Influence of Entrepreneurial Resources on Performance of Landscape Architectural Enterprises in Nigeria

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Abstract
Entrepreneurship is a catalyst for economic development for any developed and developing nation. It involves initiating and promoting changes in the structure of business. This changes is accompanied by growth and increase company performance. This study investigated the influence of entrepreneurial resources on performance of landscape architectural micro and small enterprises (MSE's) in Nigeria. The research employed descriptive survey design in which data was collected from 125 respondents all from the managers of architectural firms in the country. The finding shown that entrepreneurial resources such as human, financial and information networking influence performance of landscaping enterprises in Nigeria.   Also the variables studied had positive relationship with the firm performance, but few were significant. Finally, it was recommended that founders of these architectural firms should strive hard to acquire more resources that will promote performance, growth and enterprises development.

Keywords: *Entrepreneur, Enterprise, Landscape Architecture, performance, Resources, Growth, Profitability.*

Background to the Study

Entrepreneurial resources refer to the acquisition and application of a bundles of valuable tangible and intangible resources at the firm or enterprise disposal for the attainment of competitive advantage (Mwaihi and Mercer, 1983). According to the theorist of this model emphasized that firms resources includes all asset, capabilities, information, knowledge controlled by the firm that enable the enterprise to conceive and implement strategies that will improve its efficiency and effectiveness (Barney , 1991). Human resource management is the effective management of people at work. Firm human resources are important source of sustained competitive advantage. Managing them well helps create unique competencies that differentiate products and services and in turn drive competitiveness. (Cappeth, 1993 and Ivancevic, 2003). Hence, this facilitates successful organizational performance. Barney (1995) emphasized that human capital should be viewed as a valuable assets that have a significant impact on firm's performance as limited by the resources based theory. It has been agreed that when a firm human resources practices are consistent with each other (i.e. internal fit) and with from strategic goals (i.e external fit), organization efficiency and performance will be enhanced (Hoselid, 1995 and Mahay, 2001). Studies carried out in Changchau, Tianjin and Shanghia in 2005 on impact of entrepreneurial resources on enterprise performance. The finding of the study shown that entrepreneurial resources acquisition influences that performance and development of enterprises. Also the empherical result provided evidence that entrepreneurial resources acquisition and performance of a firm are positively correlated preview research works has shows that social networking can benefit a firm's ability to find new resources which can result in high growth and supervisor performance (Watson, 2006).

Studies carried out shown that most of the landscaping enterprises in the developed nation especially in USA, Canada and Italy experienced a tremendous success in improved profitability, growth and enterprise development. These recorded success was attributed to the acquisition and proper utilization of entrepreneurial resources. These firms were able to make a lot of contribution to the revenue generation of their counties. But in Nigeria there is no any empirical evidence where these firms contribute anything to the nations GDP. Therefore, this research study is to investigate the influence of entrepreneurial resources on performance of landscape architectural micro and small enterprises in Nigeria.

Statement of the Problem

Landscape architecture is a discipline that understands the nature of the environment and tries to conserve or manage a place in its form for its value or changes the way place look in the context of the prevailing ecology and cultural for a desire effect and for effective utilization. Landscape architects are the professionals that bring knowledge of natural sciences, environmental laws and planning policies. They create delight, protecting and enhancing most of our cherished landscape and town scapes (Couper, 2003). Landscape architecture is rapidly growing in most developed countries such as America Europe and Italy. These enterprises are making a tremendous contribution

towards revenue and employment generation. Bell and Kogu (2005) carried out a study on the impact of entrepreneurship on landscape architectural firms in the region of California. The findings shown that the number of landscape architect practicing in the region were 124 and the number of registered landscape MSE'S are 43. In 2010 these firms were able to contribute 1.5% the total revenue generated in the region in the form of tax received from these firms. Brown (2011) revealed that as a result of entrepreneurship activities, the registered landscape firms in Canada were able to generate over 2.3m USD to the government. This is due to the application and utilization of adequate resource in the organization. This is a clear indication that entrepreneurial resources play a vital role in transforming the economy and improving the performance of landscape architectural enterprises especially in the developed nations. Entrepreneurship in Nigeria is well developed in other sector of the micro and small enterprises but little or no mention of landscape architectural MSE's. Studies shown that landscape firms in Nigeria are dying due to lack of adequate resources, corruption, epileptic power supply and poor leadership. Up to today there is no empirical evidence responsible for the death of landscape architecture MES's in Nigeria. A major question that arises is what is the impact of entrepreneurial resources, on the performance of landscape architectural MSE'S in Nigeria? To address this question, a research objective is set as follows;

To investigate the impact of entrepreneurial resources on the performance of landscape architectural enterprises in Nigeria, Specifically, the study focused on Human resources, financial resources and business information:
i.   To find out the relationship between human resources   and performance of landscaping enterprises in Nigeria
ii.   To investigate the relationship between financial resources and performance of landscape architectural enterprise in Nigeria
iii.   To find out the relationship between business information and performance of landscaping MSE's in Nigeria.

Methodology
The study employed an exploration approach using descriptive correlation survey research design. Because the design helped to establish relationship between the Variables. Correlation is a statistical test to establish relationship between two or more variables (Bello, 2013). Data was collected using questionnaire with close ended questions during the survey, the target population for this study comprised of all the formally registered architectural firms practicing in Nigeria. According to the data available obtained from architects registration council of Nigeria (ARCON, 2003) there are total of 640 registered architectural firms licensed to practice in the country. In order to obtained a reliable data a sample of 148 architectural MSE's were selected from the six (6) geographical zones of the country using proportional random sampling. However, 125 managers of these firms were able to answer and returned the questionnaire dully completed. Data were compiled, sorted, edited and coded to ensure its quality, accuracy and completeness. Using statistical package for social science (SPSS) the data were analyzed.

Research   Findings and Discussion
Inferential Statistics (Regression Analysis)
The linear regression analysis shows the relationship between the independent variable (human resources) and dependent variable (i.e. performance of landscape architectural MSE's in Nigeria). The correlation coefficient (R) and the coefficient of determination (R^2) shows the degree relationship between entrepreneurial resources and performance of landscape architectural enterprises in Nigeria.

Table 1: Model of Human Resources and Performance of Landscape Architectural MSE's In Nigeria

Model	R	R^2	Adjusted R^2	Std error of the estimate
1	0.412[a]	0.170	0.107	1.1664

a.   Predictor: (Constant) Human Resources

Table 2: ANOVA

Model	Sum of square	df	Mean sqvare	F	Sig
Regression Residual Total	1.697	1	1.697	0.613	0.491[b]

a. Dependent Variable: Performance
b. Predictors: (Constant), Human Resource

Table 3: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.318	0.847		3.915	0.30	0.621	6.015
Human res.	0.014	0.017	0.412	1.783	0.491	0.069	0.042

a. Dependent Variable: performance

The linear regression result on table 1.0 indicated that R= 0.412 and R^2 =0.170. This is an indication that there is no positive relationship between human resources and performance of landscape architectural MSE's In Nigeria. This shows that managers of landscape enterprises do not invest in human resource development for improved performance.

Table 2.0 shows the result of ANOVA test which reveal that human resource development have insignificant impact on performance of landscape architectural enterprises in Nigeria. Since the P- value actual is 0.491 which in greater than 5% level of significance. Table 3.0 shows that these is relationship between human resources and performance of landscape architectural enterprises in Nigeria but the impact is insignificant.

The current finding contradicts the study of Jane (2004) who discovered that competent and adequate high skilled manpower in an organization promote discretionary behavior, knowledge sharing and this is positively associated with enterprises performance. Also the current study is in disagreement with the study of 96 firms by peter and child (2007) who concluded that human resource management promotes entrepreneurial performance of micro, small and medium size enterprises through increased output, profitability and enhanced customer loyalty. Steel (2004) emphasized that lack of adequate and trainined employees in any business setting retared the company success and it may eventually die a natural death which the current finding concurs with.

Financial Resources and Performance of Landscape of Landscape Architectural Enterprise in Nigeria
The model summary of this association is in table 4.0

Table 4: Model of Financial Resource and Performance Of Landscape Architectural MSE's In Nigeria

Model Summary

Model	R	R^2	Adjusted R^2	Std error of the estimate
1	0.707	0.500	0.333	1.291

a. Predictors: (Constant), Financial Resources

Table 5: ANOVA[a]

Model	Sum of square	df	Mean sqvare	F	Sig
Regression	5.000	1	5.000	3.000	0.010
Residual	5.000	3	1.667		
Total	10.000	4			

Dependent Variable: Performance
b. Predictors: (Constant), Financial Resources

Table 6: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.500	0.645		5.422	0.12	1.448	5.554
Financial res.	0.092	0.045	0.299	0.354	0.005	0.055	0.013

a. Dependent Variable: performance

The linear regression result on table 4.0 revealed that R= 0.707 and R^2 and R^2 = 0.500. This is an indication that there is positive relationship between. Financial resources and performance of landscape architectural enterprises in Nigeria. This shows that additional or increase in financial resources leads to increase in enterprise's profitability, growth and product/service diversification.

Table 5.0 shows the result ANOVA test which reveals that financial resource have a positive significant impact on performance of landscape architectural enterprises in Nigeria. Since the P-Value actual is 0.010 which is less than 5% level of significance.

Table 6.0 shows that there is positive significant relationship between financial resources and performance of landscape architectural MSE's in Nigeria.

The current finding agrees with the study of James (2004) who discovered that entrepreneurial resources such as financial and human resources are important ingredients to an entrepreneur towards improving the enterprises performance and development. AILA (2009) in a study of 68 landscape enterprises in California revealed that there is a significant positive relationship between financial resources and performance of landscape MSE's which the current study shares the same result. The current study also concurs with the study of Box (2009) who emphasized that there is strong positive relationship between performance and enterprise financial resources that promotes productivity and enhanced enterprise output.

Information and performance of landscape architectural MSE's in Nigeria
The model summary of the association is shown in table 7.0

Table: 7: Model of Information and Performance of Landscape Architectural Enterprises in Nigeria

Model Summary

Model	R	R^2	Adjusted R^2	Std error of the estimate
1	0.775a	0.600	0.400	1.000

a.   Predictors: (Constant), Business Information

Table 8: ANOVA[a]

Model	Sum of square	df	Mean sqvare	F	Sig
Regression	3.000	1	3.000	3.000	0.022[b]
Residual	2.000	2	1.000		
Total	5.000	3			

a. Dependent Variable: Performance
b. Predictors: (Constant), Business Information

Table 9: Coefficients[a]

Model	Un standardized Coefficients[a]		Standardized coefficient		t	Sig
	B	Std Error	Beta			
1	Constant	3.000	0.577		5.196	0.035
	Business information	0.016	0.009	0.775	1.732	0.022

Dependent Variable: Performance

The linear regression result on table 7.0 indicated that R=0.775 and $R^2 = 0.600$. This implies that there is a positive relationship between business information and performance of landscape architectural enterprises in Nigeria.

Table 8.0 shows the result of ANOVA test which reveals that business information have a positive significant on performance of landscape architectural MSE's in Nigeria. Since P-Value actual is 0.022 which is less than 5% level of significance.

Table 9.0 shows that there was a positive linear relationship between business information and of landscape architectural MSE's in Nigeria. The current finding is in corroboration with that of Bridget (2004) who discovered that business information on new products and services encourage enterprise performance and development. This is positively related to enterprise profitability and customer's satisfaction. Daroda (2007) and Bell 2008) noted that information technology and business networking is not only important to an entrepreneur but it is necessary for the enterprise to attain success and promote performance which the current study shares in the same direction. AILA (2009) concluded that information and communication technology, government incentives and market information are positively related to growth and performance of landscape architectural enterprise in America which the current finding concurs with.

Conclusion

The entrepreneurial resources variables studied it was discovered that human resources had influence but had insignificant relationship with performance of landscape architectural enterprises in Nigeria. This Implies that human resources had no impact on the performance of landscape architectural MSE's in Nigeria. This may be due to the fact that most of the architectural firms do not invest much in human capital development. While financial resources and business information were discovered to have a positive significant relationship with the performance of landscape architectural MSE's. This denotes that the more the financial resources the more the enterprise improve its profitability, service delivery and improved customer's loyalty, when this is sustained the enterprise will grow and achieve competitive advantage. Finally, the study revealed that entrepreneur resources has a great impact on the performance of landscape architectural enterprises performance in Nigeria.

Recommendation

From the research study the following were recommended for improved landscaping enterprise services delivery in Nigeria:

i.   Founders of landscape architectural MSE's in Nigeria should established human resources development section in their organization, specifically for human capital development

ii.   Managers of landscape architectural firms should look forward on how to improve the funding systems of their organization, through financial institutions or government agencies.

iii.   Most architectural firms this days embraced the use of computers in drafting, but they should be able to communicate with other part of the world through networking for any business information to make them updated with the current technology in architectural services delivery for improved performance.

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