ENTREPRENEURSHIP BUSINESS INCUBATION PROGRAME AND PERFORMANCE OF STARTUPS IN NIGERIA UNIVERSITIES

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BEING A DISSERTATION SUBMITTED TO THE DEPARTMENT OF BUSINESS AND ENTREPRENEURSHIP, SCHOOL OF BUSINESS AND GOVERNANCE, COLLEGE OF HUMANITIES, SOCIAL AND MANAGEMENT SCIENCES, KWARA STATE UNIVERSITY, MALETE.IN PARTIAL FULFILMENT
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DECLARATION

I declare that this study was carried out in accordance with regulation of the University and the study has not been previously submitted for any degree at any higher institution. To the best of my knowledge, it contains no material previously published or written, except where due reference was made.

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CERTIFICATION

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DEDICATION

This research project is dedicated to God Almighty and my lovely husband Engr. M. B Jenyo

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ABSTRACT

University entrepreneurship business incubation today has increasingly become an important mechanism for SMES and startups development in Nigeria. The specific problems affecting graduates of university today in Nigeria is lack of University business incubation to assist students/graduates incubatees (Entrepreneurs) hatch their business ideas when they are even still in the school. Universities lack a mechanism within the system that will provide supports services to student/graduate to nurture their enterprise The broad objective is to examine University Entrepreneurship Business Incubation programme and performance of Startups. The specific objective is; appraise the extent to which nurturing influences research and innovation, also, to investigate the effect of mentoring on startups, assess the impact of networking on community development, examine the relationship between knowledge transfer and internally generated revenue. The sampled population of 124 was selected using simple random sampling from various University entrepreneurship centers. The findings of the study show that the R (0.721) and adjusted R square of 0.519 values depicts that the university entrepreneurship incubation have significantly affect performance of start ups. This implies that the proportion of variation in the dependent variable is explained by the regression model. The study however, concluded that University entrepreneurship business Incubation has a link with startups in their performance that will lead to solving the multiple economic needs of poverty reduction, job creation and economic development. The study recommended that government and Nigeria university commission should start, and develop a framework or model that will harness the resources in our local community. Also, to equip and fund University entrepreneurship business incubation programmes in the country considering the roles they play in reducing the rate of business failure especially at the vulnerability state which will guarantee survival, profitability and effective performance of business in the country.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study.

There is rapid increase in establishment of Business incubations all over the world, particularly among research institutes and Universities. Many universities have supported this concept as a tool to commercialize local research output and to generate revenue. Universities have taken several initiatives including Research and Development; investment to promote revenue generation (Huggings & Kitagawa 2012). Audretsch (2014) supported university to promote commercialization by having some knowledge transfer mechanism in order to generate revenue internally.

The idea of business incubation started in 1959, by Joseph Mancuso, in Batavia New York, Europe and United Kingdom got to know about business incubation in 1970s. Later the concept of business incubation spread through tertiary institutions in 1980s (Lubica, 2012). Africa as a developing continent, need crucial and effective tool for developing the region, this lead to establishment of African Incubator Network (AIN), a development programme anchored by Infodev a research, capacity building and advisory services organization that seek to help developing countries and their international partners use information and connection broadly and effectively as tool of poverty reduction and sustainable economic growth (Evelyn & Eno, 2014). Business incubators nurture start-up enterprises by providing enabling environment for entrepreneurs where they have access to shared infrastructure, coaching, business and financial servicing, and linkages with domestic and international markets (Alfred, 2015). A business incubation is an organization established by law or private individuals that provide support services to new start-ups to improve their operation leading to effective performance by minimizing the costs and risks of failure and increasing their survival rate by capitalizing on advisory and professional services ranging from mentoring, nurturing, networking, access to finance and other salient's support services during incubation process that will ensure the success and survival of start-ups. Business incubation is powerful mechanism put in place by governments at global, regional and national levels to support SMEs and entrepreneurs, survive, grow and also addressing a multiple socio-economic needs which include job creation, poverty reduction, technology transfer, industry cluster, improved standard of living and increase in GDP, just to mention but few.

Nigerian government adapted the concept of business incubation in 1993 with the establishment of Technology Incubation center in Agege, Lagos followed by Kano in 1994 and Calabar and Aba in 1996.The proliferation of TBIs continue until the end of 2016 with the establishment of four more TBIs in Kogi, Benue, Nasarawa and Katsina respectively. Making the total number of Technology Business Incubation centers to Thirty-one (31) spread across the six geopolitical zones in Nigeria. The chairman Technology Business incubation in Nigeria stated in an interview that the numbers of TBIs centers available will not provide jobs to teeming Nigerian population, Federal government will encourage private partnership to allow individual to establish more private Technology business incubation in the country to assist in that direction (Punch, 2016).

Universities play important role in motivating young graduates to become innovative entrepreneurs. The increased awareness in incubation services among Universities is an avenue to cut down the rate of unemployment through mentoring, advisory services, financial enlightenment and enhance the network capacity of the incubates/clients. Several developing countries have experimented with a variety of programmes and schemes supporting small and medium enterprises, often with assistance from multilateral and bilateral organizations. Business incubation initiatives have been introduced particularly over the past decade, with varying degrees of success (Manan & Yunos, 2011). To lay the groundwork for successful incubation initiatives, a lot of resources are required in achieving the goal. An effective feasibility study help determine whether the proposed project has a solid market, a sound financial base, a strong community support, all of which are critical factors associated with an incubator success. Once established, business incubation programme committees to the industry best practices such as structuring for financial sustainability, recruiting and placing the greatest emphasis on client assistance (O Neal, 2015).

Scholars have agreed that business incubation is a vital tool for value creation, nurturing, mentoring of SMEs and entrepreneurs to ensure the survival and growth of start-ups in economy considering their role in job creation, value creation, wealth creation and economic development (Hanadi & Micheal, 2013).

Business incubation is a powerful tool that supports the creation and development of SMEs. The structure and function of an incubator depends on local and national needs. Well structure business incubator will provide some critical resources and services needed to

enable the survival and growth and of small businesses. Despite the different types of business incubators, their processes services are generally similar (Khalil & olafsen, 2015).
The major role of business incubator is to create successful businesses within the community to add value to an entrepreneur, by providing various functions in a supportive environment for businesses. They are composed of services that provide workspace (affordable leases), Access to physical resources such as utilities, internet, bookkeeping and other amenities to do with physical infrastructure. Irshad, (2014). It is widely recognized that during the startup period many entrepreneur faced challenges and difficulties in bringing their businesses to life. Many startup ventures choose to locate a business incubator in other to take advantage of their supportive services during the development period of their business. The startup can obtain privileged links to university and research centers; closed innovation was the pattern adopted by companies until the early 2000s, in which research and development (R&D) were conducted solely in their own laboratories, using qualified professionals and significant resources. The University incubation programme also serve as means of generating funds internally, by means of training , Space allocation, Mentoring and other facilities that will be provided to the incubates with the aims of supporting graduates to sustain their businesses through the various of services rendered and value added by university incubators.

A number of University graduates with different discipline are on the high side, and majority of them have great and innovative ideas, which can serve as development tool in supporting the economy of the nation and as a means of reducing unemployment, poverty alleviation, to create new startup and to generate more employment. A large pool of such talented people can be produced through university business incubation programme. However, such facilities are absent in Nigeria universities. This study is designed to investigate the basic framework that can support business incubation programmes in our universities.

1.2 Statements of the problem

University Entrepreneurship Business incubation in the contemporary world have been recognized as a key driver of research and innovation, community development and revenue generation for start ups. University of Pretoria, Harvard Business School provide supports for the fact that UEBI is a key driver for research and innovation (fawzi $ duggan,2013) However, many startups are yet to take advantage of University entrepreneurship business incubation due to poor understanding of the phenomenon (Stal, Andreassi, & Fujino, 2016). Many business units start and die before maturity. This may be due to some reasons including; Lack of nurturing, mentoring, knowledge transfer and other supportive services.

The specific problems affecting graduates of university today in Nigeria is lack of University business incubation to assist students/graduates incubatees (Entrepreneurs) hatch their business ideas when they are even still in the school. Universities lack a mechanism within the system that will provide supports services to student/graduate to nurture their enterprise

However, many emerging economies including Nigeria are yet to reap maximum benefits from their various business and technology incubation programmes. There is complete or near complete absence of business incubation programmes in Nigerian Universities due to poor understanding of the phenomenon.

More importantly, is the need for graduate training and equipment to face the future challenges of unemployment, low income, poverty alleviation and economic development.
Recent studies (Evelyn & Eno, 2014; Stal, et al., 2016) have identified area of importance of entrepreneurship training as a double edge; flowing from university to the students in term of training, exposure and advertisement of product which boost the morals and patronage of the student's skills and products. On the one hand and the return from the students to the university in term of patronage, increase in the quality of students thereby improving the name of the university and revenue generation on the other.
Incidentally, though entrepreneurship as a discipline is still young in the university system because the universities have not imbibed totally the idea of business/technology incubation that could assist the start-ups and the Nigeria economy as a whole.

1.3 Objectives of the Study

The broad objective is to examine Entrepreneurship Business Incubation programme and performance of Startups in Nigeria Universities. The specific objectives are stated below

i. To appraise the extent to which nurturing is influenced by research and innovation.
ii. To investigate the effect of mentoring on job creation
iii. To assess the impact of networking on community development
iv. To examine the relationship between knowledge transfer and internally generated revenue

1.4 Research Questions

This study is driven by the following research questions

i. To what extent does nurturing contribute to research and innovation?
ii. To what extent does mentoring affect Job creation?
iii. In what ways can network lead to community development?

iv. What are the extent of relationship between knowledge transfer and internally generated revenue?

1.5 Research Hypotheses

The following hypotheses will be formulated for the study

H_{O1} Nurturing does not have any significant effect on research and innovation in university entrepreneurship business incubation programme

Ho_2 Mentoring has no significant effect on revenue generation among universities in Nigeria

H_{O3} Networking has no significant effect on community development in Nigeria universities.

H_{O4} Knowledge transfers play no significant role on internally generated revenue in Nigeria universities

1.6 Significance of the Study

The study shed more light and advance knowledge on university entrepreneurship business incubation and start-ups performance. The study also serves as a framework for university business incubation and also serve as a guide for university to start her own incubation programme in Nigeria, working paper to business incubators, existing companies and prospective entrepreneurs and also contribute to the existing knowledge and becomes a good relevant materials to students who may wish to use it as springboard to conduct their research in a similar area of interest.

The study develops a framework for University Business Incubation programme as a tool for startups performance and revenue generation. The findings of this study serve as a guide for University to start its own incubation programme in order to create more jobs, increase the University internally generated revenue (IGR) and to develop the economy of the nation in particular. Also the findings from this study contribute immensely in the following ways;

- Assist the institutions policy makers in designing the appropriate framework for university business incubation;
- act as a guide to the management of the institutions in enhancing the performance of the institution;
- act as a guide in generating policy guideline in revenue generation activities within and outside the institution;
- serve as a reference for future researchers on developing frame work for university incubation; and

- Further accelerates the revenue drive of the institution and also further affirm the institution as the center for community development.

1.7 Scope of the Study

The study covers some selected Universities in Nigeria which have keyed in to the National University Commission Benchmark for entrepreneurship centers and Business incubation services. The NUC had highlighted entrepreneurship and Business incubation as a veritable tool for enhancing startups and also has a correlation with community development and ultimately job creation and poverty eradication. The study considered university participant who had attended the entrepreneurship Directors' conference between 2014 and 2017.

1. 8 Operationalization/Model Specifications

Operationalization is the distinction between independent and dependent variables in a research study. The independent variable in this study is Entrepreneurship business incubation denoted by X. while the dependent variable is startups performance denoted by Y and the construct and variables are stated below.

$Y = f(x)$

Where X = Entrepreneurship business incubation

Where Y = Startups Performance

Regression Model Specifications

$X_{1i} = \alpha + \beta y_{1i} + \beta y_{2i} + \beta y_{3i} + \beta y4_i + \varepsilon$

$X_{2i} = \alpha + \beta y_{1i} + \beta y_{2i} + \beta y_{3i} + \beta y4_i + \varepsilon$

$X_{3i} = \alpha + \beta y_{1i} + \beta y_{2i} + \beta y_{3i} + \beta y4_i + \varepsilon$

$X_{4i} = \alpha + \beta y_{1i} + \beta y_{2i} + \beta y_{3i} + \beta y4_i + \varepsilon$

Where:

y_1 Nurturing

y_2 =Mentoring

y_3 = Networking

y_4 = knowledge Transfer

x_1 = Research and Innovation

x_2 = Job creation

x_3 = Community Development

x_4 = IGR(Internally generated revenue)

α = Constant term

ε = error terms

1.9 Definition of Terms

Incubation: The act or process of incubating start-ups by nurturing, preserving and given support services for the survival of the clients/incubates.

Incubatee: Is the entrepreneur undergoing incubating under the incubator facility or outside.

Business Incubator: An incubator is an institution that helps new start-ups to develop by providing advisory services such as; mentoring, nurturing, networking and access to finance.

Start-up: Are newly established firm that just start business not quite long and the characteristics of newness must be there.

Pre-incubation: This a pre-period before incubation and is usually six months, under this period the incubatees are under a probation. During this period a business plan and application for full incubation which is three years

Entrepreneur: The ability and capacity to develop, organized and managed a business ventures along with risks and profit.

Entrepreneurship: This is a process of creating values by bringing together a unique package of resources to tap opportunity.

Entrepreneurial: Entrepreneurial is a person who organizes and manage any enterprise, especially a business usually with considerate initiation and risk taken.

Globally: The word globally mean the whole universe or anything that is generally done is said to be globally, worldwide or universal.

SMEs: Small medium enterprise is a business that has fewer than 250 employees in Europe. In Nigeria SMEs have asset based less than ₦5million and less than 100 employees.

Value creation: In financial terms this mean creating revenue which exceed expenses which is a result of profit, or value to the stakeholders. In other hand value creation refers to creating values for the customers to increase sales and increase market shares

Product development: Provides the structure for developing and bringing to the market new product and services jointly with customers benefit.

CHAPTER TWO
LITERATURES REVIEW

2.0 Preamble

The study aim at determining the role of university entrepreneurship business incubation programme in start-ups performance in some selected Nigeria universities. This chapter provides a conceptual framework, review related theories and analyze empirical studies.

2.1 Conceptual Review

2.1.1. Business Incubation

This is a unique institutional arrangement that is primarily concerned with developing entrepreneurial culture in a community. However, the burden remains on the entrepreneur to make the business survive, as they are prone to be affected by what Levakova (2012) calls the 'incubator syndrome'. The whole concept of incubation is attitudinal in that incubation fosters a community attitude of encouraging and supporting emerging firms to be successful with its success dependent on three fundamental factors: "an entrepreneurial and learning environment, ready access to monitors and investors, visibility in the marketplace" Levakova (2012). The concept of business incubation is founded on the premise of increasing the survival and growth of firms by developing mechanisms that will ensure the early identification of those firms that have great potentials for success but are constrained by resources. The concept ensures that firms overcome what is called the liability of newness and the liability of smallness thereby creating innovative firms that are competitive, profitable and sustainable (Salvador & Rolfo, 2011). The incubation phenomenon is therefore, considered an enabling technology "that capacitate the functionality of critical and possibly strategic technologies" (Hackett & Dilts, 2013).

Generally speaking, an incubator is a tool in which infants who are born prematurely are kept warm and safe under suitable environment, the condition assist the newborn babies to survive, grow and develop when they left the incubator. The word incubator find its way to business world, to nurture startups and to keep them save in a conducive environment through a process of supportive services, until they are matured to leave incubation centers for expansion and diversify (Obaji, Onyemerela & Oluguju (2015).

According to Khalil and Olafsen (2015) Business Incubation is defined as the "way to support the development and scaling of growth- oriented, early-stage enterprises". According to the authors, the process provides incubates (entrepreneurs) with enabled environment in the start-up stage of enterprise development, in other to reduce the costs of starting an

enterprise, to boost the confidence of the entrepreneur and helps link them to the resources and networks required to scale their enterprise. In other words, business incubation accelerate enterprise growth, it saves time, money and generating social and economic benefits that would otherwise be the case. Business incubators are mostly regarded as providers of resources and services to entrepreneurs, including working space, technical expertise, management mentoring, business administrative, shared administrative services networking and access to new markets (Hutabarat, & spandin 2014). Government also provide the range of services to start-ups to reduce rate of failure; costs and risks reduction are all part of government intervention globally, to ensure start-ups and SMEs survive and sustain their business which have direct effect to the economy Danz, (2013).

According to National Business Incubation Association (NBIA) (2015) business incubation is defined as a way to support new business to fast track the successful development of startup and inexperienced of new businesses through the provision of series of targeted resources and services to incubates (entrepreneurs).It emphasized the significance of incubator management by acknowledging that the services are typically developed or orchestrated by incubator management and offered both in the business incubator and through its network of contacts. In line with this Obaji et al.(2012) defined Business incubation as an integrated support programme offered by governments, universities and the private sector with the aim of breeding and fostering of promising value-added and technology related ventures . A business incubator can be defined as a "facility that provides affordable space, shared office services, and business development assistance in an enablement environment to new venture creation, survival and early stage growth" (Zoel & Pandin,2014). It provides a suitable environment in order to help the ideas, gestation, hatching, and early development of startups. It offers affordable rents, convenient services business assistance and financing in a flexible and supportive environment appear to be logical and efficient approach to support startups.

The incubator concept is basically sound, but to be successful the incubator needs to be viewed as part of an overall local economic development strategy.

Also, Kimono and Itony, (2014) agree that business incubation are classified according to their area of interest; they moved further to sub-classified incubators as manufacturing incubators, technology incubators, and mixed used incubators that doesn't focus on a particular industrial sector, Bolingoft and Uihol, (2012) focused on the network incubator which for profit making collaborative incubator.

In the same vein, United Kingdom Business Incubation (2013) view Incubation as a unique and highly flexible combination of business development process, infrastructure and people designed to nurture and grow new and small businesses by supporting them through the early stages of development and change. The concept of business incubation is founded on the premise of increasing the survival and growth of startups by developing mechanisms that will ensure the early identification of those firms that have great potentials for success but are constrained by resources. The concept ensures that startups overcome what is called the liability of newness and the liability of smallness thereby creating innovative firms that are competitive, profitable and sustainable Levakova (2012).

Mubarak and Busher, (2013), agreed that entrepreneurs and incubators contribute to innovation development globally not only on economic recovery but also in a smart growth indices and economic development in developing countries. According to (Nkem et.al, 2014) business incubators are facility based technology. Infrastructure designed to assist the new start-ups to be nurture and developed. Technology business incubation (TBIs) are established to providing support services to newly entrepreneurial venture through professional services, mentoring, technical support services, networking, access to finance and supporting with logistics needed at the early stage. Technology incubation was established in Nigeria through an effort made by a representative from UNDP representing Nigeria, Gabon, Cote 'D' Ivoire and Zimbabwe in 1988 to ensure industrial development that centered on the concept of commercialization of Research & development (R&D) results and innovation for development Incubation models have evolved since the establishment of the first incubators, science parks, innovation centres and the likes. Academic research has followed this evolution by providing variety of studies focusing on different incubation model characteristics, classification and typologies and their evolution over time.

Campell et al. (1985) suggests four areas where incubators-incubation creates value: the diagnosis of business needs, the selection and monitored application of business services, the provision of financing, and the provision of access to the incubator, network ,implicitly, with this framework, Campbell et al. have normatively defined the incubation process. This is useful because it suggests in detail, and for the first time, how different transformation of a business proposal into a viable business. Weakness in the framework center on the failure to account for failed ventures (the framework assumes that all incubator tenants succeed) and the ascription of the framework to private incubators only.

Gozali, Yun and Haron (2016) model is open to refinement, and was addressed by elaborating various components (incubator affiliation, support systems, and impact of tenant companies) of the incubator- incubation concept. Unlike Gozali et al., however, the wang, Hung and Wang (2013) framework takes an external perspective and falls to account for the incubation processes occurring internally. Utilizing data gathered from a national survey as well as from interviews, analysis of case studies, and observation, Smilor casts the incubator as a mechanism for reshaping the way the industry, government and university interrelate (Smilor & Gill, 1986). He categorizes the benefits that incubators extend to their incubatees through four dimensions :(1) Credibility development, (2) shortening of learning curve,(3) faster troubleshooting, and (4) access to entrepreneurial network. Wang et al conceptualizes the incubator as a system that confers "structure and credibility" on incubatees while controlling a set of assistive resources: "secretarial support, administrative support, facilities support, and business assistance" (Gozali, Masrom, Haron & Yuri, 2015). Wang et al beffort is perhaps the most comprehensive effort at identifying and explaining the various components of the incubation system.

2.1.2 Entrepreneurship

Entrepreneurship can be seen as a process which involves the effort of an individual in identifying viable business opportunities in an environment and obtaining and managing the resources needed to exploit those opportunities. (Hill and MCGown, 1999).

Druckr (1985) considers entrepreneurship as the innovative process of converting an idea into market place realities by exploiting opportunities. He notes that entrepreneurship is practice behavior. It is a discipline and like any discipline, it can be learned.

Steveson and salhraan (1990) see entrepreneurship as the relentless pursuit of business opportunities without minding the resource presently controlled by the person (entrepreneur) pursuing the opportunity. (Amit,Glosten and Muller 1993) define entrepreneurship as the process of extracting profit from new unique and valuable combination of resource in an uncertain an ambigious environment.

According to the European commission (2008) entrepreneurship refers to an individual ability to turn idea into action. It includes creativity, innovation and risk taking, as well as their ability to plan and manage projects.

Ogundele (2000 and 2012) defined entrepreneurship as the process of emergence, behavior and performance of entrepreneurs. He notes that a focus on entrepreneur is a focus on the individual organization creator while entrepreneurship is a focus on the processes involved in

the initiation of a new organization, the behavior of such organization and the performance in terms of profits made. Entrepreneurship therefore refers to the activities of individual entrepreneurs and the entrepreneurial groups at all the three phases of emergence, behavior and performance.

Kuratko and Hodgetts (2001) define entrepreneurship as the dynamic process of creating incremental wealth. This wealth is created by individuals who assume the major risks in terms of equity, time and or career commitment of providing value for some product or services. The product or service itself may not be new or unique but the entrepreneur most somehow infuse value by securing and allocating the necessary skills and resources. Osuagwu (2006) considered entrepreneurship as substantially a behavioural activity and orientation and all-encompassing area of study. From the definition above, one can view entrepreneurship as a process of performing the entrepreneurial functions overtime and in given environment.

2.1.3. University Business Incubators

Palumbe and Dominici (2013) defined university incubator as a supported incubation system with shared space at campus and facilitate information of university startups/spinoffs. University play a major role in developing the economy of a Nation in research and development innovation and incubators (Nasir, Mahmood,Cai,Farhan Jawad & Mustafa, 2015) opined that University business incubator are actually cultivating the seeds of economic development, innovation, job creation and enhancement of the profit and involvement opportunities. University business incubation has the same process with the other common incubators but they have certain importance compared to other ones. The goal of any University is education; they can also contribute essentially to the economics of a nation at large through knowledge transfer such as technology, innovation to the enterprises most especially the startup enterprise. In developed countries most University have their own business incubators in other to give necessary assistance to their incubates/clients (tenant). University based incubators are rich in resources like human, modern technology and capital. University business incubation can also serve as a means of commercializing university innovative research. Nasir et al (2015).

The Universities are at the central position in economic growth of a country by playing a vital role in research and development innovation and incubators (Miner et al.2014). Henceforth, many economics have established university incubators to promote the ecosystem and star-up enterprise. University based incubators (UBIs) are a special type of business incubators that

are located in universities (Bathula, Karia & Abbott, 2011). The concept holds out the possibility of linking talent, technology, capital, and know-how to leverage entrepreneurial talent, accelerate the development of new technology-based firms, and speed the commercialization of technology (Bathula et al., 2011). Throughout the world, universities are developing ties with the industry and the government. Some of such initiatives can be seen especially in the developed world where a significant number of universities have set up business incubators (Bathula et al., 2011). However, as noted by Marwanga (2009) business incubators are still a fairly new concept in developing countries. Apart from assisting students who seek jobs, these universities also run business incubators to support students starting their own enterprise. (Studdard, 2013).

2.1.4 Mentoring

Today in business world mentoring is getting ground in our business outfits. According to Dee Mel, Mckenlic and Woodruff (2012) posited that mentoring has increased the popularity and practice, the current literature consistently reports on its benefits to both incubatee and business development, there are extremely few findings citing specific measurable benefits and impact on start-ups performance. This may be due to mentoring being essentially qualitative in nature, not prone to more quantitative research or the fact that mentoring is often packed into more complex support programme and is not evaluated on its own.

However, Dee Mel et al (2012) highlighted several benefits of mentoring to both mentor and mentee. The benefits to mentor includes increase business activities, leadership development, increased ideas generation, increased performance through enhanced understanding while the benefit to mentees are improved performance and productivity; improved knowledge and skills; improved creativity and innovation, encourage positive risks taking; empowerment and wellbeing and faster learning and decision making skills. Also, the start-ups benefits include: strategic change, facilitate partnership innovation and change better problem solving skills.

Incubatees mentoring will go a long way in improving the start-ups operation and performance in enterprise which lead to more job creation, poverty reduction, knowledge/ technology transfer and even economic development.

According to (Gate way services, 2013), mentoring relates primarily to the identification and nurturing of potential for the whole person or enterprise. It can be a long term relationship, where the goals may change but are always set by the learner. The learner owns both goal and the process. Feedbacks come from within the mentee- the mentor helps them to develop

insight and understanding through intrinsic observation that is becoming more aware of their experience.

Mentoring seek to build wisdom-the ability to apply skills, knowledge and experience to new situation and processes. A mentor or coach is an accountability partner, who works in their protégé's best interests. He or she will bring a new approach to either a specific skills or an entire carrier. Both coaching and mentoring focused on teaching, instruction or telling somebody what to do and mentoring is appropriate to new start-ups, staff who need to focused on their career path, managers who need to improve new or existing skills, developing a new career path as start-ups need (Denis, 2016).

2.1.5 Knowledge Transfer

Technology and innovation are bedrock to development in developed economies where technology transfer is eminent through technology commercialization of Research and Development result. Technology and scientific advancement are changing the world rapidly than ever before. Development in information technologies new materials, new fuels, and new technology are unleashing new wave of innovation, hence creating more opportunities to entrepreneurial business to gain competitive advantage at regional, national and global level.

This can be possible by putting mechanism that will strengthened start-ups operation through mentoring and coaching that will guarantee sustainability and effective knowledge transfer at all levels. Therefore, finding best way to manage at global and regional level that is the reason why government established technology incubation programme to serve as a tool for knowledge transfer, knowledge sharing and knowledge support. (Obe, 2014) posited that effective knowledge/ technology transfer programme for linking knowledge to entrepreneurs would include knowledge support programme through knowledge sharing, knowledge transfer network and knowledge transfer partnership and small business research initiatives. This entails that training support for developing entrepreneurs. In this case, an innovation based incubator should involve highly specialized and qualified team. Moreover, technology transfer programme would be enhanced by effective back up through leveraging experienced of senior staff with the back of more junior staff less experienced colleagues.

Technology transfer programme should feature opportunity for shared knowledge among entrepreneurs through shared knowledge relationship, entrepreneurs can adopt resources and combine competencies thereby increasing their value. Technology includes characteristics that promote effective performance. This will includes opportunity for knowledge transfer, effective training support and effective back up to new start-ups in their operation.

2.1.6 Networking

A network encompasses asset of relationships with various agent or organizations Inger et al. (2016). Networking is defined as the means available to the incubatees (tenants) of the incubator to managers, management, administrative, finance, insurance consultants, legal as well as to the academicians, is either for free or for a fee. Nkosinath and Robert (2014). University links are used to facilitate and develop networks with third parties and provides ways to research and technology. The University plays an important role by providing their incubatees (tenants) with infrastructure support and also added necessary value needed for nurturing such businesses. The incubator, also provide a networking service linking incubates to other businesses and resources within the building and community. Manage relationship, but it can use its influence and reputation and links with the private sector and government to identify possible linkages, and to network foreign investors and companies with local companies and resources. Linkages with other incubators and programmes will be part of this networking facility. In addition to these resources and programmes, additional in house technical support can be provided at competitive rates: database and server co-location, affordable internet rates, and hardware leasing.

2.1.7 Nurturing and Inspiring

Nurturing and inspiring is a supportive mechanism aimed at supporting people and value program, new ventures, and also encourage human being to become what they intend to become in life (Lonnie, 2013). He opined that nurturing focused towards better understanding of existing and new programs which may end-up enhancing the start-ups operation if really they are nurture with the right person. The word nurturing is a culture in which supportive people and start-ups are encourage to undergo, especially at their early stage of operation, this will give them courage and experience to nurture and sustain their operation after leaving the incubator facility. Today, nurturing is becoming a global concept where people are showing interest both organizations and individual are passionate about developing start-ups towards fulfilling their goal and challenge to reach extraordinary efforts are passionate about their profession. (Henry, 2016).

Nurturing and inspiring start-ups is not a program, but a culture in which all new ventures need to forge ahead and (John, 2013) ascertain that “the quality of experience is based on relationship and environment”. Start-ups believe that nurturing and mentoring come from professional and advisory services that was a network with the incubators. The authors agreed that nurturing seems to happen to new start-ups compare to existing firms. A culture of nurturing is a most productive when start-ups allowed to grow and develop from the

incubator environment from which it comes. The idea is for enhancing the development start-ups. Nurturing faces with challenges of building a cordial relationship between the professional, nurturing new venture which is affected with time.

2.1.8 Internally Generated Revenue

Internally Generated Revenue (IGR): This is the funds generated within the University lore through various ways of generating funds internally apart from subventions, allocation, donors and grants from Governments. (Okeke, 2017). Every University has various ways of enhancing /mobilizing their revenue internally, such as transfer of skills, technology transfer, sales of goods and services and other commercial transaction etc. There are four main sources of revenue for business incubators: rent from tenants, fees from providing business support services to tenants and others, sharing in client successes through equity or royalty agreements, and sponsorship from public or private sources. (Nicola, Dee. David, & Tim, 2011).

2.1.9 Start-ups

Globally, it is widely accepted that new start-ups are the engine room for economic development through employment generation Chandra, (2013) and support for technological advancement, increase competitiveness, economic revival of regions, innovation and technology transfer. According to Tilley and Tonge, (2012) revealed that start-ups introduce new product, new knowledge or utilize previous knowledge created by others to developed their new product and services. They contribute to economic growth through innovation. Other researcher like Gamsey, (2012) revealed that new start-ups instigate diversification, innovation and new product to the market. By addressing Market failure and address societal problem. The benefits of new start-ups in the society even occurred to those who do not create new venture; new start-ups viewed as critical to entrepreneurship and economic development.

Scholars also disagreed on the importance of start-ups creation that not all new venture creation that have direct effect to economic development and growth Fitseh and Schroeter (2013); Shiqre, (2012) in their recent studies on start-ups concluded that start-ups impact differ from one another through their quality. Quality start-ups are those with potential to exert competition on existing firms as well as contribution to job creation and economic growth are function of high quality, high growth companies. Therefore, to have positive impact economic development policy and mechanism intervention that strengthened the survival of new start-ups creation in the economy.

Dan, (2016) submits that new start-ups that are supported through incubation services are likely to survive and sustain it operations more than those who do not access incubation services.

2.1.10 Job Creation

Employment generation has attracted scholars and stakeholders attention both in developed and developing nations today. Services of anti-poverty and unemployment programme have been launched in Nigeria by different governments to curb the menace of restiveness among youth in the country today Yaro, (2015). A series of job creation programmes like Technology Business Incubation (TBIs), Bank of Industry (BOI), National Directorate of Employment (NDE) Small Medium Development Agency (SMEDAN), Industrial Development Centre (IDCs), Entrepreneurship Development Programme (EDP) and Policy Pronouncement by Federal Government in 2006 to tertiary institutions to offer at least a course in entrepreneurship all these programmes are geared toward equipping youths and unemployed with skills to establish their own businesses with aim of employing people to work in the enterprise and also create a job for self CBN, (2014).

Employment generation will not be possible by the government with few ministry, parastatals and agencies, government should look outside the box by creating a mechanism that will encourage more start-ups spring-up through the provision of professional advisory services provided to start-ups by incubators, with the aim of reducing costs, risks and ensuring the survival and sustainability of their business.

According to Al-Mubarak, (2014) stated that some of these mechanism are not only a smart indices for economic growth and GDP but also a good platform for job creation and poverty reduction in the country.

The unemployment rate in the country today is due to defective educational system handed over to us by colonial master that only trained people to work in public and private sectors alone Okefo et al, (2014), the old curriculum did not paved room for people to acquired skills that will guaranteed them self-employment and reliance.

Also, Khalil, (2014) agreed that start-ups and entrepreneurial ventures are responsible for job creation in a country where they encourage entrepreneurship, innovation and creativity. He cited example that over 25 years U.S.A created jobs through small businesses that absorbed most of their graduates and unemployed youths. Kathleen moved further to defined Small Business Administration (SBA) as those small businesses as one with fewer than 500

employees, which by implication is not too. In continuation, Gem, (2015) found that only about 18 percent of all attempted start-ups expected to create jobs in their report, 2015, they discussed the link between economic growth and entrepreneurship and economic development based on where the country stands in terms of growth.

They classified viable and jobs creation economies into three categories;

- **Factor-driven economies:** These are countries that rely on unskilled labour and the extraction of natural resources. Under factor-driven nations business are created out of necessity; examples are Uganda, Guatamala, Nigeria and Algeria.
- **Efficiency-driven economies:** Are countries that are growing and in need for improvement on their production processes and goods and services produced. Examples are Argentina, Russia and South Africa.
- **Innovation-driven economies:** These are the most advanced countries, where business compete based on innovation and entrepreneurship. Examples are Israel, United Kingdom, China, Japan, Denmark, United Arab Emirates, Indonesia, Canada and United States of America (USA).

Innovation-driven economies creates more jobs than factor driven economies that are push to start business based on necessity that advance countries Kathleen, (2016). Job creation is tight to start-ups performance through the incentive support services provided by incubators Hanadi and Al-Mubarak, (2015) agreed that incubation programmes aimed at nurturing, mentoring, networking, access to finance to newly start-ups to survive and sustain their enterprise with hope of creating more jobs to the masses, technology transfer, commercialization of research &development (R & D) results and even economic development.

2.1.11 Enterprise Growth

Many small medium enterprise (SMEs) fail to achieve commercial success supply because they lack organizational and leadership skills to plan and manage growth in their companies.

Sometime start-ups are face with disjointed strategies, growth myth and muddled structure system crises and resources crises all affects start-ups growth (Laide, 2013). But achieving a long term sustainability leading to start-ups growth companies required outside management assistance for survival, sustainability and growth. One of the outside assistance is the role played by incubators of ensuring incubatees are hook to the right source of finding,

mentoring, professional and advisory services to support their operation other outside assistance that need to be strengthened is counseling assistance, SMEDAN assistance, BOI, management consultant, entrepreneurship network and other professional services all support start-ups to growth rapidly (Henny, 2014).

All the bundle of services provided to new start-ups such as low cost space, credibility, management counsel, and secretariat administration services support start-ups to growth in their operation (Sonja, 2014). Incubatees staying in the incubator facility has equip entrepreneur with competence, exposure, skills and experience to manage their start-ups for profitability and growth in the future. Gibb's (2014) provided alternative model for supporters to start-ups who view the development of behavioural attribute as critical to the growth of entrepreneurial activities in the modern world. He moved further to concluded that company growth is not based on effective functioning along but conducive environment and support services can lead to growth in enterprise with stakeholders in the community were the business operate. (Bamnyer, 2015) has found that start-ups growth is tight to the founder's characteristic along with the venture attribute, ease of doing business, access to finance, mode of operation, skills, experience, best business practices, HRM practices are all important factors helping firm to achieve rapid growth. Scholars have agreed that human resources management (HRM) and training are keys to rapid start-ups growth.

Supportive and incentive services provided by business incubators such as mentoring. Coaching, technical support services, networking, access to finance, product development and certification, secretariat support services are found to be a fertile ground for SMEs and entrepreneurs growth (National Women's Business Council, 2017).

In summary, scholars have agreed that the reasons for the inability of start-ups to grow may be due to as a result of start-ups to access good training, mentoring, professional services, advisor services and networking provided to incubatees during the process of incubation, it may be as a result of haphazard training received with half-baked personnel in incubator facility (NESTA, 2014). It was concluded the traditional way of training and mentoring start-ups using outside management assistance to grow business is proofing to be not successful, therefore a new approach is required to teach start-ups the need skills required to grow their business (Gibb's, 2014). He also concluded that HRM, mentoring, advisory services, training, financial literacy, decision making skills, access to finance, should be area of priority of policy makers seeking to support SMEs and entrepreneurial ventures to grow their start-ups profitability and sustainability.

2.1.12 Advisory Services

Advisory services are mechanism established by law or private individual that provide supportive services to start-ups. The services ranging from mentoring, counseling, nurturing, networking, professional service and linking the incubatees to the right source of funding at the early stage of start-ups operation.

This is in line with Mohsen (Khalil, 2014), who viewed incubator services as a process aimed at supporting the development and scaling of growth-oriented, early-stage enterprise. The process provides entrepreneurs with ease of starting a new venture at the early stage of their start-ups. The aimed is to reduced cost and risks of starting a new venture, and also equips them with skills, confidence and exposure to manage new start-ups to survive and sustain the growth of the enterprise.

The support services rendered by incubators are critical to the success of start-ups. The wide range of services provided by incubators strengthened and nurture start-ups at their vulnerability to sustain their enterprise that will lead to job creation, knowledge/technology transfer, commercialization of R & D and even economic development a key areas why government intervened in this direction (Haleem, 2016).

2.1.13 Community Development

Community development combines two words and thus relies on the interaction of people and a proposed action, such as it is referred to as a collective agency by some psychologists. (Flora & Flora, 2014).Community development is the process where local community creates more jobs, income and improves infrastructure and thus helping their community becomes better fundamentally so as to be able to manage transformation (Walo, 2017).

Community development is frequently used to encompass every effort towards the advancement of community interest. Ajajo (2004) observed that community development is a social process by which human beings can become more competent to live with and gain some control over local conditions and the changing world. Apeh (2006) maintained that community development is a process of social action in which people of a community organize themselves for identification of their needs, for planning and for action to meet maximum reliance on their own initiative and resources supplemented with assistance in any form of government and non government organization. Community development is frequently used to encompass every effort towards the advancement of community interest. Dike (2002) defined community development as the process or effort of building the community, on a local level with emphasis on building the economy, forging and strengthening social ties and developing non-profit sector.

Therefore, community development is aimed at improving the life of the people in the community and not in the leaders pursuing their personal interest. Fakoya (2004) argued that community development provides avenue for people to organize themselves for planning action, define their common and individual needs and problems, make group and individual plans to meet their needs and solve their problems, execute these plans with a maximum reliance upon community resources and supplement these resources when necessary with services and materials from government and non governmental agencies outside their communities. Hoffman (2004) defined community development as a process which seeks to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities. From the definition of Hoffman, the emphasis on the people is the rallying point. In the same line, the Federation for Community Development Learning (2007) defined community development as "a set of values and practices which plays a special role in overcoming poverty and disadvantage, knitting society together at the grassroots and deepening democracy.

Community Development exchange (2007) argued that community development is the development of active and sustainable communities based on social, justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in issues that affect their lives. The United Nations (2001) presented a definition that today enjoys wider acceptability. It defines community development as "a process by which the efforts of people themselves are united with those of governmental authorities to improve the economic, social and cultural conditions of communities, to integrate those communities into the life of the nation and to enable them contribute fully to national progress. Community development today has gone beyond its traditional boundaries of developing the community and the emotional and psychological development of the people. To this end, community development can be described as a process by which the efforts of members of the community are united with those of governmental and non-governmental bodies for a gradual but positive, leadership and resources for improvement in the physical structure of the community and general well being of the inhabitants.

Community development is not real until there are individuals' participation, therefore, embraces the Initiators, supporters and the beneficiaries of any given development programme. To participate therefore, means to share in decisions about goals and objectives, about what should be done, how and by whom. Participatory development is essential for sustainable community development programme. It is an empowering process which seeks to

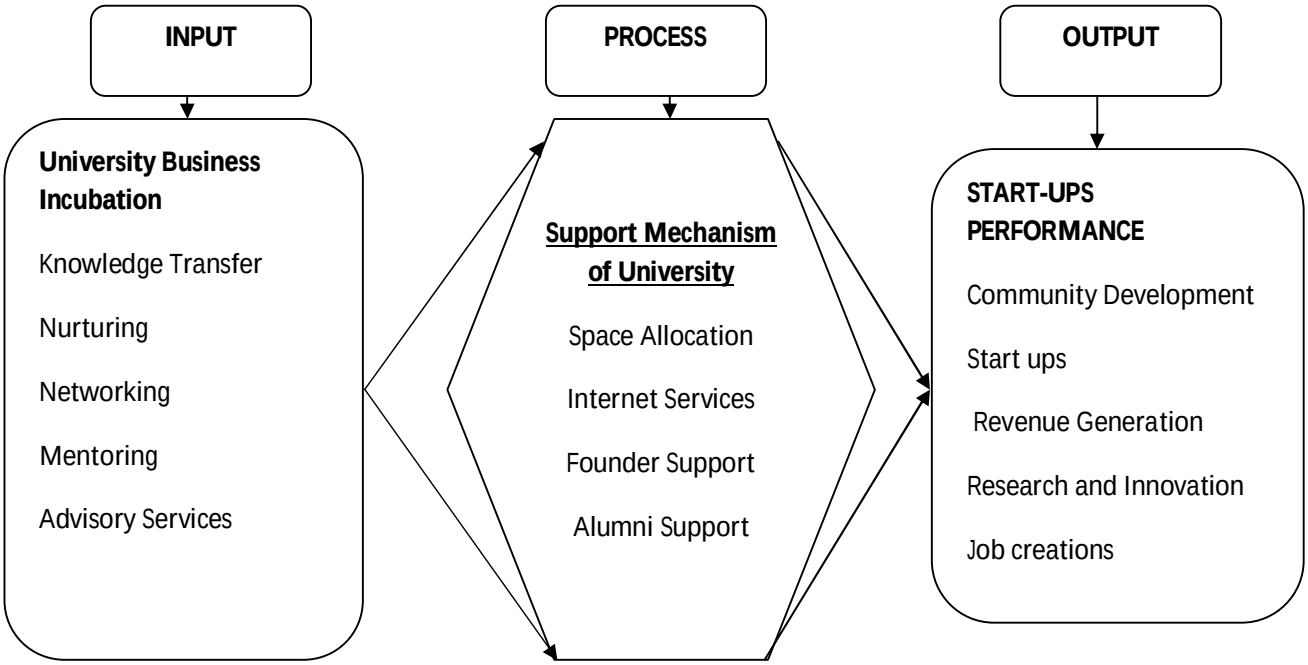
change behaviour through education, helps community to tap their own resources/skills and provides communities with the tools they may require to advance in the way deemed fit (Lavary, 2005). The aim of community development should therefore, be to empower individuals and groups of people by providing them with the skills they need to affect change in their own communities.

Owamalam (2010) summarized the objectives of community development as follows:

- Improvement of life at the community level as much as our human and material resources can carry us.
- To develop all aspects of community living equitably so as to avoid in balance or neglect of any area of living.
- To achieve a self generating breakthrough of producing the human and physical process of change.
- To minimize poverty and unemployment in the community as well as provide governmental services, explore and use technical assistance available outside the community
- It aims at agricultural extension and development, rural industrial sanitation, diseases control and health programmes, rural education planning, planning for rural finance, cooperation, development of communication and other recreational facilities.

Community development programmers, policy makers and other interest groups should carry the youths along right from the planning stage till the execution stage of any community development projects since the youths constitute a clear asset to development when they are recognized and empowered by their community into which they are born

Figure 2.1: Conceptual Model of University incubation



Source: Researcher's Conceptualization (2018)

2.1.14. Appraisal of university Business Incubation around the world

For nearly three decades, Stanford University has been a leader in technology transfer, fostering the growth of northern California's Silicon Valley and the biotechnology industry and providing a model for other research and educational institutions across the country and the globe. Today, Stanford continues to show the way, providing creative solutions to new challenges as the need for university research becomes even more urgent. Few organizations can afford to finance basic research facilities on the order of a Bell Labs or a Sarnoff center, and with an ever greater percentage of economic growth coming from innovative, but capital-hungry, small companies, access to new technologies is critical. And for the great research universities, income from patent licenses can offset the shrinkage of federal funding. Similarly, the Harvard Business School Venture Incubation Program (VIP) is a resource-rich program designed to help all current Harvard students and select alumni pursue entrepreneurial ventures while diving deep into the world of innovation and business (Fawzi & Duggan, 2013). The VIP support includes:

- Weekly check-ins with dedicated i-lab Advisor who specializes in specialized industry area

- Access to a mentor through a mentor-matching program
- Technical resources including hosting credits
- Industry-specific roundtables for peer-to-peer learning
- Exclusive office hours with guest experts
- Founders' Dinners with visiting entrepreneurs
- A strong community of like-minded individuals and teams

The whole idea of the VIP is to help students learn about the challenges and wonders of starting a business and to provide the emotional support and functional guidance required to make what is often a rocky journey into a smoother one.

In the same vein, The University of Pretoria Business Incubation (UPBI) is open to all students of the University, regardless of degree or year of study. The UPBI is a service that allows entrepreneurs to plan, start and eventually grow their ideas into high-impact business ventures (making a lot of money and hopefully creating thousands of jobs). It does so by exposing the business to a relevant investor market or network and to sources of capital. The universities have a wide range of highly successful alumni in a variety of fields and industries. The network comes together to assist current students to fulfill their entrepreneurial dreams. The assistance is provided in the form of angel investing, buying into the new business, providing another network of interested contacts, business-to-business trade, or providing advice and skills learnt from years of experience (Student Entrepreneurship Services, 2017).

In Nigeria, the Afe Babalola University in Ado-Ekiti (ABUAD), South-West Nigeria, is incubating what could possibly be the much expected resurgence of Nigeria's Agrarian fortunes. Founded in 2009, the university prides itself as the first in the West African country to own and run a broad-based commercial farm, which sits on 1,000 hectares of land (Afe, 2016).

2.2 Theoretical Review

Enterprise Growth Theory (EGT), Option driven theory of business incubation (ODTBI), the flat-earth theory of job creation (FETJC), Startups theory (ST), have been used frequently in business incubation and start-ups operation. Therefore, all these theories were considered appropriate for this study.

2.2.1 Real Options-Driven Theory of Business Incubation

The Robert Samuelson option-driven theory of business incubation explains and seeks to predict how business incubators and the process of business incubation increase the likelihood that new start-ups will survive the early stages of development. The theory also conceptualize incubator as an entrepreneurial firm that sources and macro-manages the innovation process within emerging organizations, infusing these organizations with resources at various development stages while containing the cost, risks of their potential failure. This is in line with (Hackett, 2015) the startups are vulnerable at the early stage of development need support from outside stakeholders to develop.

The incubator is a unit of analysis while incubation outcomes-measured in-terms of incubates growth and financial performance at the time of incubator exit-provide indicators of success, the effective management of incubation outcomes offer implications for management practice and policy-making leading to good entrepreneurial failure (Thobekani et al.., 2015).

2.2.2 Advantages of Real Option Driven Theory of Business Incubation

The theory of Business Incubation in the process of business incubation of startups assists business (startups) to overcome the liability of newness and smallness at the early stage of development.

The theory conceptualize the incubator and macro-manage the innovation process within the organizations, influencing these organization with resources at various developmental stage – gates while containing the cost of their failure.

The theory assists business incubators manager to manage portfolio of successful new ventures and enhance their reputation as driven as drivers of the Economic development.

Theory of driven business incubation impact and theorizing about incubators and incubates with extant research and analyzed opportunity for future research.

The theory make clear the stage – gate benefits to both the incubator and incubates that end up supporting Government in creating more job opportunities.

The theory serves as a guide for managerial practice and policy – making vis – y – vis incubator management and good entrepreneurial failure.

2.2.3 Limitation of Business Incubation Theory

The theory failed to recognize the absence of measurement scale as the biggest flaw in the assessment of business incubation.

Operation terminated immediately after business incubation an activity is over and incubatees move out from the facilities.

The theory suffers from severe short – coming that undermine claimed been made for it claim of methodological improvements are spurious as of those for added value of the study.

2.2.4 Assumption of the Theory

The theory assumption is that business incubation of startups of business increases the likelihood of business surviving and sustaining their businesses.

The theory assumes any little support given to business may boost business (startups) performance.

2.2.5 Enterprise Growth Theory

In this enterprise growth theory focused on survival, development and view start-ups as a living being with a large body and evaluates characteristics and features in various stages of enterprise growth. The profounder of this theory Ichak Adizesis "enterprise life cycle 1988" and this theory asserted that start-up life body would go through the life course from growth to death, the enterprises world also experience the process from generation growth, ageing and death.

As the flexibility of enterprise gradually decreases and controllability of enterprises gradually increase and decrease, the enterprise growth can be divided into the growth stages, the regeneration and mature stage, and the ageing state. The growth stage includes gestation and step rearing stage. This growth theory is based on life cycle by Professor Denrose's in 1959.

2.2.6 Flat-Earth Theory of Job Creation

According to (Robert, 2012) asserted that private sector are the true jobs machine globally "The myth of job creation". The government does in fact not create jobs, important jobs, millions of them are truly created by business in a given nation. This theory believe the highest percentage of job creation are done by existing firms, start-ups and conglomerate businesses that employed more than enough hand in their operation.

The USA President in 2012 asserted that government created over 22 million federal, states and local workers but scholars faulted that claimed and concluded that government does not expand employment, economically, it doesn't but only create few jobs such as teachers, security agencies, civil servants etc. but the real jobs creation is done by private sectors both the direct and indirect jobs are created by them (Harry, 2015).

Job creation in private sector is faster and circular process. People buy things they need and do businesses and private investment take risks in investing in new products, technologies and new factories. All these spending, driven by self-interest and the profit motive, supports more jobs. In a smoothly functioning market economy, the process feeds on itself. By

contrast, public-sector employment grows only when government claims some private-sector income to pay its workers.

Government is not creating jobs but substituting public-sector for private sector workers.

This theory concluded that more jobs are created in private sector than public sector, there is need to support start-ups at the early stage to growth considering their role in job creation and economic development.

2.2.7 Start-up theory

A start-up is a new company that is just being to develop. Start-ups are usually small and initially financed and operated by handful of founders or one individual. These companies offer a product or service that is not currently being offered elsewhere in the market or believe to offer in an inferior manner. In the early stages, start-up companies' expenses tend to exceed their revenues as they work on developing, testing and marketing their ideas. As such they require financing, supporting and professional services may be supported by Technology and Business Incubators, SMEDAN, Bank of Industry (BOI), Central Bank of Nigeria (CBN) all these agencies are geared towards assisting start-ups companies to nurture and grow their businesses (Amny, 2016) accepted that start-ups don't have much history and may not yet turn a profit, investing in them is considered high risk that is why government at all levels designed business incubation to reduce the costs and risks of starting new company and nurturing them up profitability and sustainability stage. Start-ups companies has high failure rate, would be investors should consider not just the idea, but the management team's experience, skills, and exposure.

Potential investors should not just invest money that they cannot afford to lose in start-ups, that is the reasons why federal government intervened in this direction. To nurture start-ups effectively entrepreneurs should increase the supply of quality human resources, to assist in overcoming the challenges face by new start-ups at the vulnerability stage. Business incubation (NBIA, 2016) provide a business support process that accelerate the successful development of start-up and fledging companies by providing entrepreneurs with way of targeted resources and services such as mentoring and nurturing, advisory services and professional services to strengthened the survival of the start-ups.

This study clinches on Real Option–Driven Theory of Business Incubation (RODTBI) because the theory of business incubation increases the likelihood that new start-ups will scale through the early stages of development.

If the right support and professional services was given, this is in line with Hackelt (2015), the starts-ups are faced with many challenges at the early stage of development and need more support from stakeholders to develop through a viable conducive environment.

Table 2.1 Theoretical Review Summary

All the theories use in this study are hereby summarized in the table 2.1 below

S/No.	Title of the Theory	Profounder of the Theory	Focus of the Theory	Year
1	The Real Option Theory of Business incubation	Sean M.Hackett and David Dilts	The theory seek to predict and explain how business incubation and the process of incubation increase the likelihood that new venture will survive the early stage of development	2004
2	The Flat-earth Theory of job creation	Robert J.Samuelson	The theory first asks a question that who creates jobs? It is not Government that create job. Startups, companies are the engine room for job creation. But few jobs are created by government such as teachers, security agencies, Doctors, and civil servants. The theory concluded that government and policy makers should support startups to nurture and sustain their businesses	2012
3	The Enterprises Growth Theory	Yang Du	This theory accepted that startups should be allowed to grow naturally not growing from top to down. That enterprises have three phases of growth that need to be observed ;Emergence and grow; Stability and dynamic balance and change or collapse and dissolution	1996
4	Startup Theory	Charles Darwin	The theory view businesses as different species solving different problems.	2016

2.3 Empirical Analysis

In a study conducted by Farhan Kamariah and Nair (2015) on University Business Incubation in Pakistan. The study reviews the shifting trends of universities in society from teaching to research and development, innovation, entrepreneurship, and recently to facilitate an entrepreneurial society by promoting entrepreneurial culture and institutional development. It is categorically accepted by researchers that the twenty first century will rely on knowledge, innovation, entrepreneurship, and business incubators. The paper argues that universities would enhance their participation through an effective and well-integrated incubation system for the development of sustainable entrepreneurial society. This study reviews. However, universities are lacking to contribute with full strength in research commercialization, entrepreneurship and economic growth. In this study, the strengths and weaknesses of university incubators are highlighted to enhance their efficacy for a better economic output. University incubators provide a facilitative environment for revenue generation by ensuring a cloud with financial, legal and technical support for a win-win interaction between universities, business tycoons, government and community. The ideas of human capital, knowledge and, research and development have evolved the economies towards knowledge based economies by having creativity, innovation, knowledge transfer, information access and supportive infrastructure. In an entrepreneurial society, universities move one step ahead by structuring the mechanisms to facilitate entrepreneurial culture and, creating institutes and leaders.

Similarly, Gozali et al, (2015) conducted their studies in Indonesian. The main objective of the study is to develop a Framework of Successful E-Business Incubator for Indonesian Public Universities. They found out that in many developed countries, business incubators participate in developing starts-up Company to develop their own business. Universities play an important role in motivating young graduates to become technology entrepreneur. The research was conducted using quantitative and qualitative analyses based on data collection from incubator managers and business founders in Indonesia. Unemployment in Indonesia is still the main issue for the government program to increase welfare in the future. The result of this research is a framework for successful e-business incubator in Indonesian public universities.

Other empirical research effort that relate to university entrepreneurship business incubation, include; Nkosinath and Robert(2014), that conducted a research on commercialization of research and technology using a multiply case study of university business incubators in south Africa, that entailed the use of both qualitative and quantitative research techniques in

form of semi- structure interview with the university technology incubators management. The results suggested that there are a number of enabling factors that influence the graduation of the incubatees which are: pre-incubation stage, incubation stage and graduation stage.

In a study conducted by Sammer, Farheen and Fareeha (2017) on the role of technology business incubators in Pakistani universities with specific objective to explore how technology business incubation centers established in different universities played their role to cultivate entrepreneurial culture and provide necessary support to start-ups. Data were collected from five (5) best universities who are running business incubation programme and the tools used to conduct the survey are self administered questionnaires. The importance and effectiveness of the five incubation centers were measured through a structure questionnaire. The main findings of this study indicate that incubators centers facilitate the star-ups and entrepreneurs by helping to overcome the hurdles and challenges facing their businesses, and making them competitive enterprise.

Also, university (incubator) change the mind set of their students by inculcating the concept of entrepreneurial in them, bridging the gap between academia and industry to provide the platform to industry as well resolving their issues by providing the effective solutions.

Songphon (2016) examine Business incubation Model for startup Company and SME in Developing Economy in Thailand, the study analyze the necessary business incubation activities that support start-up companies and small and medium sized companies. The results provided Models that are suitable for Thailand and other developing countries.

Al-mubaraki, Busler and Al-Ajmei(2013) examined Incubators as tools for Economic Growth and Technology transfer in Developed countries. Interview were conducted with the top management personel of the small business Administration in Washington and each group is measured by variables and each variables is a rank order independent variables(e.g, low(L,60%), moderate(M, 80%) and high(H,100%). The findings show the key challenges with respect to economy and culture indicated the highest challenges of their incubators with high employment, high survival rate, high start-up companies and high rate of client companies inside incubator. The three groups presented high indicators which reflect the positive potential on the economic development, entrepreneurship and technology commercialization.

Gozem and Stefan (2016) examined Business Incubation Practice and Relationships to drivers of start-up success in Turkey. The population of the study consists of seventeen (17) technology start-ups and six (6) business incubators, the data for the study were collected

through a longitudinal qualitative research approach primarily based on in depth interviews, complemented with written communication via e-mail and compile reports.

In a study conducted by Azih and Inanga (2014), on Evaluating the performance effectiveness of a Technology Incubation Centre in Nigeria. The study focused on, determining the causes of increasing failure rate of graduated entrepreneurs which have been a major subject of many studies in Nigeria. The study measures the performance effectiveness of Technology Incubation Center on the development of Small and Medium Scale Enterprises in Nigeria. The study aims at identifying how a selection of simple processes and techniques by TIC can support the growth and development of businesses during and after incubation looking at the lack of continuity in business of most entrepreneurs after incubation programme in Lagos Nigeria. The sample for this study consisted of 30 graduated entrepreneurs selected randomly for a period of 15 years. Questionnaires, In-dept-interviews, participant observation, descriptive statistics, and the balanced score card, were adopted in data collection and subsequently, the analysis. The results indicated that, out of the eight variables tested, (Technology transfer program, information symmetry, networking and mentoring, physical space and other facilities, monitoring and reporting, advertisement and promotion, collaboration and benchmarking and fund raising),seven were ineffective while only one showed effectiveness. The study reveals that though some support services are put on ground for the running of the program at TIC, the problem lies with the implementation. Recommendations were made on the ineffective variables highlighted for further improvement and suggestions for further research made.

Obaji, Olugu & Balogun(2014) also submits that entrepreneurial policies are generally enacted by governments to promote entrepreneurship and help sustain Small and Medium Enterprises (SMEs). The aim of the study is to identify the specific elements that are crucial to the performance of Technology Business Incubation (TBI) in Nigeria. Although, in Nigeria, despite laudable policies, the implementation of those policies relating to entrepreneurship as well as technology incubation programme leaves a lot to be desired. The study found out that, the Nigerian version of business incubation is yet to attain success stories in comparison with some other developing nations. As a result, the entrepreneurship development is also in the path of decline. Three key themes were identified, which formed the basis for developing the proposed theoretical framework. Also, several other factors that influence the success of entrepreneurship development through technology incubation were identified: infrastructure and local adaptation of the incubator model. The basis of starting

technology incubation (TI) centers is to assist in the emergence of start-ups and fledgling companies that have acceptable technology input and output.

Hanadi,Micheal and Rasheed(2013) examine business incubators as a tools for Economic growth and technology transfer in developed countries. From their findings it shows that business incubation programme has an active role in job creation, technologytransfer, commercialization of R&D to support economic growth. Their findings show a positive indicator on economic development, technology transfer, job creation and commercialization of R&D results.

In contrast, Stal, Andreassi & Fujino(2016) also found that many Brazilian universities have technology-based incubators, but there is a small presence of firms created by students, alumni or teachers (spin-offs). That such incubators do not encourage the transfer of technologies developed in universities to society, through the creation of new businesses, one of the main ways of university–industry interaction. To test their assumption, they studied eight university incubators. As a theoretical basis, they used the concepts of open innovation and entrepreneurial university; as a methodology, the study adopted a qualitative approach through the use of bibliographical, documental and field research, with in-depth interviews. Results show that there is no priority for companies created from academic research results, despite the incubators' preference for projects that have a high potential for interaction with the university. Also, there are few efforts to attract the academic audience, which leads to underutilization of this important channel for the transfer of research results.

2.4 Gap in Literature

Most of the empirical studies reviewed so far such as Farhan, Kamariah and Nair (2015); Gozali, Masrom, Haron, and Yuri (2015); did not focused on developing economy and more so, the studies are of foreign origin whose findings may not be suitable for the Nigerian situation. Only few Nigerian scholars considered environmental, economic, legal, culture, distance and social differences.

Also, most scholar review so far on University business incubation discussed more on mentoring, networking and other supportive measure but failed to inform the general public on how to generate fund internally. Since, most Universities are private and state owned Universities that don't have enough fund to run a free venture (incubator) should develop a model that suit their incubator in other to generate income for the university.

It seems there is lack of previous Nigerian studies on developing a framework for university business incubation programme for startups performance. The few Nigerian studies focused on adaptation of technology business incubation, comparative analysis of business incubation

practices in development of the economy and supportive government policy as a mechanism for business incubation performance.

CHAPTER THREE
METHODOLOGY

3.1 Preamble

This chapter discussed the practical approach to establish the research methods that are best suited to address the issues of the research questions. This chapter presented a review of the methodological view of the research that includes: research design, population of the study, sample size, sampling techniques, method of data collection research instrument, reliability and validity of research instrument and method of data analysis. .

3.2 Research Design

Base on the nature of the study and the information that need to be obtained from the respondents' views keeping in mind the objective of the research, availability of time and money, the researcher adopted survey research method for this study. The reason being that, survey research method permit the use of standardized instrument so that the varying perspective and experience of a given sample was drawn from a determined population, can fit a limited number of predetermined responses categories to which numbers were assigned. The advantage of survey method is that it is possible to measure the reaction of many people to a limited set of questions. This research was designed to examine the cause and effect of Entrepreneurship Business Incubation Programme and Start ups Performance in Nigeria Universities. Primary source of data was adopted for this study which is in line with survey research design.

3.3 Population of the study

The population of the study comprises of staff of various universities in Nigeria who attended the Director's conference, organized by the entrepreneurship center in Malete from 2014 to 2017. In order to achieve the objectives of the study, 183 staff was selected as the population of this study. They were chosen as the population of the study because they were directly or indirectly involved in Entrepreneurship Business Incubation Programme. Although, the record did not indicate the job status of the participants. An email based questionnaire was randomly sent to the selected sample. The email was selected based on its efficacy and convenience for respondents who were expected to either use their phones, Tablets or laptops to respond.

3.4 Sample Size Determination

The sample size was determined using Taro Yamane sampling formula:

. The total sample size for this research is academic staff which was calculated at using Yamane's sampling formula

$$\frac{N}{1+ N *e^2}$$

Where N = Population size =183

e = Acceptable sampling error = 0.05

n = Sample size

$$= \frac{183}{1+183*(0.05)^2} = 124$$

Therefore, sample size of 124 were randomly selected

3.5 Sampling Technique

One major consideration in deciding any sample size and procedure is the representativeness of the samples that are finally selected. By representativeness is meant the extent to which the sample is similar in characteristics to the study population and would therefore permit a generalization of the study's results. It is therefore expected that the data collected from the samples helped the researcher to make valid inferences from the data analyses. The study participants were therefore sent emails using random sampling techniques.

3.6. Research Instrument

The uses of questionnaire were adopted by the researcher in ensuring that the objectives of the research study were achieved because they have also been deemed to be appropriate in other works. In designing questionnaires, conscious efforts were made to structure the questions. The multiple choice questions which were give the respondent the opportunity of answering the options from the options. The questionnaires were divided into two sections; Section A contains information about the respondent (demographic information's). Section B contains questions relating to entrepreneurship business incubation programme and performance of start up's in Nigeria University.

3.7 Sources of Data Collection

The study is cross sectional and Primary data were used to achieve the research objectives. This method allows the investigation of the University Business incubation programme that cannot be directly observed by the researcher. Three major research methods are commonly suggested in literature: Questionnaire, personal interviews and telephone survey. In order to ensure validity of data and better analysis, a self administered questionnaire was used.

3.8. Method of Data Analysis

The study screened 124 copies of questionnaire using statistical package for social sciences (SPSS) version 20.0 statistical package. The structured questionnaire's data were analyzed with the aid of descriptive and inferential regression analysis.

3.9. Measurement Scale

In other to make the questionnaire interesting, unambiguous and easy to complete, the data collection instrument carried options to which respondents were asked to indicate their degree of agreement and disagreement. The Likert scale was used to capture this perception because of its simplicity to both respondents and the researcher (Schiffman and Kannll, 1988). The 5-Point Likert scale of agreement takes the form below:

1: Strongly agree,

2: Agree,

3: Undecided,

4: Disagree

5: Strongly Disagree

3.10 Test of Reliability

Factor Analysis

The Principal-components factor analysis of data reduction is employed in this work to examine the relationship that exists among the original variables and also to extract the important factors using the varimax rotation method.

In the process, the components with eigenvalues greater than 1 were retained and items with communality values less than 0.5 are omitted from the computation of index used for each dimension.

Table 3.10.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.530
Bartlett's Test of Sphericity	Approx. Chi-Square	2827.343
	Df	1378
	Sig.	.000

The Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and the Bartlett's test of sphericity are conducted alongside the principal component factor analysis. Both measures are used to evaluate whether the observed data were appropriate for factor analysis. The KMO value for shows a value of 0.530 which is greater than 0.5, signifying the data are adequate for factor analysis. In the same vein, Bartlett's test of sphericity shows a high chi-

square value (1378) and its probability value (0.000) indicates it is significant, implying the rejection of null hypothesis that the correlation matrix for the set of variables is an identity matrix.

Table 3.10.2 KMO and Bartlett's Test Communalities

	Initial	Extraction
incubation support service contribute to technology/knowledge transfer from universities to start-ups	1.000	.872
the main goal of entrepreneurship business incubation is on knowledge sharing and technology transfer between universities and start-ups	1.000	.830
the professional and advisory support service fast track and enhance technology/knowledge transfer from universities to start-ups	1.000	.733
technology/knowledge transfer from universities to start-ups is highly commendable	1.000	.850
technology transfer from universities to startup in your entrepreneurship business incubation center is given adequate support by management	1.000	.812
Managers and supervisors of incubators in the universities have the capacity to link university technological outputs with startups in your entrepreneurship incubation centre	1.000	.890
your university encourage knowledge spill over from university research and innovation to startup in your entrepreneurship incubation centre	1.000	.831
mentoring support services is a requirement for sustainability of start-ups in university entrepreneurship business incubation centre	1.000	.768
mentoring and coaching is one of the strategies used in your centre to support start-ups in your entrepreneurship business incubation centres	1.000	.823

mentoring is necessary for improve decision making start-ups	1.000	.837
your staff are adequately well informed to mentor start-ups in your entrepreneurship business incubation centre	1.000	.868
your staffs have witness ups and down	1.000	.762
mentoring of start-ups is given due attention in your entrepreneurship business incubation centre	1.000	.782
universities do not pay lip services to mentoring for start-ups in your centre	1.000	.802
nurturing and inspiring is a supportive mechanism that start-ups need to forge ahead	1.000	.865
nurturing of start-ups is one of the services provided in your centre	1.000	.834
new start-ups will be sustained when given the needed nurturing and coaching in the early stage	1.000	.744
nurturing can boost start-ups to perform to their fullest potential	1.000	.812
nurturing reduce chance of failure of start-ups in your centre	1.000	.773
nurturing seem to fit new start-up more than existing firm	1.000	.868
nurturing can push start-ups to perform extra ordinary and sustain their entrepreneurial venture	1.000	.848
your entrepreneurial business incubation center provide secretariat service to start-ups	1.000	.786
start-ups are vulnerable at the early stage and technical assistant will nurture them to survive that turbulent stage	1.000	.822
start-ups enjoy enabling environment provided by the incubator that reduce cost and risk of starting and nurturing the business	1.000	.837

provision of advisory and professional services are key to incubator mandate to develop new start-ups	1.000	.837
your centre enjoy full support from university management	1.000	.843
university entrepreneurial business incubator link to incubatees with network of stakeholders and right source of finding needed at the early stage especially those with low capital base	1.000	.830
university entrepreneurship business incubator promote product development and marketing service to incubates	1.000	.836
business incubation of start-ups and entrepreneurs lead to revenue generation	1.000	.878
start-ups revenue generation is tied up with technology used	1.000	.815
technology transfer from a university to start-ups enhance their revenue generation	1.000	.825
revenue generation in start-ups is maximized when knowledge and technology spill over from university to start-ups is encourage	1.000	.790
start-ups with linkage to university technology innovation system do better in revenue generation than start-ups without much linkage	1.000	.798
start-ups within university entrepreneurship business incubation center create new job regularly	1.000	.792
labour turnover rate in university entrepreneurship business incubation center is low	1.000	.835
start-ups in university entrepreneurship business incubation centre has high potential to reduce unemployment in Nigeria	1.000	.781
start-ups in university entrepreneurship business incubation center is an avenue to create to university graduate as well as undergraduate	1.000	.785

enterprise skills development and mentoring will lead to job creation	1.000	.749
start-ups should be given orientation on change of mindset that focused on job creation rather than personal interest on profit alone	1.000	.869
employment generation is one of the major reasons why universities established entrepreneurship business incubation center to alleviate poverty and to boost the nation economy	1.000	.722
research and innovation is high among start-ups in your center	1.000	.804
consumer perceive high value in good produced by start-ups in your center	1.000	.813
consumer perceived differences in goods produced by start-ups in your centre	1.000	.839
product from start-ups in your center exceeds consumer expectation	1.000	.756
the university benefit greatly from activities of start-ups in your center	1.000	.853
the university is satisfied with the community development programme of start-ups in your center	1.000	.772
the university is satisfied with the community development programme of the start-ups in your center	1.000	.853
start-ups in your center makes conscious effort towards engaging the community leaders and group in enhancing the welfare of the university community	1.000	.855
Source: Field survey ,2018 Extraction Method: Principal Component Analysis		

The result of communalities of the principal-component factor analysis in the table 3.10.2 presents values for each of the items used for university entrepreneurship business incubation programme. Communalities give the proportion of the common variance of the variable

associated with the factors. They are used to determine the percentage of variance in a given variable explained by all the factors jointly. The greater the communalities the higher the relevance of the item in the factor model and vice versa. The table above shows that each of the communalities is above 0.5 this shows that all items used were accurate.

The factor analysis conducted for university entrepreneurship business incubation programme retained ten components – the components with eigen values greater than 1. The result in total variance explained shows that the components retained altogether accounts for about 74.3% of total variance in university entrepreneurship business incubation programme. The rotated sums of squared loadings shows that each of these components from 1 to 10 accounts for approximately 17.2%, 15.9%, 14.4%, 13.3%, 4.3%, 2.1%, 1.8%, 1.7, 1.7 and 1.6% of total variance in university entrepreneurship business incubation programme respectively

The table also presents the rotated component loadings, which represent how the variables are weighted for each factor or component and the correlation between the variables and the component. The option that omits any of the correlations that is 0.3 or less was used. This makes the output easier to read by removing the clutter of low correlations that are probably not meaningful.

The columns under this heading are the rotated components that have been extracted. As it can be seen from the variance explained table, 10 components were extracted (the 10 components with eigenvalues greater than 1). These are the components that are of most interest to this study. As such, names are given to each of these components according to their strength of explanation of each of the items.

3.11 Ethical Consideration

This study conforms to the laid down procedures in carrying out researches. It has been thoroughly checked by the Supervisor and other Lecturers in the department. All materials used in this study were duly sourced and analyzed before making recommendations. In respect of ethical consideration, the critical sources of information and data were protected and kept confidential.

Furthermore, all the authors consulted in this study were fully acknowledged in order not to run fowl of the ethics of plagiarism. Therefore, an ethical clearance to conduct the study was obtained from Kwara state University Ethical Review Committee. Finally, the findings of this study shall be disseminated to the public through publication in local and international journals.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Preamble

This chapter presented the quantitative data gathered from participant swhich were analyzed and interpreted, frequencies table and charts were used to show the demographic profile of respondents

4.1 Presentation of Data

4.1.1 Questionnaire Response Rate

The researcher administered 124 copies of questionnaire to various universities entrepreneurship centers within Nigeria. The study obtained responses from all the participant that were sent the email, although in few cases not all the questions were responded to.

4.2 Demographic Data

Table: 4.2.1 Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	15	12.1	12.1	12.1
	26-35	30	24.2	24.2	36.3
	36-50	63	50.8	50.8	87.1
	51-60	14	11.3	11.3	98.4
	60 Above	2	1.6	1.6	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

From table 4.2.1, the responses indicated that majority of the respondents were of active age thirty six to fifty. This shows that the respondents are knowledgeable enough to answer questions relating to the research objectives.

Table 4.2.2 Respondent sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	78	62.9	66.1	66.1
	Female	39	31.5	33.1	33.2
	6.00	1	.8	.8	100.0
	Total	118	95.2	100.0	
Missing	System	6	4.8		
		124	100.0		

Source: Field survey,2018

Table 4.2.2 shows that 66.1% of the respondents were male, while 33.2% were females. This shows that more male work with entrepreneurship center than female

Table 4.2.3 Job status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Centre Director	26	21.0	21.1	21.1
	Assistant Director	30	24.2	24.4	45.5
	Centre Manager	19	15.3	15.4	61.0
	Supervisor	18	14.5	14.6	75.6
	Professor	5	4.0	4.1	79.7
	Other Senior Academic Staff	25	20.2	20.3	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.3. Shows that 22.1% of the respondents are Center Director, 24.4% Assistant Director, while 15.4% of the respondent are Centre Manager 14.6% are Supervisor, the Professors are 4.1% and other academic staffs are 20.3%. . This shows that most of the respondents are Assistant Director that attended the international conference at malete.

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Table 4.2.4 Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
	Married	75	60.5	63.0	63.0
	Single	26	21.0	21.8	84.9
Valid	Divorce	10	8.1	8.4	93.3
	widow/widower	8	6.5	6.7	100.0
	Total	119	96.0	100.0	
Missing	System	5	4.0		
Total		124	100.0		

Source: Field survey, 2018

Table4.2.4 shows that 63.0% of the respondents are married, 21.8% were single, 8.4% were divorced and 6.5% were widows/widower. This shows that most of the staff in university entrepreneurship centres are married men and women which indicated that mature people and experienced.

Table 4.2.5No of years in university community

		Frequency	Percent	Valid Percent	Cumulative Percent
	1-3	24	19.4	20.9	20.9
	4-5	31	25.0	27.0	47.8
Valid	6-7	30	24.2	26.1	73.9
	10 and above	30	24.2	26.1	100.0
	Total	115	92.7	100.0	
Missing	System	9	7.3		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.5 shows that 20.9% of the respondents have been in the university for 1-3years, 27.0% of the respondents have being in the university for 4-5years, 26.1% of the respondents have being in the university for 6-7 years while 26.1% of the respondents have being in the university for 10 years and above. This shows that most of the respondents have been in the university between 6-7 years and 10years and above. These indicate that most people in the centre have more experience and have been in the system for a while.

Table 4.2.6 university entrepreneurship business incubation support service contribute to technology/knowledge transfer from universities to start-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	60	48.4	48.8	48.8
	Agreed	54	43.5	44.0	44.0
	Neutral	3	2.4	2.4	2.4
	Disagree	3	2.4	2.4	2.4
	strongly disagree	3	2.4	2.4	2.4
	Total	123	99.2	100.0	100
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.6 shows that 60 of the respondents representing 48.8% strongly agreed that university entrepreneurship support knowledge transfer to start-ups 54 of the respondents representing44.0% agreed that services rendered by university entrepreneurship contribute to startups performance and 3 respondents representing 2.4% are neutral to the statement,3 of the respondent representing 2.4% disagreed and 3 respondents representing 2.4% strongly disagreed to the statement. This indicates that most of the respondent agreed that university entrepreneurship centers transferred knowledge to their star-ups which increase their performance and productivity.

Table 4.2.7 the main goal of entrepreneurship business incubation is on knowledge sharing and technology transfer between universities and start-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	37	29.8	29.8	29.8
	Agreed	72	58.1	58.1	87.9
	Neutral	10	8.1	8.1	96.0
	disagree	4	3.2	3.2	99.2
	strongly disagree	1	.8	.8	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table 4.2.7 shows that 37 of the respondents representing 29.8% strongly agreed with the statement, 72 respondents representing 58.1% agreed that knowledge transfer and technology sharing rendered to enterprise improved their performance while 10 of respondents

representing 8.1% are neutral to the statement and 4 respondents representing 3.2% disagreed and 1 respondents representing 0.8% strongly disagreed to the statement. This indicates that 58.1% agreed that business incubation is on knowledge sharing and technology transfer from the university to the startups which improved their performances.

Table 4.2.8 the professional and advisory support service fast track and enhance technology/knowledge transfer from universities to start-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	39	31.5	31.5	31.5
	Agreed	70	56.5	56.5	56.5
	Neutral	12	9.7	9.7	9.7
	disagree	2	1.6	1.6	1.6
	strongly disagree	1	.8	.8	0.8
	Total	124	100.0	100.0	100.0

Source: Field survey, 2018

Table 4.2.8 shows that 39 of the respondents representing 31.5% strongly agreed and 70 respondents representing 56.5% agreed that professional and advisory services rendered to enterprise improved skills and expertise leading to knowledge sharing while 12 of respondents representing 9.7% are neutral to the statement and 2 of the respondents representing 1.6% disagreed and 1 respondent representing 0.8% strongly disagreed to the statement. This indicates that 56.5% of the respondent agreed that professional and advisory services rendered by university entrepreneurship centers improved and enhanced the growth of start- ups businesses within the university

Table 4.2.9 technology/knowledge transfer from universities to start-ups is highly commendable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	23	18.5	18.7	18.7
	agreed	62	50.0	50.4	69.1
	neutral	34	27.4	27.6	96.7
	disagree	3	2.4	2.4	99.2
	strongly disagree	1	.8	.8	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.9 indicates that 18.7% respondents strongly agreed and 50.4% agreed that technology\knowledge transfer is highly commendable to start-ups, 27.6% were neutral to the statement while 2.4% of respondents disagreed and 0.8% respondents strongly disagreed to the statement. This indicates that 50.4% of the respondent agreed that technology/knowledge transfer is highly commendable from university entrepreneurship centers to start –ups businesses to improved their performance.

Table 4.2.10 technology transfer from universities to startup in your entrepreneurship business incubation centre is given adequate support by management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	41	33.1	33.1	33.1
	Agreed	65	52.4	52.4	85.5
	Neutral	11	8.9	8.9	94.4
	disagree	6	4.8	4.8	99.2
	strongly disagree	1	.8	.8	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table4.2.10 shows that 41 of the respondents representing 31.1% strongly agreed and 65 respondents representing 52.4% agreed that management rendered support to enterprise that improved skills and expertise leading to technology transfer while 11 of respondents representing 8.9% are neutral to the statement and 6 of the respondents representing 4.8% disagreed and 1 respondent representing 0.8% strongly disagreed to the statement This indicates that 52.4% of the respondent agreed that the management of the university gives adequate support to entrepreneurship centers in other to give necessary support to the start-ups enterprises owned by the university.

Table 4.2.11 managers and supervisors of incubators in the universities have the capacity to link university technological outputs with startups in your entrepreneurship incubation centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	19	15.3	15.3	15.3
	agreed	76	61.3	61.3	76.6
	neutral	22	17.7	17.7	94.4
	disagree	3	2.4	2.4	96.8
	strongly disagree	4	3.2	3.2	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table 4.2.11 shows that 19 of the respondents representing 15.3% strongly agreed and 76 respondents representing 61.3% agreed that management have the capacity to link start-ups with technological outputs while 22 of respondents representing 17.7% are neutral to the statement and 3 of the respondents representing 2.4% disagreed to the statement. This indicates that 61.3% agreed that the management of entrepreneurship centers in the university have the capacity to link start-ups with technological output.

Table 4.2.12 your university encourage knowledge spill over from university research and innovation to startup in your entrepreneurship incubation centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	41	33.1	33.1	33.1
	agreed	68	54.8	54.8	87.9
	neutral	11	8.9	8.9	96.8
	disagree	2	1.6	1.6	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table 4.2.12 shows that 41 of the respondents representing 31.1% strongly agreed and 68 respondents representing 54.8% agreed that start-ups enjoy knowledge spill over from university research and innovation to enterprise improved skills and expertise leading to knowledge sharing while 11 of respondents representing 8.9% are neutral to the statement and 2 of the respondents representing 1.6% disagreed and 2 respondent representing 1.6 % strongly disagreed to the statement. This indicates that 54.8% of the respondent agreed that there is spill over from university research and innovation to the start-ups enterprises.

Table 4.2.13 mentoring support services is a requirement for sustainability of start-ups in university entrepreneurship business incubation centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	28	22.6	22.6	22.6
	Agreed	83	66.9	66.9	89.5
	Neutral	5	4.0	4.0	93.5
	Disagree	3	2.4	2.4	96.0
	strongly disagree	5	4.0	4.0	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table 4.2.13 shows that 28 of the respondents representing 22.6% strongly agreed and 83 respondents representing 66.9% agreed that support services like mentoring lead to start-ups sustainability while 5 of respondents representing 4.0% are neutral to the statement and 3of

the respondents representing 2.4% disagreed and 5 respondent representing 4.0% strongly disagreed to the statement. This indicates that 66.9% of the respondent agreed that mentoring service support system is required for start –ups sustainability

.**Table 4.2.14 mentoring and coaching is one of the strategies used in your centre to support start-ups in your entrepreneurship business incubation centre**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	52	41.9	41.9	41.9
	Agreed	63	50.8	50.8	92.7
	Neutral	4	3.2	3.2	96.0
	Disagree	2	1.6	1.6	97.6
	strongly disagree	3	2.4	2.4	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table 4.2.14 shows that 52 of the respondents representing 41.9% strongly agreed and 63 respondents representing 50.8% agreed that support services like mentoring and coaching is one of the strategy used to improve start-ups operation in their centre while 4 of respondents representing .3.2% are neutral to the statement and 2 of the respondents representing 1.6% disagreed and 3 respondent representing 2.4% strongly disagreed to the statement. This indicates that 50.8% agreed that coaching is one of the strategies used by the entrepreneurship center to nurture the start-ups enterprises.

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Table 4.2.15 mentoring is necessary for improve decision making start-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	50	40.3	41.3	41.3
	Agreed	55	44.4	45.5	86.8
	Neutral	9	7.3	7.4	94.2
	Disagree	6	4.8	5.0	99.2
	strongly disagree	1	.8	.8	100.0
	Total	121	97.6	100.0	
Missing	System	3	2.4		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.15 shows that 50 of the respondents representing 40.3% strongly agreed and 55 respondents representing 44.4% agreed that proper mentoring lead to good decision making in their enterprise while 9 of respondents representing 7.3% are neutral to the statement and 6 of the respondents representing 4.8% disagreed and 1 respondent representing 0.8% strongly disagreed to the statement. This indicates that 44.4% of the respondent agreed that mentoring

supportive services rendered to start –ups by entrepreneurship center of the university helps the start-ups in decision making.

Table 4.2.16 your staff are adequately well informed to mentor start-ups in your entrepreneurship business incubation centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	46	37.1	37.4	37.4
	agreed	60	48.4	48.8	86.2
	neutral	14	11.3	11.4	97.6
	disagree	2	1.6	1.6	99.2
	strongly disagree	1	.8	.8	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.16 shows that 46 of the respondents representing 37.1% strongly agreed and 60 respondents representing 48.4% agreed that staff in their centre are well informed to mentor start - ups while 14 of respondents representing 11.3% are neutral to the statement and 2 of the respondents representing 1.6% disagreed and 1 respondent representing 0.8% strongly disagreed to the statement. This indicates that 48.4% of the respondent agreed that the staffs of their entrepreneurship center are well informed to mentor start-ups in their university.

Table 4.2.17 your staffs have witness ups and down

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	42	33.9	33.9	33.9
	Agreed	65	52.4	52.4	86.3
	Neutral	11	8.9	8.9	95.2
	disagree	2	1.6	1.6	96.8
	strongly disagree	4	3.2	3.2	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table4.2.17 shows that 42 of the respondents representing 33.9% strongly agreed and 65 respondents representing 52.4% agreed that their enterprises have witnesses ups and down while 11 of respondents representing 8.9% are neutral to the statement and 2 of the respondents representing 1.6% disagreed and 4 respondent representing 3.2% strongly

disagreed. This indicates that 52.4% of the respondents agreed that their enterprise has witness ups and down.

Table 4.2.18 mentoring of start-ups is given due attention in your entrepreneurship business incubation centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	40	32.3	32.5	32.5
	agreed	66	53.2	53.7	86.2
	neutral	13	10.5	10.6	96.7
	disagree	4	3.2	3.2	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey , 2018

Table 4.2.18 indicates that 32.5% respondents strongly agreed and 53.7% agreed that mentoring service offered is given adequate attention to startups, 10.6% were neutral to the statement while 3.2% respondents disagreed to the statement. This shows that 53.7% agreed that adequate attention is given by the entrepreneurship centers to the start ups.

Table 4.2.19 universities do not pay lip services to mentoring for start-ups in your centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	52	41.9	42.3	42.3
	Agreed	49	39.5	39.8	39.9
	Neutral	18	14.5	14.6	14.6
	disagree	2	1.6	1.6	1.6 1.6
	strongly disagree	2	1.6	1.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.19 indicates that42.3% respondents strongly agreed and 39.9% agreed that university do not pay lip services to mentoring, 14.6% were neutral to the statement while 1.6% respondents disagreed and 1.6% respondents strongly disagreed to the statement. This indicates that 42.3% strongly agreed that university do not pay lip services to start-ups.

Table 4.2.20 nurturing and inspiring is a supportive mechanism that start-ups need to forge ahead

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	61	49.2	49.6	49.6
	Agreed	49	39.5	39.8	39.9
	Neutral	4	3.2	3.3	3.3
	disagree	5	4.0	4.0	4.0
	strongly disagree	4	3.2	3.3	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.20 indicates that 49.6% respondents strongly agreed and 39.9% agreed that nurturing and inspiring is a supportive mechanism that start-ups need to forge ahead 3.3% were neutral to the statement while 4.0% respondents disagreed and 3.3% respondents strongly disagreed to the statement. This indicates that 49.6% strongly agreed that nurturing is another mechanism use to nurture start-ups in the university.

Table 4.2.21 nurturing of start-ups is one of the services provided in your centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	40	32.3	32.5	32.5
	agreed	63	50.8	51.2	51.2
	neutral	17	13.7	13.8	13.9
	disagree	1	.8	.8	0.8 1.6
	strongly disagree	2	1.6	1.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.21 indicates that 32.5% respondents strongly agreed and 51.2% agreed that nurturing services is provided to start-ups in their centre13.9% were neutral to the statement while 0.8% respondents disagreed and 1.6% respondents strongly disagreed to the statement. This indicates that 51.2% agreed that nurturing programme is provided in their entrepreneurship center.

Table 4.2.22 new start-ups will be sustained when given the needed nurturing and coaching in the early stage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	52	41.9	42.6	42.6
	agreed	59	47.6	48.4	91.0
	neutral	9	7.3	7.4	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	122	98.4	100.0	
Missing	System	2	1.6		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.22 indicates that 42.6% respondents strongly agreed and 48.4% agreed that start-ups will be sustained when given adequate services like nurturing and coaching at early stage 7.4% were neutral to the statement while 1.6% respondents disagreed and 4.9% respondents strongly disagreed to the statement. This indicates that 48.4% agreed that start-ups will be sustained when given adequate nurturing at the early stage.

Table 4.2.23 nurturing can boost start-ups top perform to their fullest potential

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	36	29.0	29.0	29.0
	agreed	70	56.5	56.5	85.5
	neutral	12	9.7	9.7	95.2
	disagree	4	3.2	3.2	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	124	100.0	100.0	

Source: Field survey,2018

Table 4.2.23 indicates that 29.0% respondents strongly agreed and 56.5% agreed that start-ups operation are better enhanced and improved if the startups are properly nurture, 11% were neutral to the statement while 14% respondents disagreed and 4.9% respondents strongly disagreed to the statement. This indicates that 56.5% agreed that nurturing can boast start ups to the fullest.

Table 4.2.24 nurturing reduce chance of failure of start-ups in your centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	37	29.8	30.1	30.1
	agreed	55	44.4	44.7	74.8
	neutral	16	12.9	13.0	87.8
	disagree	2	1.6	1.6	89.4
	strongly disagree	13	10.5	10.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.24 indicates that 37 respondents representing 30.1% strongly agreed and 55 respondents representing 44.7% agreed that when proper nurturing is given to start ups it reduce their chances of failure while 16 respondents representing 13.0% were neutral, 2 of the respondents representing 1.6% disagree and 13 of the respondents representing 10.6% strongly disagreed with the statement. This indicates that when proper nurturing is given to start –ups at early stage it reduces their chances of failure.

Table 4.2.25 nurturing seem to fit new start-up more than existing firm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	38	30.6	30.9	30.9
	agreed	64	51.6	52.0	82.9
	neutral	15	12.1	12.2	95.1
	disagree	4	3.2	3.3	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.25 indicates that 30.6% respondents strongly agreed and 52.0% agreed that support services like nurturing is better offered to start-ups than existing firm, 12.2% were neutral to the statement while 3.3% respondents disagreed and 1.6% respondents strongly disagreed to the statement. This shows that 52.0% agreed that start-ups enterprises required nurturing than existing firms.

Table 4.2.26 nurturing can push start-ups to perform extra ordinary and sustain their entrepreneurial venture

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	58	46.8	46.8	46.8
	Agreed	61	49.2	49.2	96.0
	Neutral	3	2.4	2.4	98.4
	Disagree	1	.8	.8	99.2
	strongly disagree	1	.8	.8	100.0
	Total	124	100.0	100.0	

Source: Field survey, 2018

Table 4.2.26 indicates that 46.8% respondents strongly agreed and 49.2% agreed that support services like nurturing offered to startups can make start-up to perform extra ordinary, 2.4% were neutral to the statement while 0.8% respondents disagreed and 0.8% respondents strongly disagreed to the statement. This indicates that when proper nurturing services is offered to start-ups, they perform extra ordinarily.

Table 4.2.27 your entrepreneurial business incubation center provide secretariat service to start-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	32	25.8	26.2	26.2
	Agreed	76	61.3	62.3	88.5
	Neutral	6	4.8	4.9	93.4
	Disagree	5	4.0	4.1	97.5
	strongly disagree	3	2.4	2.5	100.0
	Total	122	98.4	100.0	
Missing	System	2	1.6		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.27 indicates that 26.2% respondents strongly agreed and 62.3% agreed that secretariat services offered to startups improved their operations, 4.9% were neutral to the statement while 4.1% respondents disagreed and 2.5% respondents strongly disagreed to the statement. This indicates that 62.3% agreed that secretariat services offered to start –ups improved their performance.

Table 4.2.28 start-ups are vulnerable at the early stage and technical assistant will nuture them to survive that turbulent stage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	26	21.0	21.1	21.1
	Agreed	78	62.9	63.4	84.6
	Neutral	13	10.5	10.6	95.1
	Disagree	4	3.2	3.3	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.28 indicates that 21.1% respondents strongly agreed and 62.9% agreed that start – up are vulnerable at early stage but when given proper nurturing they survive the turbulent stage, 10.5% were neutral to the statement while 3.2% respondents disagreed and 1.6% respondents strongly disagreed to the statement. This shows that 62.9% agreed that when proper nurturing is given to start-ups at early stage

Table 4.2.29 start-ups enjoy enabling environment provided by the incubator centre reduce cost and risk of starting and nurturing the business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	57	46.0	46.3	46.3
	agreed	48	38.7	39.0	85.4
	neutral	14	11.3	11.4	96.7
	disagree	3	2.4	2.4	99.2
	strongly disagree	1	.8	.8	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.29 indicates that 57 respondents representing 48.3% strongly agreed and 48 respondent representing 39.0 % agreed that given start-ups enabling environment reduces cost and risk which lead to effective enterprise performance and sustainability of the enterprise14 respondents representing 11,3% were neutral to the statement while 3 respondents representing 2,4%disagreed and 1 respondents representing 0.8% strongly disagreed to the statement.

Table 4.2.30 provision of advisory and professional services are key to incubator mandate to develop new start-ups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	32	25.8	26.2	26.2
	agreed	65	52.4	53.3	79.5
	neutral	20	16.1	16.4	95.9
	disagree	4	3.2	3.3	99.2
	strongly disagree	1	.8	.8	100.0
	Total	122	98.4	100.0	
Missing	System	2	1.6		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.30 indicates that 32 respondents representing 26.2% strongly agreed and 65 respondent representing 53.3% agreed that advisory and professional services are effective key to develop start-ups performance,20 respondents representing 16.4% were neutral to the statement while 4respondents representing 3.3% disagreed and 1 respondents representing 0.8% strongly disagreed to the statement.

Table 4.2.31 your centre enjoy full support from university management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	48	38.7	39.0	39.0
	agreed	60	48.4	48.8	87.8
	neutral	7	5.6	5.7	93.5
	disagree	8	6.5	6.5	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.31 indicates that 48 respondents representing 39% strongly agreed and 60 respondent representing 48.8% agreed that start-ups enjoyed full support from university management, 7respondents representing 5.7% were neutral to the statement while 8 respondents representing 6.5% disagreed and 8 respondents representing 6.5% strongly disagreed to the statement. This shows that 48.8% agreed that university gives support to start –ups.

Table 4.2.32 university entrepreneurial business incubator link to incubatees with network of stakeholders and right source of funding needed at the early stage especially those with low capital base

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	31	25.0	25.2	25.2
	agreed	66	53.2	53.7	78.9
	neutral	22	17.7	17.9	96.7
	disagree	4	3.2	3.3	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.32 indicates that 31 respondents representing 25.2% strongly agreed and 66 respondent representing 53.7% agreed that when start –ups are link with stakeholders and funding at early stage lead to effective enterprise performance and sustainability of the enterprise, 22 respondents representing 17.9% were neutral to the statement while 4 respondents representing 3.3% disagreed to the statement. This indicates that53.7% agreed that when start-ups are linked with stakeholders and necessary funding is given to start –ups at early stage it will lead to enterprise creation.

Table 4.2.33 university entrepreneurship business incubator promote product development and marketing service to incubates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	51	41.1	41.5	41.5
	agreed	61	49.2	49.6	91.1
	neutral	5	4.0	4.1	95.1
	disagree	5	4.0	4.1	99.2
	strongly disagree	1	.8	.8	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.33 indicates that 51 respondents representing 41.5% strongly agreed and 61 respondent representing 49.6% agreed that support services lead to product development and marketing 5 respondents representing 4.0% were neutral to the statement while 5 respondents representing 4.0% disagreed and 1 respondents representing 0.8% strongly disagreed to the

statement. This indicates that support services rendered to start-ups lead to products development and marketing.

Table 4.2.34business incubation of start-ups and entrepreneurs lead to revenue generation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	57	46.0	46.3	46.3
	agreed	55	44.4	44.7	91.1
	neutral	6	4.8	4.9	95.9
	disagree	3	2.4	2.4	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2 018

Table 4.2.34 indicates that 57 respondents representing 46.3% strongly agreed and 55 respondents representing 44.4% agreed that support services offered to start-ups lead commercialization and revenue generation.

Table 4.2.35 start-ups revenue generation is tied up with technology used

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	35	28.2	28.5	28.5
	agreed	66	53.2	53.7	82.1
	neutral	14	11.3	11.4	93.5
	disagree	6	4.8	4.9	98.4
	strongly disagree	2	1.6	1.6	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.35 indicates that 28.5% respondents strongly agreed and 53.7% agreed that technology offered to start-ups will lead to more revenue generation11.4% were neutral to the statement while 4.9% respondents disagreed and 1.6% respondents strongly disagreed to the statement

Table 4.2.36 technology transfer from a university to start-ups enhance their revenue generation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	51	41.1	41.8	41.8
	Agreed	59	47.6	48.4	90.2
	Neutral	4	3.2	3.3	93.4
	Disagree	7	5.6	5.7	99.2
	strongly dis agree	1	.8	.8	100.0
	Total	122	98.4	100.0	
Missing	System	2	1.6		
Total		124	100.0		

Source: Field survey ,2018

Table 4.2.36 indicates that 41.8% respondents strongly agreed and 48.4% agreed that technology transfer offered to startups lead to revenue generation 3.3% were neutral to the statement while 5.7% respondents disagreed and 0.8% respondents strongly disagreed to the statement

Table 4.2.37 revenue generation in start-ups is maximized when knowledge and technology spill over from university to start-ups is encourage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	47	37.9	38.2	38.2
	Agreed	64	51.6	52.0	90.2
	Neutral	9	7.3	7.3	97.6
	Disagree	2	1.6	1.6	99.2
	strongly disagree	1	.8	.8	100.0
	Total	123	99.2	100.0	
Missing	System	1	.8		
Total		124	100.0		

Source: Field survey ,2018

Table 4.2.37 indicates that 38.2% respondents strongly agreed and 52.0% agreed that empowering startups with knowledge and technology spill over enhance revenue maximization 7.3% were neutral to the statement while 1.6% respondents disagreed and 0.8% respondents disagreed to the statement.

Table 4.2.38 start-ups with linkage to university technology innovation system do better in revenue generation than start-ups without much linkage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	35	28.2	30.2	30.2
	Agreed	67	54.0	57.8	87.9
	Neutral	9	7.3	7.8	95.7
	Disagree	2	1.6	1.7	97.4
	strongly disagree	3	2.4	2.6	100.0
	Total	116	93.5	100.0	
Missing	System	8	6.5		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.38 indicates that 30.2% respondents strongly agreed and 57.8% agreed that linking start-ups with innovation improve their revenue generation 7.8% were neutral to the statement while 1.7% respondents disagreed and 2.6% respondents disagreed to the statement.

Table 4.2.39 start-ups within university entrepreneurship business incubation center create new job regularly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	35	28.2	29.2	29.2
	agreed	74	59.7	61.7	90.8
	neutral	7	5.6	5.8	96.7
	disagree	4	3.2	3.3	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.39 indicates that 29.2% respondents strongly agreed and 61.7% agreed that start-ups within the university given proper support services lead to employment generation 5.8% were neutral to the statement while 3.3% respondents disagreed to the statement.

Table 4.2.40 labour turnover rate in university entrepreneurship business incubation center is low

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	29	23.4	24.2	24.2
	agreed	63	50.8	52.5	76.7
	neutral	15	12.1	12.5	89.2
	disagree	12	9.7	10.0	99.2
	strongly disagree	1	.8	.8	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.40 indicates that 24.2% respondents strongly agreed and 52.5% agreed that labour turnover rate is low, 12.5% were neutral to the statement while 10.0% respondents disagreed and 0.8% respondents strongly disagreed to the statement.

Table 4.2.41 start-ups in university entrepreneurship business incubation centre has high potential to reduce unemployment in Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	44	35.5	36.7	36.7
	agreed	63	50.8	52.5	89.2
	neutral	13	10.5	10.8	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.41 indicates that 29.2% respondents strongly agreed and 36% agreed that when supportive services is given to start-ups it improved employment rate, 14.3% were neutral to the statement while 16.1% respondents disagreed and 4.3% respondents strongly disagreed to the statement. This indicates that 36% of the respondents agreed that when supportive services are rendered to start up it leads to employment generation.

Table 4.2.42 start-ups in university entrepreneurship business incubation center is an avenue to create jobs to university graduate as well as undergraduate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	49	39.5	40.8	40.8
	agreed	50	40.3	41.7	82.5
	neutral	15	12.1	12.5	95.0
	disagree	5	4.0	4.2	99.2
	strongly disagree	1	.8	.8	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey ,2018

Table 4.2.42 indicates that 40.8% respondents strongly agreed and 41.7% agreed that start-ups will lead to employment generation to both graduate and undergraduate in the university, 14.3% were neutral to the statement while 16.1% respondents disagreed and 4.3% respondents strongly disagreed to the statement. This implies that when there are start-ups in the university it will create employment for both graduate and undergraduate.

Table 4.2.43 enterprise skills development and mentoring will lead to job creation

		Frequency	Percent	Valid Percent	Cumulative Percent
Validss	strongly agreed	51	41.1	43.2	43.2
	agreed	56	45.2	47.5	90.7
	Neutral	10	8.1	8.5	99.2
	strongly disagree	1	.8	.8	100.0
	Total	118	95.2	100.0	
Missing	System	6	4.8		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.43 above table indicates that 43.2% respondents strongly agreed and 47.5% agreed that enterprise skill development and mentoring lead to job creation, 8.5% were neutral to the statement while 0.8% respondents strongly disagreed to the statement. This indicates that enterprise skill development and mentoring will lead to employment creation.

Table 4.2.44 start-ups should be given orientation on change of mindset that focused on job creation rather than personal interest on profit alone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	46	37.1	38.3	38.3
	Agreed	53	42.7	44.2	82.5
	Neutral	17	13.7	14.2	96.7
	disagree	3	2.4	2.5	99.2
	strongly disagree	1	.8	.8	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.44 indicates that 38.3% respondents strongly agreed and 42.2% agreed that orientation should be given to start-ups to change their mindset from profit but rather to create job, 14.2% were neutral to the statement while 2.5% respondents disagreed and 0.8% respondents strongly disagreed

Table 4.2.45 employment generation is one of the major reasons why universities established entrepreneurship business incubation center to alleviate poverty and to boost the nation economy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	55	44.4	45.8	45.8
	agreed	55	44.4	45.8	91.7
	neutral	7	5.6	5.8	97.5
	disagree	1	.8	.8	98.3
	strongly disagree	2	1.6	1.7	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.45 above table indicates that 45.8% respondents strongly agreed and 45.8% agreed that start-ups create jobs and boast economy development of a nation, 5.8% were neutral to the statement while 0.8% respondents disagreed and 1.7% respondents strongly disagreed. This implies that 45.8% strongly agreed and 45.8% agreed that start–ups create jobs and boast economy of a nation.

Table 4.2.46 research and innovation is high among start-ups in your center

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agreed	37	29.8	30.8	30.8
	agreed	68	54.8	56.7	87.5
Valid	neutral	13	10.5	10.8	98.3
	strongly disagree	2	1.6	1.7	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.46 indicates that 30.8% respondents strongly agreed and 56.7% agreed that research and innovation is high among the start-ups in the university which lead to commercialization and revenue generation, 10.5% were neutral to the statement while 1.7% respondents strongly disagreed to the statement

10.8% were neutral to the statement while 1.7% respondents strongly disagreed

Table 4.2.47 consumer perceive high value in good produced by start-ups in your center

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agreed	50	40.3	41.7	41.7
	agreed	54	43.5	45.0	86.7
Valid	neutral	12	9.7	10.0	96.7
	disagree	4	3.2	3.3	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.47 indicates that 41.7% respondents strongly agreed and 45.0% agreed that supportive services lead to quality product, 10.0% were neutral to the statement and 3.3% disagreed to the statement.

Table 4.2.48 consumer perceive differences in goods produced by start-ups in your centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	45	36.3	37.8	37.8
	agreed	55	44.4	46.2	84.0
	neutral	12	9.7	10.1	94.1
	disagree	6	4.8	5.0	99.2
	strongly disagree	1	.8	.8	100.0
	Total	119	96.0	100.0	
Missing	System	5	4.0		
Total		124	100.0		

Source: Field survey, 2018

The above table 4.2.48 indicates that 37.8% respondents strongly agreed and 46.2% agreed that the goods produced in the centre differ due to the support services offered to start-ups, 10.1% were neutral to the statement while 5.0% respondents disagreed and 0.8% respondents strongly disagreed to the statement. This indicates that goods produced by start-ups in your center are preferred by the consumers due to the professional services rendered by the university to the start-ups

Table 4.2.49 product from start-ups in your center exceeds consumer expectation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	40	32.3	33.3	33.3
	agreed	69	55.6	57.5	90.8
	neutral	7	5.6	5.8	96.7
	disagree	3	2.4	2.5	99.2
	strongly disagree	1	.8	.8	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.49 indicates that 33.3% respondents strongly agreed and 57.5% agreed that the product from the start-ups in the centre exceeds consumer expectation due to support services offered to start-ups, 5.8% were neutral to the statement while 2.5% respondents disagreed and 0.8% respondents strongly disagreed to the statement

Table 4.2.50 the university benefit greatly from activities of start-ups in your center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	54	43.5	45.4	45.4
	agreed	55	44.4	46.2	91.6
	neutral	2	1.6	1.7	93.3
	disagree	6	4.8	5.0	98.3
	strongly disagree	2	1.6	1.7	100.0
	Total	119	96.0	100.0	
Missing	System	5	4.0		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.50 indicates that 45.4% respondents strongly agreed and 46.2% agreed that the activities of start-ups are beneficial to the community, 1.7% were neutral to the statement while 5.0% respondents disagreed and 1.7% respondents strongly disagreed to the statement. This indicates that 46.2% agreed that the activities of start-ups are beneficial to the community.

Table 4.2.51 the university is satisfied with the community development programme of start-ups in your center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	33	26.6	27.5	27.5
	agreed	76	61.3	63.3	90.8
	neutral	7	5.6	5.8	96.7
	disagree	1	.8	.8	97.5
	strongly disagree	3	2.4	2.5	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field surveys, 2018

Table 4.2.51 indicates that 27.5% respondents strongly agreed and 63.3% agreed that the university is satisfied with the development brought by start-ups to the community, 5.8% were neutral to the statement while 0.8% respondents disagreed and 2.5% respondents strongly disagreed to the statement. This indicates that the university is satisfied with development brought by the start-ups to the university environment.

Table 4.2.52 the university is satisfied with the community development programme of the start-ups in your center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	36	29.0	30.0	30.0
	agreed	73	58.9	60.8	90.8
	neutral	4	3.2	3.3	94.2
	disagree	5	4.0	4.2	98.3
	strongly disagree	2	1.6	1.7	100.0
	Total	120	96.8	100.0	
Missing	System	4	3.2		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.52 indicates that 30.0% respondents strongly agreed and 60.8% agreed that the start-ups in the community as improved the standard of living of people in the community 3.3% were neutral to the statement while 4.2% respondents disagreed and 1.7% respondents strongly disagreed to the statement

Table 4.2.53 start-ups in your center makes conscious effort towards engaging the community leaders and group in enhancing the welfare of the university community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agreed	34	27.4	32.1	32.1
	Agreed	60	48.4	56.6	88.7
	Neutral	7	5.6	6.6	95.3
	Disagree	3	2.4	2.8	98.1
	strongly disagree	2	1.6	1.9	100.0
	Total	106	85.5	100.0	
Missing	System	18	14.5		
Total		124	100.0		

Source: Field survey, 2018

Table 4.2.53 indicates that 32.1% respondents strongly agreed and 56.6% agreed that necessary effort is made towards the welfare of university community, 6.6% were neutral to the statement while 2.8% respondents disagreed and 1.9% respondents strongly disagreed to the statement. This indicates that the start-ups within the university care for the university community's welfare.

4.3 OBJECTIVE ONE: TO APPRAISE THE EXTENT TO WHICH NURTURING INFLUENCES RESEARCH AND INNOVATION

Table 4.3.1 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.337[a]	.114	.106	1.76605	1.904

a. Predictors: (Constant), Nurturing

b. Dependent Variable: Research and Innovation

Table 4.3.1 presents the model summary of the impact of nurturing on research and innovations. The table shows R-squared and Adjusted R-squared to be 0.114 and 0.106 respectively. This implies that nurturing explains about 11.4% of variation of research and innovation. Durbin-Watson statistic value stood at 1.904, and this indicates this model is also free from serial correlation, as its value surrounds 2.

Table 4.3.2 Model Summary[b]ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.126	1	45.126	14.469	.000[b]
	Residual	352.439	113	3.119		
	Total	397.565	114			

a. Dependent Variable: Research and Innovation

b. Predictors: (Constant), Nurturing

Table 4.3.2 presents the analysis of variance (ANOVA) for the model. F-statistic is shown with value 14.469 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the overall model is significant. In other words, nurturing has significant impact on research and development.

This implies that the overall model is significant. In other words, nurturing has significant impact on research and development.

This implies that the overall model is significant. In other words, nurturing has significant impact on research and development.

Table 4.3.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.785	.660		7.246	.000
	Nurturing	.189	.050	.337	3.804	.000

a. Dependent Variable: Research and Innovation

Table 4.3.3 presents the coefficient of the impact of nurturing on research and development. The result shows nurturing has a positive impact on research and development. The positive impact of each of this variable is found to be statistically significant. This is evident from each of its probability value (Sig.) being less than 0.05 (i.e. 5% level of significance). A unit increase in nurturing lead to 0.189 unit increase in research and development.

4.4 OBJECTIVE TWO: TO INVESTIGATE THE EFFECT OF MENTORING ON JOB CREATION

Table 4.4.1 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.528[a]	.279	.272	2.32137	1.943

a. Predictors: (Constant), Mentoring

b. Dependent Variable: Job creation

Table 4.4.1 presents the model summary of the effect of Mentoring on job creation by start-up businesses. The table shows R-squared and Adjusted R-squared to be 0.279 and 0.272 respectively. This implies that mentoring explains about 27% of variation of job creation by start-ups businesses. Durbin-Watson statistic value stood at 1.943, and this indicates this model is also free from serial correlation, as its value surrounds 2.

Table 4.4.2 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	223.258	1	223.258	41.430	.000[b]
	Residual	576.595	107	5.389		
	Total	799.853	108			

a. Dependent Variable: Job creation

b. Predictors: (Constant), Mentoring

Table 4.4.2 presents the analysis of variance (ANOVA) for the model. F-statistic is shown with value 41.430 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the overall model is significant. In other words, mentoring has significant effect on job creation by start-ups.

Table 4.4.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.956	.820		4.824	.000
	Mentoring	.401	.062	.528	6.437	.000

a. Dependent Variable: Job creation

Table 4.4.3 presents the coefficient of the impact of mentoring on job creation by start-ups. The result shows mentoring has a positive impact on job creation by start-ups. The positive impact of each of this variable is found to be statistically significant. This is evident from each of its probability value (Sig.) being less than 0.05 (i.e. 5% level of significance). A unit increase in mentoring lead to 0.401 unit increase in job creation by start- up businesses.

4.5 OBJECTIVE THREE: TO ASSESS THE IMPACT OF NETWORKING ON COMMUNITY DEVELOPMENT

Table 4.5.1Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.559[a]	.312	.305	1.78187	1.698

a. Predictors: (Constant), Networking

b. Dependent Variable: community development

Table 4.5.1 presents the model summary of the effect of Networking on community development. The table shows R-squared and Adjusted R-squared to be 0.312 and 0.305 respectively. This implies that networking explains about 31% of variation of community development. Durbin-Watson statistic value stood at 2.018, and this indicates this model is also free from serial correlation, as its value surrounds 2

Table 4.5.2 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	145.436	1	145.436	45.806	.000[b]
	Residual	320.681	101	3.175		
	Total	466.117	102			

a. Dependent Variable: community development

b. Predictors: (Constant), Networking

Table 4.5.2 presents the analysis of variance (ANOVA) for the model. F-statistic is shown with value 45.805 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the overall model is significant. In other words, networking has significant effect on community development.

Table 4.5.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1352	.881		1.535	.128
	Networkng	.451	.067	.559	6.768	.000

a. Dependent Variable: community development

a. Dependent Variable: Research

Table 4.5.3 presents the coefficient of the impact of networking on community development. The result shows networking has a positive impact on community development. The positive impact of this variable is found to be statistically significant. This is evident from each of its probability value (Sig.) being less than 0.05 (i.e. 5% level of significance). A unit increase in networking lead to 0.451 unit increase in community development.

4.6 OBJECTIVE FOUR: TO EXAMINE THE RELATIONSHIP BETWEEN KNOWLEDGE TRANSFER AND INTERNAL GENERATED REVENUE

Table 4.6.1 Correlations

		Knowledge Transfer	IGR
Knowledge Transfer	Pearson Correlation	1	.565**
	Sig. (2-tailed)		.000
	N	122	112
IGR	Pearson Correlation	.565**	1
	Sig. (2-tailed)	.000	
	N	112	114

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.6.1presents the relationship that exists between knowledge transfer and internal generated revenue. The coefficient of correlation is 0.565; it means that there is a strong positive relationship between knowledge transfer and IGR. The result is also statistically significant at 0.050

4.7 Discussion of findings

According to the research work, the following objectives were formulated for the studies elucidated in paragraphs are the summaries of findings

Objective one revealed that Entrepreneurship business incubation significantly affects start-ups performance in Nigeria Universities. The study found out that business incubation of start-ups increases the likelihood that start-ups will survive the stage of development, when proper nurturing is offered to the start-ups ventures. This study is however in support of what was discovered by (Hikket, 2004). It was discovered that when support service like nurturing is given to start-ups at early stage, it will assist enterprise growth and firm's retention, also, fostering the development of entrepreneurs and the nation.

The research also found that mentoring of start-ups assist start-ups ventures, increase turnover and improved their performance. Hence, the findings shows that when start-ups is properly mentor it leads to sustainability of the business, retention of firm and also create jobs This findings align with what was found in the study by (Pompa, 2013) where it was

specifically stated that business incubation of startups through proper mentoring has helped some enterprises growth and sustain their businesses.

The research also discloses that when the stakeholders provide network support service rendered to start-ups as significant effect.

The research also revealed that business incubation of startups increase the likelihood that startups w the stage of development; that will lead to knowledge transfer and commercialization of ideas (Sean, 2012). Knowledge transfer from university entrepreneurship business incubation to start-ups served as an empowerment programme for start-ups ventures and entrepreneurs for modifying their business ideas from dream to reality which leads to knowledge sharing, technology transfer and skill acquisition which has significant effect on community development. Transfer of knowledge/technology foster commercialization of products. In addition, respondents hugely support the statement that business incubation has also assisted in developing the community due to firm retention and job creation. .risks facing newly established startups at the vulnerability stage. This study is however in support of what was discovered by (Jing, 2016) where it was discovered that this type of technology business incubation assist in fostering the development of SMES and entrepreneurship.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Preamble

Based on the research findings one can make conclusion and recommendations on Entrepreneurship Business Incubation Programme and Start-ups Performance in Nigerian Universities. The findings was looked at from the theoretical and empirical point of view, this study also presents contribution to knowledge and possible area for further research.

5.2 SUMMARY OF FINDINGS

This study examines Entrepreneurship Business Incubation Programme and Start-ups Performance in Nigerian Universities. However for measurability the two variables each: independent variables include Nurturing, Mentoring, Networking and Knowledge transfer while the dependent variables are Research and Innovation, Job Creation, Community Development and Internally Generated Revenue. The study examined how Entrepreneurship Business Incubation Programme influences Start-ups Performance in Nigerian Universities. Four objectives were postulated and results derived shows that there is a strong relationship between the variables.

The result of objective one shows that nurturing has a positive impact on research and innovation which is statistically significant, respondent agreed in terms of supportive services offered to start-ups by entrepreneurship business incubation in Nigeria Universities.

From the findings, objective two shows that mentoring has a positive impact on job creation by start-ups in Nigeria Universities; respondent agreed that they need supportive services like mentoring in order to be able to scale through the early stage of development and sustain the enterprise that will lead to job creation.

The third objective result shows there is relationship between networking and community development, respondent agreed that if the start-ups are involved in both internal and external networking thereby having access to finance, improved technology and management skill, the results of this networking will give rise to a sustainable community development.

Lastly, fourth objective findings show that there is a strong positive relationship between knowledge transfer and internally generated revenue. The respondents agreed that when

knowledge is transferred through training, conferences, skill acquisitions and technology transfer which lead to more revenue generation from their start-ups.

5.2.1 Theoretical Findings

Theoretical findings of this study revealed the relevance of theory propounded it is related to this study.

The Real Option Theory of Business incubation

The Real Option Theory of Business incubation by Sean M.Hackett and David Dilts (2004). The theory seek to predict and explain how business incubation and the process of incubation increase the likelihood that new venture will survive the early stage of development.

The methodology used in this study is quantitative method was employed for the purpose of more comprehensiveness of responses that provide better understanding of the topic in questions. The methodology addressees research design, research approaches, population of the study, sample and sampling techniques, validity and reliability, research instrument and ethical consideration were discusses extensively, the justification for using the methods was stated.

Chapter four is the data presentation and analysis, result and discussion. The results obtained in the research were presented above with visual aid like graphs, tables, charts and descriptive statistics through the use of SPSS version 2.00. All the data gathered from survey field (questionnaire) are presented, analyses in a systematic manner as the next step of research process that aids in drawing the final conclusion.

The last chapter houses the conclusion, findings, recommendations and suggestion for further studies, the results from the finding draw the conclusion and recommendations to universities, incubators, government, entrepreneurs and SMEs

5.3 CONCLUSION

The study concluded that university entrepreneurship business incubation has a significant impact on startups performance in Nigeria universities through the supportive services offered to start-ups. Also, the study further concluded that when start-ups are been properly nurture by professional personnel from entrepreneurship business incubation will have a huge impact on new venture spring up with innovative idea in universities communities.

In addition, it was concluded that university entrepreneurship business incubation is a major key player in development of start-ups, SMEs and entrepreneurs in universities

Secondly, the study concluded that business incubation has a significant effect on start-ups activities, when start-ups are been mentor properly it will lead to survival and sustainability of businesses which reduce the rate of business failure. In addition, it was concluded that business incubators play a vital role in mentoring start-ups and entrepreneurs that contribute their quota in solving the triple economic need of poverty reduction, job creation and economic development.

The findings concluded that university entrepreneurship business incubation has significant effect on mentoring start-ups for effective performance.

Thirdly, the study specifically concludes that all the start-ups should be linked (network) to both internal and external resources such as finance, personnel and technology in order to improve on community development.

Finally, the study concluded that entrepreneurship business incubation has significant relationship between knowledge transfer and internally generated revenue. Knowledge transferred through training, conferences, skill acquisitions and technology transfer will lead to more revenue generation from their start-ups.

5.4 RECOMMENDATIONS

For the purpose of this research work, the study recommends the following:

- Nigeria University commission should intensify more efforts on entrepreneurship by establishing business incubation centers in all universities to encourage more entrepreneurs and start-ups.
- University business incubators should render supportive services like nurturing to the start-ups ventures to increases the likelihood that start-ups ventures will scale through the vulnerable stage.
- The Universities should gladly accept the offer of establishing business incubation centres in order to instill the spirit of entrepreneurship to the mindset of the students
- Government should intensify more efforts on entrepreneurship by putting in place a successful frame work for university business incubation in order to mentor and encourage more start-ups in the country as both undergraduate, graduate and alumni can participate.
- The students with business ideas should be encouraged by the University authority to start and register business name while been mentored by the university incubators.

5.5 DELIMITATION

The foremost limitations is the difficulty of getting access to primary data, most of the respondents (Staff of some selected universities in Nigeria) were reluctant to respond to the questionnaires administered to them through electronic mail. Different level of respondents were busy and could not log on to their mail, so it took a lot of persuasion by repeated email to their boxes from the side of the researcher to make them comply. Some did not respond despite persuasions.

5.6 SUGGESTION FOR FURTHER STUDY

There is compelling need for further research efforts in entrepreneurship business incubation, hence, the following areas are suggested for further study:

- Develop a framework for university business incubation programme
- University business incubation programme and performance of start-ups evidence from technology incubation centre

5.7 CONTRIBUTIONS TO KNOWLEDGE

- The study serves as an eye opener to Universities in Nigeria to develop a frame work for university business incubation programme. The business incubation programme will assist the student to develop their entrepreneurial potential
- The study revealed to students various supportive services available to them in incubation centres.
- The Nigerian University Commission will be able to monitor and implement policies that will make Nigerian University Business Incubation Programme function well.
- The conceptual model developed is a guide to university business incubation startups.

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QUESTIONNAIRE

SECTION A

(Demographic profile of respondents, please tick the appropriate option that is applicable to you).

1. **Age:**a. 18-25 ( )b. 26-35 ( )c. 36-50 ( )d. 51-60 ( )e. 60 Above ( )
2. **Sex:**a. Male ( )b. Female ( )
3. **Job Status:** a. Graduate Assistant ( )Assistant Lecturer ( )Lecturer 1( )Lecturer 11( ) Senior Lecturer ( ) Professorial ( )
4. **Marital Status:** a. Married ( ) b. Single ( ) c. Divorce ( ) d. Widow/Widower ( )
5. **No of years in the University Community:** 1.3 ( ) 4-5 ( ) 6-7 ( ) 10 and above ( )

SECTION B

Composite variable that denote University Business Incubation

Please mark X under the response code that correctly approximate your view. Respond from the perspective of your business enterprise.

Every option you mark is correct and will meet the need of this research.

Guide: 5= Strongly Disagree 4= Disagree 3= Neutral 2= Agreed 1= Strongly Agree

Knowledge and Technology Transfer

University Business incubation factors						
	Response code					
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
1	Does University Business incubation support service lead to technology transfer					
2	The main goal of business incubation is on knowledge sharing and technology transfer by start-ups in their operation					
3	The professional and advisory support services fast track and enhanced foreign and local technology					
4	Technology transfer is only possible with existing firms not new start ups					
5	The technical support service rendered by incubators has limits incubate o be creative in terms of technology and knowledge transfer					
6	Managers and staff of incubators facility lack the innovation skills o impact to incubates technically leading to knowledge sharing and transfer of technology					

7	Technical support services provided by government only force start-ups to grow from top to down instead of natural growth leading tech transfer					

Mentoring support services improved start-ups operation

Mentoring						
	Response code					
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
8	Mentoring support services lead to effective enterprise performance and sustainability of the enterprise					
9	Mentoring and coaching are one of the common strategies of support offered to SMEs and entrepreneurs globally with aims of nurturing them to survive at early stage					
10	Mentoring is a complex support programmes and is not evaluated on it own and it cannot be measured on start-ups operation					
11	Mentoring is qualitative in nature not prone to quantitative research and cannot e use to measure performance of start-ups					
12	Mentoring improves knowledge and skills and greater confidence					
13	It also improve motivation to start a business					
14	Mentoring of start-ups enhance decision making skills					

Nurturing

Nurturing						
	Response code					
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
15	Nurturing and inspiring is a supportive mechanism that start-ups and valued programmes need to forge ahead					
16	The focuses of start-ups is to provide skills, experienced and better understanding of the existing programme and knowledge sharing is the ultimate goal.					
17	Nurturing and inspiring new start-ups are currently in the laborites, academic advising and mentoring are key to the success of start-ups in their operation					
18	Nurturing will become to complex if the inexperienced are shoulder with the responsibility to nurture start -ups					

19	Newly start-ups will sustain their new enture once they given the needed nurturing and coaching at the early stage					
20	Nurturing seem to fit new start-ups more than existing firms					
21	Nurturing can push start-ups to perform extra ordinary and sustain their entrepreneurial venture					

Advisory services

Advisory services						
	Response code					
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
22	Incubators provide secretariat services to start-ups to strengthened their operation for sustainability					
23	Start-ups are vulnerable at the early stage and technical Assistance will nurture them to survive the turbulent stage					
24	Start-ups enjoy enabling environment provided by the incubator that reduce cost and risk of starting and nurturing their business					
25	Provision of advisory and professional services are key to incubator mandate to develop new start-ups					
26	Advisory services rendered to start-ups will lead job creation, Economic development and even technology transfer					
27	Business incubator link incubates with network of stakeholders and right source of finding needed at the early stage especially those with lower capital base.					
28	Business incubator promote product development and marketing services to incubates					

SECTION D

Dependent variables that connote University performance

Revenue Generation						
		Response code				
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
29	Business incubation of SMEs and entrepreneurs lead to revenue generation					

30	The revenue generation is not determine by the support services provided by incubators					
31	Growth rate of start-ups follow the life cycle of start-ups not incentives services that push the revenue of the university					
32	The university revenue generation is not tied to incubator services					
34	Revenue generation are good measurement scale to determined the University growth					
Start ups						
		Response code				
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
36	Business incubation will boost means of determining start up strength in the market					
37	Start-ups operation and its sale often dictate by the quality of product and latest innovation introduce to the market that may attract attention leading to higher turn over					
38	Start-up generate positive turn over by core competence and latest innovation that will serve the unmet need					
39	Incubators major goal of providing support services is for employment generation to the masses through start-ups if they survives and sustain their business at the early stage					
40	Enterprise skills development and mentoring will lead to employment generation					
41	Incubates and SMEs should be given orientation on change of mindset that focused on job creation rather than personal interest on profit alone					
42	The real job generation will be in unorganized sectors of the economy, incubators should target these sectors fro start-ups development					
43	Employment generation is one of the major reasons why universities established Business Incubations to solve economic need of poverty, employment and economic growth					
44	The effects of business incubation on start-ups operation will lead tojob creation as their clients are more likely to survive the vulnerability stage which will read to effective performance					
45	The intent of business incubation is to foster entrepreneurial and SMEs					

	development that will lead to job creation and economic development					
46	Entrepreneur and start-ups characteristics will contribute to positive the performance					
Research and Innovation						
		Response code				
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
47	Research and innovation in University is not determine by incentives support services provided by incubator but natural growth that lead to growth					
48	Research and innovation in university is determined by varieties of business model adopted by the institution not support services					
49	Research and innovation is generated through core competence not supportive services					
50	Marketing strategies and core competence of sale personnel are key to start-ups making profit					
51	Research and innovation characteristics will contribute to positive performance					
Startups						
		Response code				
S/No	**Statement/Description**	**5**	**4**	**3**	**2**	**1**
52	Incubators major goal of providing support services is for employment generation to the masses through start-ups if they survives and sustain their business at the early stage					
53	Enterprise skills development and mentoring will lead to employment generation					
54	Incubates and SMEs should be given orientation on change of mindset that focused on job creation rather than personal interest on profit alone					
55	The real job generation will be in unorganized sectors of the economy, incubators should target these sectors fro start-ups development					
56	Employment generation is one of the major reasons why universities established Business Incubations to solve economic need of poverty, employment and economic growth					
57	The effects of business incubation on start-ups operation will lead tojob					

	creation as their clients are more likely to survive the vulnerability stage which will read to effective performance					
58	The intent of business incubation is to foster entrepreneurial and SMEs development that will lead to job creation and economic development					
Community Development						
59	The university engage in Improvement of life at the community level					
60	The university develops aspects of community living leading to equity					
61	The university achieves a self generating breakthrough of producing the human and physical process of change within the community.					
62	The university encourages Academic staff to engage in community development services					
63	The university community makes conscious efforts towards engaging the community leaders and pressure groups					

Appendix 1 Factor Analysis

Table 2.2.8 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.273	26.263	26.263	21.273	26.263	26.263	13.935	17.203	17.203
2	12.613	15.571	41.834	12.613	15.571	41.834	12.892	15.916	33.119
3	11.228	13.862	55.696	11.228	13.862	55.696	11.633	14.362	47.481
4	4.970	6.136	61.832	4.970	6.136	61.832	10.818	13.356	60.837
5	3.135	3.870	65.702	3.135	3.870	65.702	3.507	4.330	65.167
6	1.778	2.195	67.898	1.778	2.195	67.898	1.740	2.148	67.315
7	1.489	1.839	69.737	1.489	1.839	69.737	1.485	1.833	69.148
8	1.410	1.741	71.478	1.410	1.741	71.478	1.417	1.750	70.898
9	1.344	1.659	73.137	1.344	1.659	73.137	1.403	1.732	72.630
10	1.214	1.499	74.636	1.214	1.499	74.636	1.333	1.645	74.275
11	.997	1.485	76.121	.997	1.485	76.121	1.485	1.485	76.121
12	.969	1.288	77.409	.969	1.288	77.409	1.288	1.288	77.409
13	.957	1.182	78.591	.957	1.182	78.591	1.182	1.182	78.591
14	.865	1.068	79.658	.865	1.068	79.658	1.068	1.068	79.658
15	.844	1.042	80.700	.844	1.042	80.700	1.042	1.042	80.700
16	.818	1.010	81.710	.818	1.010	81.710	1.010	1.010	81.710
17	.720	.889	82.599	.720	.889	82.599	.889	.889	82.599
18	.699	.862	83.461	.699	.862	83.461	.862	.862	83.461
19	.690	.852	84.313	.690	.852	84.313	.852	.852	84.313
20	.641	.791	85.104	.641	.791	85.104	.791	.791	85.104
21	.616	.760	85.864	.616	.760	85.864	.760	.760	85.864
22	.571	.705	86.569	.571	.705	86.569	.705	.705	86.569

23	.553	.682	87.252	.553	.682	87.252	.682	.682	87.252
24	.512	.632	87.884	.512	.632	87.884	.632	.632	87.884
25	.470	.581	88.464	.470	.581	88.464	.581	.581	88.464
26	.460	.568	89.032	.460	.568	89.032	.568	.568	89.032
27	.438	.541	89.573	.438	.541	89.573	.541	.541	89.573
28	.418	.516	90.089	.418	.516	90.089	.516	.516	90.089
29	.406	.502	90.590	.406	.502	90.590	.502	.502	90.590
30	.377	.465	91.056	.377	.465	91.056	.465	.465	91.056
31	.343	.424	91.480	.343	.424	91.480	.424	.424	91.480
32	.340	.420	91.900	.340	.420	91.900	.420	.420	91.900
33	.336	.414	92.314	.336	.414	92.314	.414	.414	92.314
34	.324	.399	92.713	.324	.399	92.713	.399	.399	92.713
35	.312	.386	93.099	.312	.386	93.099	.386	.386	93.099
36	.296	.365	93.464	.296	.365	93.464	.365	.365	93.464
37	.289	.356	93.820	.289	.356	93.820	.356	.356	93.820
38	.266	.328	94.149	.266	.328	94.149	.328	.328	94.149
39	.259	.320	94.468	.259	.320	94.468	.320	.320	94.468
40	.246	.304	94.772	.246	.304	94.772	.304	.304	94.772
41	.223	.276	95.048	.223	.276	95.048	.276	.276	95.048
42	.214	.264	95.312	.214	.264	95.312	.264	.264	95.312
43	.203	.251	95.563	.203	.251	95.563	.251	.251	95.563
44	.195	.241	95.803	.195	.241	95.803	.241	.241	95.803
45	.192	.237	96.040	.192	.237	96.040	.237	.237	96.040
46	.180	.222	96.262	.180	.222	96.262	.222	.222	96.262
47	.173	.214	96.476	.173	.214	96.476	.214	.214	96.476
48	.168	.208	96.684	.168	.208	96.684	.208	.208	96.684
49	.164	.203	96.887	.164	.203	96.887	.203	.203	96.887
50	.149	.184	97.071	.149	.184	97.071	.184	.184	97.071
51	.144	.178	97.249	.144	.178	97.249	.178	.178	97.249
52	.141	.174	97.423	.141	.174	97.423	.174	.174	97.423
53	.135	.166	97.590	.135	.166	97.590	.166	.166	97.590

Extraction Method: Principal Component Analysis.

Appendix 2

TOP University business Incubator (UBI) in the world

University Business Incubator is any incubation program that is directly managed by one or more universities or is formally affiliated with one or more universities.Incubation programs in this group primarily focus on supporting early-stage client startups in becoming viable and scalable businesses. They are generally characterized by quality-controlled intake of client startups and regular time bound exits. Providing an array of services and infrastructure through a systematic process, such programs usually support their client startups for one to three years.

BENCHMARK AND RANKING FRAMEWORK

Value for Ecosystem

Economy Enhancement

Jobs created & sustained

Sales revenue

Graduates

Self-generated revenue

Talent Retention

Client startups accepted

Graduate retention

Value for Client Startups

Competence Development

Services offered

Coaching & mentoring hours

Access to Funds

Total investment attracted

Average investment attracted

Seed funding attraction

Access to Network

Partners

Events

Alumni engagement

Appendix 3 Email of respondents

<veniola52@gmail.com>, <tughahine@yahoo.com>, <adejumo4@yahoo.com>, <patrickabende@gmail.com>, <remisamuel2002@yahoo.com>, <oaaustine29@gmail.com>, <pamugosam@yahoo.com>, <agbephil@yahoo.com>, <aaaliero@yahoo.com>, <maharazu@yahoo.com>, <suleiman_mhd@yahoo.com>, <cedss@fuoyo.edu.ng>, <essienakpamiko@uniuyo.edu.ng>, <gbenga.ibileye@fulokoja.edu.ng>, <ibigbs@yahoo.com>, <Segunbabs4u@gmail.com>, <alabar2006@gmail.com>, <faseyikuisaac@yahoo.com>, <emmanueloutreach@yahoo.com>, <okelukman2003@yahoo.com>,<olorisade.olayiwole@kwasu.edu.ng>, <anthonyiwok@yahoo.com>, <jeoodey2002@yahoo.com>, <ukamjnr@yahoo.com>, <alexik5us@yahoo.com>, gunu.umar@yahoo.com,<loladejo@fudutsinma.edu.ng>, <harris_pharris@yahoo.com>, <arogbasunday@yahoo.com>, <proftheodore@yahoo.com>, <ketan@enterpriselab.co.uk>, <funlayosodipo@yahoo.co.uk>, <sdugguh@yahoo.com>, <ipgavisioninternationalnigltd@gmail.com>, <oamusan56@gmail.com>, <glogid1999@yahoo.com>, <victoradewoyin@yahoo.com>, <kitikitisunoye@yahoo.com>, <s.nwankwo@ac.uk>, <akinboade@yahoo.com>, <sadesola@brookes.ac.uk>, <wanifowose@pau.edu.ng>, <akeem.ajombadi@kwasu.edu.ng>, <philips.adebayo.@kwasu.edu.ng>, <lordsfamoly@yahoo.com>, <igbeboniface@gmail.com>, <rahmanmustapha@yahoo.com>, <adeboladamilare@yahoo.com>, <raymondat2003@yahoo.com>, <joel.aransiola@gmail.com>, <kemsol56@yahoo.com>, <badmus2006@hotmail.com>, <marcyoung2003@yahoo.com>, <Lawlamido@yahoo.co.uk>, <arowomoleabimbola@yahoo.com>, <modedokun@yahoo.com>, <akpanenua@yahoo.com>, <babsabina@yahoo.com>, <tonero01@yahoo.com>, <zekeriabu2007@yahoo.com>, <aadegeye2000@yahoo.com>, <killian.ikwakor@kwasu.edu.ng>, <nfekanem@hotmail.com>, <dinahmngu@yahoo.com>, <madzaaondona@yahoo.com>, <uko@veritas.edu.ng>, <mdauda47@yahoo.com>, <ugbephil@yahoo.com>, <ysmaimuna@yahoo.com>, <idubamokakiri@yahoo.com>, <mdkpeter@yahoo.com>, <Lokoti17@yahoo.com>, ojo.Sunday@kwasu.edu.ng,<owualah_ekeobasi@yahoo.com>, <kokoakpabio@yahoo.com>, <tosab1@yahoo.com>, <Jachua@bsum.edu.ng>, <Ejechiben@gmail.com>, <chrisnnadi12@yahoo.com>, <osita@aniemeka.com>, <kadex4ectasy@yahoo.com>, <babalabour@yahoo.com>, <m.i.nolte@bham.ac.uk>, <koyaogen@uniosun.edu.ng>, <rodmanemmy2009@yahoo.com>, <kolawole.subair@kwasu.edu.ng>,

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