Innovations

Human Capital Transfer and Entrepreneurial Innovation in Lubricant Firms in Anambra State

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Abstract: *The study analyzed the human capital transfer and entrepreneurial innovation in lubricant firms in Anambra State. The objective of the study were to; Analyze the effect of education on entrepreneurial innovation of lubricant firms in Anambra State; Determine the effect of employee's knowledge on entrepreneurial innovation of lubricant firms in Anambra State; examine the effect of skill acquisition on entrepreneurial innovation of lubricant firms in Anambra State. Three research hypotheses are formulated in line with the above objectives of the study. Descriptive survey design method was used; the sample techniques employed in this study was simple random sampling. The population for this research work was 1220, respondents. It comprises of all the staff working in the selected lubricant firms in Anambra state, while the sample size is 234 through Borg & Gall (1973) formula. The researcher distributes two hundred and thirty-four (234) questionnaires but only two hundred and eight (208) copies of questionnaire were retrieved. Structured questionnaire were use to gather information from the population. Regression analysis and ANOVA method of data analysis was used to test the questionnaire. The finding of the study shows that; Education has significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state; Employees' knowledge has significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state. The study recommends that, organization should offer training and development opportunities that help employees acquire new skills and knowledge that can contribute to entrepreneurial innovation; Create an environment that encourages employees to share their knowledge, ideas, and experiences to foster collaboration and innovation; Allow employees to move across different departments or projects to gain new experiences and perspectives, which can spark new ideas and solutions.*

Keywords: *human capital transfer, entrepreneurial innovation, employee's knowledge, education, employee's knowledge, skill acquisition*

1.1 Introduction

Human capital transfer form an integral part of programs targeted at entrepreneurs in various fields. By investing in human capital transfer, entrepreneurs may be better able to identify business opportunities (De Tienne and Chandler, 2004), apply innovative practices (Mc Guirk et al., 2015), deal with uncertainty and regulatory issues (Henry et al., 2005), and adapt to stakeholders' demands (Gibb, 1997). It is commonly believed that human capital transfer enhances entrepreneurial outcomes and increase productivity. The human resources of a country has been related to economic development, based on its quality, as this ensures that the nation's resources are exploited with the aim of building structures that enhance economic development (Terjesen, Hessels, & Li, 2016).

Human capital transfer refers to the movement of human knowledge, skills, and expertise from one individual or organization to another. It can take various forms, such as training and development, knowledge sharing, and employee mobility. The main objective of human capital transfer is to improve organizational performance by enhancing the skills and knowledge of employees and the organization as a whole.. The quality of human capital transfer as an important part of the organization can be improved through investments in education, health, scientific research, infrastructure and foreign direct investment as well as skill acquisition.

Human capital transfer is a requirement for entrepreneurs to become competitive in the 21st century global economy driven by skills and knowledge. This is due to the fact that the entrepreneurial growth of any country, especially developing countries like Nigeria, depends to a significant extent on human capital. Without proper transfer in human capital, a country cannot expect to see meaningful growth in entrepreneurship and entrepreneurial development (Obisi & Anyim, 2012). Recently, the role of human capital in entrepreneurship has attracted substantial scholarly interest (Dimov, 2017; Dutta & Sobel, 2018; Marvel et al., 2016; Unger et al., 2011),and the thrust of this study is to examine human capital transfer and entrepreneurial innovation in lubricant firms in Anambra State

According to Ubeku, (1987) organizations need to continually innovate since the business context keeps changing. Entrepreneurs grapples with the innovation challenge since the skills and competencies of workers must be continually updated to match the requirements of the changing environment. Thus, old employees are retrained and new ones with cognate skills are recruited very often. The innovation challenge has become a preoccupation in organizations, thereby making them to improve the skills and knowledge of their workforce. Organizations that fail to innovate soon fizzle out of competition.

Ali, Ullah & Khan (2012), remarked that developed nations are more innovative than developing countries like Nigeria. This means that most graduates of developing

nations who get employed might need further training to enhance their innovative capabilities. The major problem associated with human capital transfer are the problem of poor working conditions, poor remuneration, lack of employee recognition and poor communication network between management and staffs. It is against this backdrop that the study seeks to examine the human capital transfer and entrepreneurial innovation of lubricant firms in Anambra State.

1.2 Objectives of the Study

The broad objective of the study is to examine human capital transfer and entrepreneurial innovation in lubricant firms in Anambra State**.** The following are the specific objectives:

i. Analyze the effect of education on entrepreneurial innovation of lubricant firms in Anambra State.

ii. Determine the effect of employee's knowledge on entrepreneurial innovation of lubricant firms in Anambra State.

iii. To examine the effect of skill acquisition on entrepreneurial innovation of lubricant firms in Anambra State.

Review of Related Literature

2.1 Conceptual Review

2.1.1 Human Capital Transfer

Human capital transfer is the process by which human knowledge, skills, experience, and abilities are passed from one person or entity to another. This process is essential for the growth and development of individuals, organizations, and societies. It can be achieved through various means, such as formal education, on-the-job training, mentoring, knowledge management systems, and other forms of learning. The transfer of human capital contributes to the accumulation of human capital, which in turn contributes to economic growth and social development. In same breath, Schultz (1961) submits that human capital development is the combination of knowledge, skills, aptitude, capacities and abilities that empowers firms to accomplish results using minimal energy and time, while Thomas et al (2013) aver that it is the development of employee potentials and skills for better, their performance. Bontis et al (1999) see it as the amalgamation of human capabilities such as intelligence, skills and expertise over time which that distinguishes one firm from others. Human capital transfer refers to the transfer of skills and knowledge between jobs, firms, or countries, and the implications of this transfer for the economy (Jovanovic & Nyarko, 1994). The transfer of knowledge from the old to the young is therefore a cornerstone of productivity growth.

2.1.2 Entrepreneurial Innovation

According to Wang and Ahmed (2004), entrepreneurial innovation is the improvement in products and service, introduction of new products and venturing into new markets. Similarly, Hamel and Mol (2008) opined that entrepreneurial innovation is the creation of new product, service, process, technology, structure or administrative system. It is also the deployment of new ideas and methods (Villar, 2012). Furthermore, Dougherty and Hardy (1996) view entrepreneurial innovation as the strategy utilized by firms to adjust to changes in the business environment. Here it is assumed that it is a platform for adaptation during change.

Radipere (2014) view entrepreneurial innovation as highly beneficial to firms. Previous studies have outlined various measures of entrepreneurial innovation namely; product innovation, process innovation, market innovation, technological innovation and administrative innovation (Wang & Ahmed 2004; Ashraf, Kadir, Pihie, & Rashid, 2014).Researchers (Cottam, Ensor & Band, 2001;) point that strategy influences innovation. Entrepreneurs that value innovation spend a large chunk of resources on innovative activities to achieve their objectives. Moreover, Tidd, Bessant and Pavitt (2005) points out that companies that are innovative in their products / services are significantly ahead of their competitors in terms of market share, profitability, companies' growth, and net income.

2.2 Theoretical Framework

2.2.1 Human Capital Theory

This work is anchored on the human capital theory of Gray, & Herr (1998).This theory shows how education leads to increase in productivity and efficiency of workers by increasing the level of their cognitive skills. Schultz, Becker and Mincer introduced the notion that people invest in education in order to increase their stock of human capabilities which can be found by combining innate abilities with investment in human beings (Babalola, 2000). Examples of such investments include expenditure on education, on - the - job training, health and nutrition. However, the stock of human capital increases in a period only when gross investment exceeds depreciation with the passage of time with intense use or lack of use.

The provision of education is seen as a productive investment in human capital, an investment which the proponents of human capital theory consider to be equally or even more equally worthwhile than that in physical capital. Human capital theorists have established that basic literacy enhances the productivity of workers low skill occupations. They further state instruction that demands logical and analytical reasoning that provides technical and specialized knowledge increases the marginal productivity of workers in high skill or profession and positions. Moreover, the

greater the provision of schooling society and consequently the greater the increase in national productive and economic growth. This theory relates to this study because Human Capital Development Theory concludes that investment in human capital will lead to greater economic outputs

2.3. Empirical Review

Che Sulaiman Saputra and Muhamad (2021) investigates the relationships between human capital and innovation capacity and economic growth in selected ASEAN countries, namely, = Malaysia, Thailand, and Indonesia. Economists widely discussed the interrelation of human capital and innovation. A large body of literature stated that human capital is an essential factor and engine of economic growth. Innovation has become key in transforming the economic development of developing countries. We analyze human capital (HC) and innovation capacity (INC) using static panel data analysis. The data analysis shows that the fixed-effect model is the best model in this study. Further, human capital (HC) has a significant positive relationship with economic growth. Meanwhile, innovation capacity has no significant relationship with economic growth. We also found that Malaysia's coefficient of human capital and innovation capacity is higher and more efficient than in Thailand and Indonesia.

Mohammad, Loiy, Diana and Kamal (2019) investigate the relationship between innovation and human capital investment, and to show how the implementation of these two concepts leads to economic development. A case study was conducted in Jordan with one-to-one, in-depth expert interviews to obtain the information needed to answer the research questions; in addition, a focus group of ten final year undergraduate students (about to enter the educated workforce) experts offered their thoughts and ideas to identify how youth today relate to this research and its findings. The findings identified four main pillars required to support economic development and achieve a competitive advantage using the country's human capital: Habilitation, Opportunity, Power Distance, and Entrepreneurship (HOPE). The findings also indicated that Jordanian culture is highly germane to all four pillars, which can encourage innovative human capital and ensure economic development.

Bram, Iryna, Wim, Henriëtte (2019) provided a systematic review of studies on the effects of human capital interventions on entrepreneurial performance in industrialized countries. We identify 21 experimental and quasi-experimental studies published before September 2018. These studies examine the effects of business training, formal education, and entrepreneurship education. Their performance outcomes include firm profits, firm size, and entrepreneurial earnings. The main finding across these studies is that these interventions do not have statistically significant effects. Formal education is the only exception, showing positive effects on firm profits and entrepreneurial earnings, yet these effects are small in magnitude. Evidence is inconclusive regarding effect duration.

Ohanyere, Atueyi & Ibekwe (2019) examined the impact of human capital development on economic sustainability between the period of 1981-2016. The study adopted multiple linear regression model to statistically establish a relationship between human capital development and economic sustainability in Nigeria. The included variables were Total productivity, Mortality Rate, Tertiary Education Enrolment Rate, Government Expenditure, Domestic Investment. The data was sourced from the Central Bank of Nigeria, 2016. Ordinary least square model was used for the analysis, The study found that tertiary enrollment rate was positive and statistically significant. Investment in education should be taken seriously by developing nations. The bedrock of sustaining economic development has universally bean agreed to be education, if investment in education is given more attention, it will increase the nation productivity. It was also observed that mortality rate was negative and statistically insignificant. Increase in mortality rate will decreased total productivity, since is a number of death during a particular period of time.

Obi, & Atueyi, (2022) investigated the impact of human capital development on the Nigeria economic growth for the period of 1981 – 2020. The objectives of the study were to analyze the effect of government expenditure on health on the Nigeria economic growth. To examine the extent to which government expenditure on education has affect the Nigeria economic growth. The variables were the real gross domestic product, government expenditure on health and government expenditure on education. The study employed unit root test to determine the stationarity of the variables, co-integration approach to determine the long run equilibrium relationship of the variables and Error Correction Model (ECM) to determine the speed of adjustment. Ordinary Least Square (OLS) method of data analysis was adopted. Further tests conducted in this study were normality test, stability test and serial correlation test. From the model it was concluded that human capital development has a positive significant effect on the Nigeria economy. The study found that Government expenditure on health was found to have positive effect on the economy, while government expenditure on education has negative and insignificance effect on the Nigeria economic growth.

Methodology

3.1: Research Design

The research design that was adopted in this study was the survey design, the data generated for the study comprises of primary sources (field survey).Primary data are those obtained directly from the originators or main source.

3.2: Population of the Study.

The population of this study was drawn from the workers in the selected lubricant firms in Anambra state.

Table 3.1: Population Distribution of the selected lubricant firms

S\No	Names of Manufacturing Firms	Location	Number of Employees
1	A-Z OIL	Nnewi	270
2	Seahourse oil	Ozubulu	85
3	Jezco oil	Nnewi	103
4	Whiz oil	Onitsha	290
5	Chiben oil	Onitsha	97
6	Ibeto oil	Nnewi	250
7	Visa oil	Nnewi	125
	Total Population		**1220**

Source: Human Resource Department of the firms

3.3: Determination of Sample Size.

The sample size for this study was determined using the Borg & Gall formula of (1973). Statistically, the Borg & Gall (1973) formula for sample size is given by

$n= (Zx)^2(e)\ [N]$

$(Zx)^2$= Confidence level at 0.05

e= Error margin (0.05)

N= Population of Interest = 1220

X = Significance Level

3.4: Sample Size and Sampling Technique

Given the nature of this study, it will be difficult to cover the entire population of (1220), so a fair representative sample of the population therefore was imperative.. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formula for calculating sample size as follows

$n = (1.960)^2\ (0.05)\ [1220]$

$n = (3.8461)\ (61)$

$= 234.6121 \Rightarrow 234$

$n = 234$

3.5: Method of Data Collection.

The major research instrument adopted for the study was structured questionnaire to elect responses for the sample population. In carrying out this study, the researcher made use of descriptive statistics such as frequency counts and simple percentage

was used to analyze bio – data of the respondents.

Results and Interpretation of Data

4.1 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.1.1 Summary of the Regression Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.268[a]	.072	.064	1.08468	.106	8.114	3	205	.000	1.634

a. Predictors: (Constant), SKA, EPK, EDU

b. Dependent Variable: ETI

Table 1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 72%. This implies that 72% of the variation in entrepreneurial innovation is explained by variations of education, employee' knowledge and skill acquisition. This was supported by adjusted R^2 of 64%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.6 in table 4.1.1 showed that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 4.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.639	3	9.546	8.114	.000[b]
	Residual	241.188	205	1.177		
	Total	269.828	208			

a. Dependent Variable: ETI

b. Predictors: (Constant), SKA, EPK, EDU

The f-statistics value of 8.114 in table 4.2 with f-statistics probability of 0.000 shows that the dependent variable has significant effect on independent variables such as education, employee' knowledge and skill acquisition can collectively explain the variations in entrepreneurial innovation.

Table 4.3 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)	6.752	.504		13.406	.000	5.759	7.745
	EDU	0.190	.063	.226	3.045	.003	.314	.067
	EPK	0.193	.054	.250	3.566	.000	.300	.086
	SKA	0.202	.062	.228	3.240	.001	.325	.079

a. Dependent Variable: ETI

A'priori Criteria: This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table above, we found out that education has a positive sign given its value as .190, this implies that a unit increase in education increases the entrepreneurial innovation by 19%, this conform to the a' priori expectation. Employee knowledge has a positive sign given its value as .193%; this implies that a unit increase in Employee knowledge increases the entrepreneurial innovation in Anambra state by 19%, this conform to a' priori expectation. Skill acquisition has a positive sign given its value as .20%; this implies that a unit increase in Skill acquisition increases the entrepreneurial innovation in Anambra state by 20%, this conform to theoretical expectation.

However, education variables have regression t-value of 3.045 with a probability value of 0.003. This implies that education has a positive and significant effect on entrepreneurial innovation in Anambra state. Employee knowledge has a regression t-test result of 3.566 with a probability value of 0.000 implying that Employee knowledge have positive and significant effect on entrepreneurial innovation in Anambra state

On a similar note, Skill acquisition variable have a t-test value of 3.240 and a probability value of 0.001. This shows that Skill acquisition has a positive and significant effect on entrepreneurial innovation of lubricant firm in Anambra state

4.2 Hypotheses Testing

Hypothesis One

H_{o_1}: Education has no significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state

Interpretation:

Drawing inference from our regression result in table 3 above, the analysis showed that the t-value of Education (EDU) is 3.054 which is more than 2 while its probability is 0.003 less than $p < 0.05$ level of significance and at the 95% level of confidence intervals: (lower bound 0.314, upper bound, 0.67) Thus, we reject the null hypothesis (H_0) and accept the alternate hypothesis (H_1) which said that Education has significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state

Hypothesis Two:

Ho_2: Employees' knowledge has no significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state

Interpretation:

From table 4.3, Employees' knowledge (EPK) has shown a statistically positive significant relationship on entrepreneurial innovation of lubricant firms in Anambra state with t- value 3.566 which is more than 2; with 0.000 less than $P< 0.05$ level of significance. The 95% level of confidence intervals: (Lower bound, 0.300, upper bound (0.67) Thus, we accept the alternate hypothesis (H_1) and reject the null hypothesis (H_{0S}) which implies that Employees' knowledge has significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state

Hypothesis Three

Ho_3: Skill acquisition has no significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state

Interpretation:

Drawing inference from the regression result table 4.3 above, the findings showed that t-value of representative Skill acquisition (SKA) is 3.240 which is more than 2 and less than 0.05% level of significant; with P= 0.002, which is less than $P<0.05$ level of significance and at the 95% level of confidence intervals: (lower bound=0.325, upper bound=0.079). Based on the above findings, we accept (H_1) and reject H_O) which statistically suggested that Skill acquisition has significant positive effect on entrepreneurial innovation of lubricant firms in Anambra state

Conclusion and Recommendation

In conclusion, human capital transfer is an important process that helps individuals, organizations, and societies grow and develop. It facilitates the transfer of knowledge, skills, and expertise, which leads to increased productivity and innovation. Human capital transfer also helps organizations attract and retain talent, improve employee engagement and satisfaction, and enhance organizational competitiveness. However, successful human capital transfer requires a well-

designed and executed strategy that takes into account the needs and preferences of employees and the organization. The study recommends that the organization should offer training and development opportunities that help employees acquire new skills and knowledge that can contribute to entrepreneurial innovation; Create an environment that encourages employees to share their knowledge, ideas, and experiences to foster collaboration and innovation; Allow employees to move across different departments or projects to gain new experiences and perspectives, which can spark new ideas and solutions.

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