021). Leadership competencies, emotional intelligence, and organizational performance. Journal of Leadership in Organizations, 3(2), 115-132.

Zada, M., Yukun, C., & Zada, S. (2021). Effect of financial management capabilities on small business success. Frontiers in Psychology, 12, 693418.