



**International Journal of Economics,
Environmental Development and Society
(IJEEDS)**

PRE-RETIREMENT ENTREPRENEURSHIP TRAINING AND NIGERIAN VETERANS' OCCUPATION (2012-2022)

Idowu Benjamin OLAWUYI
Institute for Development Studies,
University Of Nigeria

Chukwuma AGU
Institute for Development Studies,
University Of Nigeria

ABSTRACT

This study examined the Pre-Retirement Entrepreneurship Training and Veterans' Occupation: A Tracer Study of Nigerian Armed Forces Resettlement Centre between 2012 to 2022. The study viewed retirement as an inevitable end in the lives of many workers. As such, retirement brings about major changes in the life of an individual. For the military veterans, retirement is transition into civilian world which occur with a complex and dynamic network of relationships, programs, services and benefits. As a result of this, transition planning and assistance is needed for military retirees or veterans to be able to cope with life after service. Using three research questions and three objectives to guide the study, the population of the study comprised the Centre's intake of 5,000 military personnel. The sample size was 370 respondents shared across the years of study while the records of the then participants (at the centre) was retrieved from the NAFRC Scheme. Questionnaire was used to elicit information from respondents. The instrument for the study is titled "Pre-Retirement Entrepreneurship Training and Veterans' Occupation (PRETVO). Mean, standard deviation and variance were adopted for the analysis. Responses were tallied along "agree and disagree", and the results revealed in all the research questions that NAFRC was poorly managed. The study recommended amongst others that the Ministry of Defence should as matters of urgency improve the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation.

Keywords: Pre-Retirement, Entrepreneurship, Training, Capacity, Capability, Status Standard, Curriculum, Veterans, Occupation, Nigeria.

Reference to this paper should be made as follows:

Olawuyi, I. B., & Agu, C. (2022). Pre-Retirement entrepreneurship training and Nigerian veterans' occupation. *International Journal of Economics, Environmental Development and Society*, 3(4), 519-545.

INTRODUCTION

Retirement is an inevitable end in the lives of many workers. As such, retirement brings about major changes in the life of an individual. For military veterans, retirement is transition into civilian world which occur with a complex and dynamic network of relationships, programs, services and benefits. As a result of this, transition planning and assistance is needed for military retirees or veterans to be able to cope with life after service (Lawrence, 2018). According to Lawrence (2018), transition from military to civilian life requires that service members of the armed forces and their families explore and embark on endeavours that will allow them fit into the civilian world upon leaving active duty. This is because, every year, millions of military personnel all over the world retire from military service and return to life as civilians. Based on this, one of the transition programs to assist veterans is through pre-retirement entrepreneurship training. This training helps to prepare military retirees in understanding the business world in a bid to establish a viable veterans' occupation.

Entrepreneurship training involves a structured program that aims to equip participants with the necessary skillset and mindset for identifying and launching new business ventures (Katz, 2007). Entrepreneurship plays a critical role in boosting economic growth and development (Wong et al., 2005). As such, policymakers have been focusing their efforts on entrepreneurship promotion. Promoting entrepreneurship goes beyond assisting incumbent entrepreneurs and business owners; it also encompasses inculcating an enterprising spirit in people. Entrepreneurship training is regarded as a practical means to promote entrepreneurship in a nation (Peterman & Kennedy, 2003). It is in view of this that many organizations including the armed forces embark on pre-retirement entrepreneurship training to increase the capacity of their workforce in business development and management especially after active service.

Veterans' occupation on the other hand entails the involvement of retired military personnel in business ventures in a bid to sustain their means of livelihood and create employment in the economy. For veterans, the possibility of establishing a successful business venture through entrepreneurship training is based on the vast experience in discipline, courage and tactical skills acquired which are necessary for the post-retirement life. These skills acquired during active service could be useful in the post retirement era. Fallon (2020) who examined some businesses established by former members of the United States armed forces concluded that military veterans are well-suited to undertake entrepreneurship training. He further stated that during their time in the Armed Forces, military service members gain a variety of skills that are essential to entrepreneurship training. They learn to build and lead a team, solve problems quickly and execute under immense pressure. As such, many current and former military personnel choose to start their own veterans' occupation by getting involved in entrepreneurship training.

Globally, many nations have prioritized pre-retirement entrepreneurship training in a bid to encourage the establishment of veterans' occupation after military service. In February 2017, the number of veterans in the USA stood at 20.7 million (Sobota, 2017). As a result of the pre-retirement entrepreneurship training given to the retired military personnel, veterans had majority ownership interests in 2.52 million businesses in 2012. Overall, it was estimated that 9.1 per cent of all U.S. businesses were veteran-owned. These were in the areas of mining, quarrying, oil and gas group, accommodation and food services industry, finance and insurance, transportation and warehousing, construction, agriculture, forestry and fishing, utilities, professional, scientific, and technical services as well as manufacturing (Sobota, 2017). Therefore, pre-retirement

entrepreneurship training has aided veterans' occupation in the USA.

In a study on entrepreneurial aspirations and expectations of Sri Lanka military veterans, Perera et al. (2017) found that returning to civilian life presents new opportunities and challenges for veterans. Many veterans look forward to life after the military service. In view of this, the government of Sri Lanka through the Ministry of Defence established pre-retirement entrepreneurship training programmes to aid veterans' occupation. Between 2015 and 2020, more than 20,000 veterans were incorporated into the programme. In addition, over 4,000 businesses were established by the veterans. This allowed for sustenance of livelihood by retired military personnel. As such, pre-retirement entrepreneurship training has helped in veterans' occupation in Sri Lanka. It is against this backdrop that the study seeks to examine the pre-retirement entrepreneurship training through Nigerian Armed Forces Resettlement Centre (NAFRC) in a bid to establish viable veterans' entrepreneurship occupation.

Statement of the Problem

The transition from active military service life to civilian life may never be the same for all retiring military personnel. Differences may arise from the age, medical conditions, available resources to the retiree, the new environment and disposition of the retiree to life outside military setting among others. However, since servicemen retire on average 15-20 years earlier than civilians serving in civil workplaces, many servicemen are often still young and willing to get other jobs or start-up business after retirement. Although, many of them find starting a business often challenging and an unsuccessful experience (Brown & Gross, 2011). As noted by Dingemans et al. (2015), some retired military personnel have gone through psychological, sociological and economic challenges upon retirement from service as a result of joblessness, rejection and social stigmatization from the community. Adjusting to a new life upon retirement is a huge challenge, particularly with regard to the individual's financial and economic condition (Yusufa & Minaib, 2016).

As a follow up to the curriculum and the trainings challenges, during the graduation of course 01/2022, the Commandant of NAFRC, Air Vice Marshal Idi Lubo, in his welcome address explained that in a bid to reposition the centre to function in line with current realities in vocational and skill acquisition training, the Chief of Defence Staff (CDS) directed the review of the NAFRC Curriculum which was already being implemented that saw a merger of some of the workshops and the introduction of Event Management Workshop amongst others. He stated that in order to enhance the quality and content of our training, this centre is presently in partnership with various organisations for the delivery of vocational and skill acquisition training. It is in this line that the centre is currently making efforts to enter into partnership with the Songhai Centre in the Republic of Benin for delivery of lectures to the Trainees and for the conduct of Train-The-Trainer courses for our instructors (ThisDay, 2022).

The foregoing therefore suggests the need to examine the effectiveness of the pre-retirement entrepreneurship training provided by NAFRC at Oshodi in equipping the retiring military personnel in respect to veterans' occupations in line with its vision and mission of being a world class training institution capable of repositioning ex-service men and women to cope with the challenges of service in their post service life; and to consistently provide quality training geared towards preparing Nigerian Armed Forces personnel to face the challenges of re-integrating into the civil life (Ministry of Defence, 2021). Despite the establishment and operation of NAFRC, the authorities of the Centre through its internal mechanism of evaluating

its progress over the years observed that considerable gaps still exist in the ability of ex-participants to transform into successful entrepreneurs after retirement in spite of their training. The difficulties faced by some retired military personnel contrasted Ismail (2018) position that pre-retirement entrepreneurship training fuels the passion in the individual for creating and implementing new business ideas. According to Ismail (2018), he also assisted the military personnel to pursue a career as an entrepreneur upon retirement. This is based on the fact that over 90 per cent of the trainees attend the training a few months to the termination of their 35 years of service (DHQ, 2020). The training includes the hands-on-experience gained through the corps or areas of specialization of the military personnel during their service years (Ojo, 2021; Ojo & Fakokunde, 2021; Tar & Wapmuk, 2021).

Previous institutional assessments of the NAFRC have focused on issues such as legal framework, adequacy of name, state of the facilities and equipment, dearth of instructors/professional staff and need for facilities upgrade (NAFRC, 2019). These studies failed to investigate the adequacy of the contents of the trainings in terms of equipping the trainees for a seamless transition to full post service life. Among the previous retirees that benefitted from the trainings, no study has been conducted to establish the success or failure ratio of the ex-military personnel engaged in pre-retirement entrepreneurship training, private businesses or self-employment with particular reference to the impacts of the military pre-retirement skills acquisition scheme.

This study is apt given the recent observation by the military authorities that considerable gaps still exist in the ability of ex-participants to transform into successful entrepreneurs after retirement in spite of their training at NAFRC (DHQ, 2020). Therefore, this study seeks to fill the research gap by examining the impact of the NAFRC on pre-retirement entrepreneurship training in the establishment of veterans' occupation in Nigeria.

Research Questions

The following research questions guide the study:

- What is the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation?
- What is the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation?
- How effective is the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation?

Major Aim of the Study

The aim of the study is to examine how NAFRC has conducted pre-retirement entrepreneurship training with the focus of establishing veterans' occupation from the year 2012-2022. Specifically, the objectives of the study include to:

- Examine the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation.

- Examine the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation.
- Examine the effectiveness of the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation.

CONCEPTUALIZATION

Theoretical Framework

Burgess's Activity Theory

The Burgess's Activity Theory, postulated by Tensley and Tenstey (1987) is one of the most popular theories of retirement. According to this theory, individuals with a large number of roles are believed to be better equipped to cope with the loss of single role and interpersonal activity which is regarded as a key feature of successful retirement. New activities tend to compensate for roles that are lost as the individual ages, while leisure values tend to replace work values in maintaining activity level.

The activity theory of aging postulates that older adults are happiest when they stay active and maintain social interactions with other people after service. The activities, especially those that are meaningful, helps the retiree to replace and situate lost life roles after retirement from active service, which invariably helps them resist the social pressures that challenge them after retirement and limits them from the society.

The theory assumes a relationship between the socio-economic status (mainly income) of households and the distance from the Central Business District (CBD). Further from the CBD, the better the quality of housing, but the longer the commuting time. Activity theory also helps retirees to deal with the context issues they face. It offers a perfect outline, background and framework for the design of context-aware systems by providing guidance on what elements of context to consider that might affect their retirement role, and the theory supports the implementation retirement process and routine after service.

The Burgess's Activity theory is relevant to this study because it shows that an individual who suffers job loss will seek for a substitute in order to remain relevant and keep fit, which is in line with what pre-retirement planning and counselling is all about. Without activity, the human machine remains unexploited, unchallenged and deteriorates faster than it should.

Entrepreneurship

While no universal definition for "entrepreneurship" exists, several entities have promulgated their understanding of this term. The Organisation for Economic Co-operation and Development(OECD) defines entrepreneurship as human action in pursuit of new products, processes, or markets (Ahmad & Hoffman, 2008), while the World Bank described it as commercial activities in the formal sector. Monitor (2009) only focuses on high-growth entrepreneurship; the Global Entrepreneurship Monitor (2009) defined it as creation of a *new* business venture, both formal and informal; and Acs and Szerb (2009), who created the Global Entrepreneurship Index, define it as a dynamic interaction of entrepreneurial attitudes, activity,

and aspiration that vary across stages of economic development (emphasis added in each definition).

Recognizing the differences in focus and scope of each definition above, Gallup (Badal, 2010) defined “entrepreneurship” as activity initiated to create value by providing products and services to a market, fulfilling an unsatisfied demand. The activity can include initiating and developing a new product/service (innovative) or replicating products/ services that already exist, thus creating competition (replicative). Gallup’s framework covers businesses in the informal and formal sector. We specifically include replicative products and services because in many developing economies, replicative or imitative entrepreneurs provide competition and increase product supply, thus generating economic growth (Minniti & Lévesque, 2008).

Gallup defined “entrepreneur” as an individual who proactively seeks to generate value through expansion of economic activity and who creatively responds to challenges and needs encountered in the process of accomplishing this outcome. The terms “proactively seeks” and “creatively responds” capture the talent approach to entrepreneurship, which identifies areas of strength and weakness to assess the entrepreneurial potential of an individual. It clearly distinguishes those who have the entrepreneurial talent to succeed from those who do not.

Entrepreneurship is the creation or extraction of value. With this definition, entrepreneurship is viewed as change, generally entailing risk beyond what is normally encountered in starting a business, which may include other values than simply economic ones.

An **entrepreneur** is an individual who creates a new business, bearing most of the risks and enjoying most of the rewards. The process of setting up a business is known as entrepreneurship. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures.

More narrow definitions have described entrepreneurship as the process of designing, launching and running a new business, which is often similar to a small business, or as the "capacity and willingness to develop, organize and manage a business venture along with any of its risks to make a profit." The people who create these businesses are often referred to as entrepreneurs. While definitions of entrepreneurship typically focus on the launching and running of businesses, due to the high risks involved in launching a start-up, a significant proportion of start-up businesses have to close due to "lack of funding, bad business decisions, government policies, an economic crisis, lack of market demand, or a combination of all of these."

As an academic field, entrepreneurship accommodates different schools of thought. It has been studied within disciplines such as economics, sociology and economic history. Some view entrepreneurship as allocated to the entrepreneur.

Entrepreneurship is an act of being an entrepreneur, or the owner or manager of a business enterprise who, by risk and initiative, attempts to make profits. Entrepreneurs act as managers and oversee the launch and growth of an enterprise. Entrepreneurship is the process by which either an individual or a team identifies a business opportunity and acquires and deploys the necessary resources required for its exploitation. Early-19th-century French economist Jean-Baptiste Say provided a broad definition of entrepreneurship, saying that it "shifts economic resources out of an area of lower and into an area of higher productivity and greater yield". Entrepreneurs create something new, something different—they change or transmute values. Regardless of the firm size, big or small, they can take part in entrepreneurship opportunities. The opportunity to become an entrepreneur requires four criteria. First, there must be opportunities or situations to recombine resources to generate profit. Second, entrepreneurship

requires differences between people, such as preferential access to certain individuals or the ability to recognize information about opportunities. Third, taking on risk is a necessity. Fourth, the entrepreneurial process requires the organization of people and resources.

An entrepreneur uses their time, energy, and resources into creating value for others. They are rewarded for this effort monetarily and therefore both the consumer of the value created and the entrepreneur are benefitted.

The entrepreneur is a factor in and the study of entrepreneurship reaches back to the work of Richard Cantillon and Adam Smith in the late 17th and early 18th centuries. However, entrepreneurship was largely ignored theoretically until the late 19th and early 20th centuries and empirically until a profound resurgence in business and economics since the late 1970s. In the 20th century, the understanding of entrepreneurship owes much to the work of economist Joseph Schumpeter in the 1930s and other Austrian economists such as Carl Menger, Ludwig von Mises and Friedrich von Hayek. According to Schumpeter, an entrepreneur is a person who is willing and able to convert a new idea or invention into a successful innovation. Entrepreneurship employs what Schumpeter called "the gale of creative destruction" to replace in whole or in part inferior innovations across markets and industries, simultaneously creating new products including new business models. In this way, creative destruction is largely responsible for the dynamism of industries and long-run economic growth. The supposition that entrepreneurship leads to economic growth is an interpretation of the residual in endogenous growth theory and as such is hotly debated in academic economics. An alternative description posited by Israel Kirzner suggested that the majority of innovations may be much more incremental improvements such as the replacement of paper with plastic in the making of drinking straws.

Entrepreneurship has assumed a leading role in society through its substantial contribution to the economic development of nations, noting a growing importance in the universe of higher education institutions. This is justified by the rising needs to accelerate economic growth through the generation of new ideas and the conversion of these into profitable companies (Duygu & Selcuk, 2009).

Sethi (2008) considered entrepreneurship to be the active process that propels the entrepreneur to only create of enterprises and employment, thus organizing his/her business, but also fosters the increase of wealth as well as economic development.

Turker and Selcuk (2009) referred that the main reason for entrepreneurship is the ability to capture the attention of universities, as well as policy-makers. This is due to the growing needs of entrepreneurs to accelerate economic growth and development based on new ideas that will generate profitable companies. The first predictive factor of entrepreneurial intention is, thus, the education provided by the higher education institutions. Innovation appears linked to this phenomenon, requiring the participation and collaboration of the various players in the scientific and technological system (universities, and research centres, companies and public administration) (Garmendia & Castellanos, 2012).

Ali, Topping and Tariq (2011) supported that the increasing relevance in the development of entrepreneurially oriented educational programs and start-up processes is due to the identification of the entrepreneurs' characteristics as well as the knowledge of the entrepreneurial profile of their potential.

It was argued by Smaliukiene (2013) that military personnel retire as much as twenty years earlier than other civilian counterparts in Europe and the United States of America (USA). Henning (2011) argued that military personnel are likely to retire 15-20 years earlier in the US, one in seven veterans is self-employed or a small business owner. This is different from the

perspective of Europe that encourages the reintegration of ex-military personnel into civil life through employment in public sector or big businesses rather than starting self-owned business. Comparative practices in transition to retirement for the military reveal two best practices globally. They are either prepared towards seeking to bridge employment or in the alternative, to train them to learn how to start a new business - entrepreneurship training. Brown and Gross (2011) were of the opinion that there is a need to understand the peculiar requirement of individuals and category of people before preparing them either for bridging employment or entrepreneurship. This is necessary to avoid failure that may result in a fruitless entrepreneurship experience, accompanied with loss of self-confidence and life's savings that may have been ploughed into the venture.

The reality is that there is no one size fit all yardsticks to determine who should go for bridging employment or become an entrepreneur. Nevertheless, De la Porte and Jacobsson (2012) noted that there is the need to assess the interests and special skills in order to equip people with necessary skills to accommodate the change in their circumstances and provide supportive services to develop their entrepreneurial activities. This is necessary because every service man is unique and his life might have been shaped by institutional factors such as previous work experiences, the rank attained, communicability, and temperament, differences in individual personality and characteristics and flexibility. A study carried out by Smaliuėkiene (2013) on Entrepreneurship Opportunities after Military Career; Practice in Central and Eastern Versus Western Europe, revealed the varied practices on transition from military service to retirement in the different European countries examined. Smaliuėkiene (2013) divided European countries into four groups. Group one consisted of Lithuania, Great Britain, Croatia, France, Ireland, Romania, and Poland. The common characteristics of these countries are that servicemen go into early retirement and are subjected to measures of reintegration into labour market or entrepreneurship and coordinated by an institution of the National Defence. For instance, in both Britain and France, the process of reintegration into civilian life is mainly focused on making the veteran employable or guiding them to pursue a self-reliant employment option.

The training is usually provided by a contractor – a private company that would have won a public tender. Before this, each serviceman is first expected to have a talk with his/her supervisor who provides general guidance on the process of the training for reintegration into society in the post retirement era. The second group consist of Belgium, and Germany. In Belgium, the difference between retirement age for servicemen and the full retirement age is 5 years and difference between the pension and previous salary is 15 per cent. Integration programme is available for only those who leave the service voluntarily at an early age of 40 to 45 and pension is usually not paid until a particular age such as 60. The third group of countries include Estonia, Slovakia, Latvia and Finland, all of which have no special reintegration plans for service men going into retirement. According to Smaliuėkiene (2013), the servicemen are expected to key into the national or local entrepreneurship development programmes like other citizens of the countries. The fourth categories of countries examined by Smaliuėkiene (2013) are Denmark, Luxemburg and the Netherlands. These countries do not subject servicemen to early retirement or reintegration programmes. Persons who retire earlier voluntarily can apply for support to national programmes for entrepreneurial skills development like other citizens.

On a whole, our examination of the transition from active military service to entrepreneurship shows that in every part of the world, military retirees tend to look for economic activities to support their pensions. The comparative experience of countries in Europe

and USA also shows that while some countries have designed transition programmes including entrepreneurship trainings for servicemen for retirement, others expect them to key into the local, national or regional programmes like other citizens. It is against this backdrop that we proceed to examine entrepreneurship training for the military and opportunities for self-reliance in Nigeria.

Correia Santos, Caetano, Curral and Spagnoli (2010) when referring to the success of entrepreneurship programs, argued that the frameworks of each programme should encourage younger people (students and employees) to develop entrepreneurship and innovation, considering, however, that knowledge about the operationalization and measurement of the entrepreneurial potential is still scarce and not sufficiently systematized.

Economist Joseph Schumpeter (1883–1950) saw the role of the entrepreneur in the economy as "creative destruction" – launching innovations that simultaneously destroy old industries while ushering in new industries and approaches. For Schumpeter, the changes and "dynamic disequilibrium brought on by the innovating entrepreneur were the norm of a healthy economy". <https://en.wikipedia.org/wiki/Entrepreneurship> - cite note-18. While entrepreneurship is often associated with new, small, for-profit start-ups, entrepreneurial behavior can be seen in small-, medium- and large-sized firms, new and established firms and in for-profit and not-for-profit organizations, including voluntary-sector groups, charitable organizations and government.

Entrepreneurship may operate within an entrepreneurship ecosystem which often includes:

- Government programs and services that promote entrepreneurship and support entrepreneurs and start-ups
- Non-governmental organizations such as small-business associations and organizations that offer advice and mentoring to entrepreneurs (e.g. through entrepreneurship centers or websites)
- Small-business advocacy organizations that lobby governments for increased support for entrepreneurship programs and more small business-friendly laws and regulations
- Entrepreneurship resources and facilities (e.g. business incubators and seed accelerators)
- Entrepreneurship education and training programs offered by schools, colleges and universities
- Financing (e.g. bank loans, venture capital financing, angel investing and government and private foundation grants)

In the 2000s, usage of the term "entrepreneurship" expanded to include how and why some individuals (or teams) identify opportunities, evaluate them as viable, and then decide to exploit them. The term has also been used to discuss how people might use these opportunities to develop new products or services, launch new firms or industries, and create wealth. The entrepreneurial process is uncertain because opportunities can only be identified after they have been exploited.

Entrepreneurs exhibit positive biases towards finding new possibilities and seeing unmet market needs, and a tendency towards risk-taking that makes them more likely to exploit business opportunities.

Taking into account these definitions, using insights from human capital theory, and applying a behavioural economics lens, Gallup developed a multidimensional framework for measuring entrepreneurial activity, which stresses the mutual interplay between individual variables (talent, attitude, experience, skills, and knowledge) and contextual variables (social capital, access to credit, role of government, technology and infrastructure, access to

information, and access to markets). This is the only framework that explicitly captures the role of human motivations, perceptions, and behaviours in explaining entrepreneurial decision making. The foundation of this framework includes a more realistic psychological underpinning, making it conducive to the study of entrepreneurial potential and activity.

Pre-Retirement Entrepreneurship Training for Armed Forces

Retirement is like any transition that must be seen in the context of individual life's journey. It is a natural process of self-renewal and a process of disorientation and reorientation that marks the individual turning point in the path of growth. The life of military personnel during the service and after the service is not the same. While some continue to accept life as it is with meagre income from pension allowance, some search for new jobs and others tend to engage in entrepreneurial businesses to generate more income for themselves and for their families.

Ojo and Fakokunde (2021) investigated the innovative schemes and entrepreneurship culture at the Nigerian Armed Forces Resettlement Centre, Lagos, through a mixed methodology, the study unveiled the military enterprise and entrepreneurship of the Centre. According to the study, some tension exists between the military culture and entrepreneurship culture at the centre. Suggestions are offered to improve on the centre's service delivery. Generally, there is a need for NAFRC to further enhance its dynamic collaborative efforts, involve more in skills mapping of both its trainers and trainees, boost its mentoring capacity, and provide employment support through rigorous articulation of the value of retired military personnel to potential employers or funders. It is also suggested that NAFRC should liaise with other relevant stakeholders to support projects that deliver long-term solutions to the challenges faced by the retired military personnel community. The combination of all these activities will enable NAFRC to realise its vision and mission.

Tar and Wapmuk (2021) focused on entrepreneurial training (ET) in the Nigerian armed forces and its significance for post-retirement era. Though it remains a much underemphasised area in most organisations, ET of the armed forces is the main fulcrum for their retirement preparation, if they are to achieve self-reliance as veterans. The study revealed that the retirement training provided for the armed forces differs from one country to the other. They are either prepared towards seeking to bridge employment or in the alternative, to train them to learn how to start a new business. The study concluded that despite the challenges that characterise the business environment in Nigeria, there are vast business opportunities, which ET can focus on for the Nigerian military for self-reliance in post-retirement.

Ojo (2021) in his book titled "Global Perspectives on Military Entrepreneurship and Innovation" builds on existing theoretical and empirical studies in the areas of entrepreneurship and military business and enterprise to interrogate the concepts of military entrepreneurship, veteran entrepreneurship, military spouse entrepreneurship (or military women entrepreneurship) and retirees' entrepreneurship. The book is a collection of studies on military entrepreneurship, treating the subject with emphasis on metacognition and interrogates differences in metacognitive processing across cultures and values relating to military entrepreneurship. The chapters cover various concepts in military entrepreneurship and promote entrepreneurship research within the military ecosystem. The findings of the book showed that most military entrepreneurship training programmes do not incorporate technological advancement as part of the training curriculum.

Parker (2019) in his book titled “What Factors Make Military Veterans Likely to Become Entrepreneurs?” revealed that military veterans own nearly 10 per cent of businesses in the United States and are substantially more likely to become entrepreneurs and start their own businesses than their civilian counterparts who lack military experience. The purpose of this study was to explore what traits, factors, and training may have impacted the likelihood and probability of a veteran service-member becoming an entrepreneur and making the decision to start their own business or become self-employed. Through this research a theme of 5 skills and character traits emerged; communication, flexibility, leadership, problem solving, and risk management. These traits and skills are inherent in some individuals but can be developed through training and working experience. Military veterans gain an advantage over civilian peers and counterparts due to the emphasis on training and professional development around those 5 key areas while involved in military service. The finding of the book showed that the skills of communication, flexibility, leadership, problem solving and risk management greatly impact one's ability to operate a business and successfully navigate business practices while enhancing the comfortability of an individual in taking on an entrepreneurial role.

Heather (2018) in his book titled “Military Entrepreneurs” stated that Entrepreneurs who work and create businesses related to military services are instrumental in ensuring duty members and civilians are able to stay safe and protect themselves. From medical training methods to smart military vehicles and robotic technologies, this exciting title introduces readers to the ways entrepreneurs innovate in the military field. Detailed case studies of successful entrepreneurs and a hands-on project help readers understand the principles of entrepreneurship. The finding of the book showed that with adequate funding and training, many military personnel would thrive and succeed in various businesses.

Entrepreneurial training and career path of retired military personnel as entrepreneurs were conducted by Yusufa and Minaib (2016) in Nigeria. They noted that most of the retired military personnel in Nigeria have been increasingly involved in various post-career transitions into self-employment businesses such as small scale businesses and agriculture. This is probably being explained by entrepreneurial training usually given to the retiring military personnel prior to their retirement, need to overcome burdensome to earn additional income, and the need to get involve in a particular job which they are unable to pursue while in the military service. Their finding showed that majority of the retiring personnel indicates the desire to become agricultural entrepreneurs due largely to its requirement of less skill and need to exploit the readily available market.

Hassanuddin (2015) through qualitative research method examined the implementation and effectiveness of the pre-retirement programme for retired army in Malaysia. The data for the study was collected through interview and analysed through statistical analysis. The research finding showed that there are several factors leading to the challenge facing the military or former military member in their readiness mentally, skilfully, knowledge and experience to cope with civilian life. The factors, according to the study came from various sources of their life and engagement as military personnel and adjusting to the reality ahead.

Heinz et al. (2017) carried out a comparative assessment of the potential strengths and vulnerabilities of veteran who are self-employed and those that works as employees based on their demographic, military service history, and psychosocial characteristics. Results indicated that self-employed veterans were older and more educated and more likely to utilize veteran affairs (VA) healthcare. Self-employed veterans were more likely to serve in Vietnam and to serve in the military for fewer years. Although reporting more lifetime traumas, self-employed

veterans did not experience higher rates of current or lifetime psychopathology or lower perceived quality of life. Moreover, self-employed veterans demonstrated higher levels of gratitude, community integration, and altruistic service to others. Findings according to the authors have potential to inform human resources management strategies and vocational training and reintegration initiatives for veterans.

Terziev (2017) examined the perception on social adaptation of the military, discharged from military service in Bulgaria. The study posited that the social adaptation of the military released from military service and passing in stock should be regarded as part of a comprehensive system for social work and protection of intellectual capital in Bulgaria that is in possession of value adding knowledge and skills. As soldiers are part of this capital, of the quality of social work carried out for adaptation to civilian life, possibilities for their smooth adaptation to civilian life and effective use of their skills and competencies carrying value and competitive advantage are determined.

Smaliukienė (2013) evaluated the entrepreneurship opportunities after military career as practice in Central and Eastern versus Western Europe. The finding indicated the lack of entrepreneurship development policies for early retired servicemen, while service in military often provides highly specific competencies that can be adapted as transferable expertise and knowledge for entrepreneurship. The study suggested the need to include entrepreneurship skills development in the reintegration programs of early retired servicemen. Development of entrepreneurship skills may prepare servicemen, who are being dismissed from the service, for new economic activities, as well as create conditions for their successful reintegration into civilian life.

Mani (2011) examined the military entrepreneurs' patterns in Latin America. Mani posited that to assess the implications of military entrepreneurship, we should base the analysis on a careful examination of the factors in the military that motivated its economic activities, but we should also pay close attention to the societal and political dynamics that enabled it. Implementing effective policy responses to diminish the negative consequences of military entrepreneurship may prove difficult to achieve without firm and consistent pressure. The best remedies; democratically accountable political leaders, an effective and autonomous state bureaucracy, and the reduction of social and economic problems that historically have enabled the military's role in the economy are rarely created in the short term.

Perera et al. (2017) examined the Sri Lanka military veterans entrepreneurship aspirations through case study and quantitative research method which consist of veterans retired between 2014 and 2016. The case study analysis showed that success of the post military career is mainly due to the training and other attributes gained during his military service. They are of highly influential in the military veteran's transitioning from the military career into successful entrepreneur. Also, the study revealed that the majority of the retired military veterans aspired to fulfil the expectations that had not been achieved during their military life.

Pre-Retirement Plan through Entrepreneurship Training

Workers in well-organised private sectors of the economy are noted to perceive retirement as something good. These workers look forward to the day they would retire. One major reason for this is because they are sure of receiving their retirement benefits without delay and also sure of receiving their monthly pensions where it is applicable. Retirement to this second category therefore, means leaving regular employment for death. This group of workers who are basically

in public sector may seem to dread retirement because of the seeming `agony retirees undergo before receiving their retirement benefits. According to Muratore and Earl (2010), preretirement planning is said to be individual effort put together before retirement in a bid to secure healthy and doubtful wellbeing for the future.

Public servants' perception of retirement and their attitude towards pre-retirement counselling was surveyed by Inaja and Rose (2013). A representative sample of 1200 civil servants was selected using purposive sampling approach. Responses were elicited from them using a self-structured questionnaire to test one major proposition that guided the study. Data analysis were carried out using one-way ANOVA and tested at 0.05 alpha levels. Results of the study showed that civil servants' perception of retirement significantly influence their attitude towards pre-retirement counselling with respect to income and expenditure management, health related issues, management of loneliness and change in physical environment. It was recommended among other things that pre-retirement seminars and workshops should be organized for civil servants on a regular basis to prepare them for life at retirement.

Chinyere (2019) investigated financial pre-retirement plans of lecturers in public universities in Rivers State, Nigeria. The study adopted a descriptive survey research design. The population of the study consisted of all the 2330 lecturers in the three public universities in Rivers State; University of Port Harcourt (UNIPORT), Rivers State University (RSU), Ignatius Ajuru University of Education (IAUOE). The instrument for the study was titled "Financial Pre-Retirement Plans of Lecturers Scale" (FPRPLS). Simple percentage was used to answer the research questions while Chi-Square statistics was used to test the null hypotheses at 0.05 alpha level. It was found among others that 46% of the lecturers agreed that they have financial plans while 54% disagreed. It was recommended among others that economists and finance managers should from time to time be invited to the universities in Rivers State to sensitize the lecturers on the possible ways to make savings out of their regular salaries.

Mambwe and Mwape (2016) investigated the preparation level, survival skills, and entrepreneurial knowledge among retired teachers in Zambia, as well as the success of their post-retirement business ventures. Descriptive survey design utilising both quantitative and qualitative methods were employed through use of questionnaires and semi-structured interviews. The conclusion showed that most retired teachers lack survival and entrepreneurial skills to manage their business ventures. Lack of pre-retirement entrepreneurial training, lack of pre-retirement counselling, and poor planning for retirement life were found to be the major hindrances to retired teachers' success in managing their business ventures. They recognised the need for major reforms in teacher training and in pension's scheme policies in Zambia to accommodate issues of financial literacy and entrepreneurial skills among teachers as a way of preparing teachers and other civil servants for life after formal employment.

Ali (2014) noted retirement is a must for all workers. Despite government roles at providing social security income, retirement period has been a tension provoking and devastating phenomenon in Nigeria and other emerging economies of Africa, Asia and Latin America. This is so because of the regular non-payment of gratuities and pension benefits in Nigeria. Ali (2014) recognised that workers who ignore retirement planning do so at their perils, stressing that life consists of entry and exit and that one must plan for exit immediately after getting appointment. Furthermore, a sweet and enjoyable post-retirement life demands that certain capital or income generating production/service outfit(s) be put in place before the retirement day. The study identified and discussed entrepreneurship opportunities available for managing post-retirement conditions in Nigeria.

Vaughan and Vaughan (2014) opined that retirement planning involves three steps that are more or less parallel to those considered in planning life insurance which include: (i) estimating the future income need, which demands prediction into the income requirement which exist after retirement and also discovering sources that would be made opened to satisfy these requirements; (ii) determining how all financial requirements meet up with the needs stated in the preceding step will be accumulated by designing and implementing a plan to accumulate assets sufficient to fund the difference between the resources that will be needed and the resources that will be available to provide the required retirement income; and (iii) planning the methodological process through which accumulated resources will be distributed and consumed.

Stephen et al. (2018) examined the relationship between preretirement pension planning and life insurance purchase with its empirical findings from retired civil servants in South western, Nigeria using descriptive research design. Results showed that preretirement pension education has not encouraged the purchase of life annuity among retired civil servants in Nigeria and life annuity insurance has not been fully subscribed to among retired civil servants in Nigeria. Further, retired civil servants have not seen annuity as an investment vehicle. The study recommended that more stringent efforts should be made by insurance practitioners to collaborate with government and other private employers by creating awareness on annuity as the best financing vehicle for retirees to earn gradual income.

Garba and Mamman (2014) reviewed the retirement challenges and sustainable development in Nigeria. Retirement from active civil service is a sine qua non in the life of every public officer. It is a stage that every worker must surely reach whether he prepares for it or not. Some of the basic challenges faced by the retirees in Nigeria include problems associated with planning and management, the exit stage, corruption at the pension board, discrimination by the society, domestic violence within the family, sudden death etc. Some the solutions to these problems include adequate planning during retirement, period of retirement itself, financial needs during retirement, expected income during retirement, estimating your sources of income, joining or forming a network of related stakeholders etc.

Amune et al. (2015) examined the management of life after retirement and its implication on retired academic librarians in Edo State, Nigeria using survey method. The study revealed that most of the retirees retired as a result of their attainment of the prescribed length of service or age limit, that librarians prepare for their retirement through monthly contribution to specific pension schemes, maintaining a personal savings fixed deposit account with a bank, investing in skills acquisition and training, ownership of property, investment in shares and stocks and insurance policy. The implication of not preparing for retirement is that after retirement, the retiree will be unhappy, dejected, feeling of inferiority complex as a retiree, low self-esteem in the community, regretted retiring from Public Service and inability to contribute to the society.

Iyortsuun and Akpusugh (2013) examined the effective management of life after retirement and its impact on retirees from the public service among the people of Benue State, Nigeria using survey research method. Among others, the study revealed that most employees do not invest towards retirement as a result of the inadequate pay package given to them by their employers and the challenges faced by retirees is due to poor preparation towards their retirement period. Also, if every worker receives his retirement benefits as and when due, it will enable retirees to make investments that will supplement their income at retirement while effective management of retirement life is a very crucial aspect of personnel administration that requires careful attention. They concluded that retirees and employees should be encouraged to

embark on continuous education and skills acquisition training as a way of preparing for life after retirement.

Aikhuomogbe (2016) guided by the human capital theory, explored the how 15 civil service employees in Grade Levels 15–17 at the public service attained small scale business information before retirement. Using Yin's 5 step data analysis process, member checking, and triangulation, key findings emerged on financial institutions, mentoring, and vocational training opportunities as avenues employees can attain small scale business information required for entrepreneurship. The study findings may create awareness on how employees can attain small scale business information regarding sources of funding, mentorship, and vocational training during their final years of employment. This awareness may promote positive social change by preparing these individuals for entrepreneurship in retirement, thereby reducing the rate of post-retirement poverty.

In considering the nature and design of defined contribution plans, their institutional arrangements as well as the governance structures of the new pension plans in Nigeria. Adeniji et al. (2017) argued that good things about the new Pension Act is the exemption from tax, however, because of the challenges of pensioners at life after active service, bearing in mind that pension provision will continue to gain recognition as retirees place less reliance on family to look after them at old age, comprehensive accounting standards for retirement benefits must be established to protect the pension funds. However, the military is exempted from the contributory pension scheme like their counterparts in other climes.

Undiyaundeye (2016) examined the retirement and issues that the aged adults face in adjusting to retirement and implication for counselling this group of people to make a successful life transition. Psychological effects of disengagement from a work life and the challenges of societal life issues were discussed. These effects include partial identity disruption, decision paralysis, diminished self-trust, experience of a post retirement void, the search for meaningful engagement in society, development of a retirement life structure, the confluence of aging and retirement, death anxiety, the critical nurturing of social relationship and self-actualization.

Status/Standard of Equipment and Learning Environment to Aid NAFRC

The standard of equipment has become essential to the modern learning experience, with more and more trainers or teachers leveraging on the devices and software every day to help participants engage more effectively in training programmes. The sophistication and increase in the standard of equipment has led participants to expect it as a key component of their curriculum. Adequate funding is slated to help both trainees and trainers take advantage of learning tools in the 21st century and beyond. However, it can be difficult to precisely articulate where to invest the resources for maximum impact (Ololube, 2009).

The use of multifunctional and cost-effective equipment for basic and further training in centres, are essential to complete training and learning. The design, layout and equipping of training rooms or complete learning centres are of great importance. The equipment should be able to offer attractive solutions for participants learning, because NAFRC need many practical details that make teaching and learning easier (Ololube, 2011).

In line with the vision NAFRC to be a world class training institution capable of transitioning retirees to cope with the global economic and business challenges of post service life, NAFRC was essentially established to provide military personnel who are participants with

relevant vocational and entrepreneurial training to enhance participants to live a productive and fulfilling life during retirement.

During the training programmes, it is expected that the needed equipment for vocational courses, which comprises management, fashion design, shoe making, laundry, fine arts, photography, printing, soap making, agriculture, wood work, building and civil works, electrical and electronics, fabrication and welding, are provided in adequate numbers to facilitate the training programmes. Surprisingly, the equipment are in short supply (Ojo, 2021).

The impacts of the inadequate training facilities of the training equipment are the major challenges of the NAFRC. The printers, laminating machine, scanner, automatic typewriter, word processing equipment, etc. are the training facilities in short supply. Poor learning environment, lack of equipment, lack of electricity, lack of maintenance, lack of interest, outdated technology, etc. are the problem associated with the provision of adequate facilities on the productive training programme. An unsafe learning environment, results in low production, increased expenses, accidents, are the effects of inadequate training facilities of NAFRC (Ojo & Fakokunde, 2021; Tar & Wapmuk, 2021). As such, military retirees face challenges towards building a second career after retirement (Chukwu, 2021).

RESEARCH METHODOLOGY

Research Design

The research design adopted is descriptive survey. The population of the study comprised of retired military personnel that participated in pre-retirement entrepreneurship training and vocational training programme course at the Nigerian Armed Forces Resettlement Centre, Oshodi- Lagos. The Centre annual intake is 500 military personnel which imply that between the period of 2012 and 2022, the Centre intake was 5,000 military personnel, hence, the population of the study.

For the intent of this study, the research respondents was collected at the Nigerian Armed Forces Resettlement Centre, Oshodi, Lagos, Nigeria where every retiree to be is expected to partake in the pre-retirement entrepreneurship training and vocational training programme course. Using Taro Yamane (1967) at 95% confidence level and an error limit of 10% as a means to ascertain the sample size of the research drawn from the propelled population of 5000 was adopted.

A simple random sampling technique was adopted to select respondents from the study area. The respondents (370 retired military personnel) were shared across the years of study while the records of the then participants (at the centre) were retrieved from the NAFRC Scheme. Many of the respondents will be visited (after contacting them) especially those within the area of reach while those that cannot be visited was sampled through phone calls and/or mailing of the questionnaire. In achieving the randomness of the sampling, contacted personnel will be entitled to one-time participation in the study and each will be selected once.

Questionnaire was used to elicit information from respondents. The instrument was titled “Pre-Retirement Entrepreneurship Training and Veterans’ Occupation: A Tracer Study of Nigerian Armed Forces Resettlement Centre (2012-2022)” and was divided into 2 sections: Section A: The section captured the demographic details of the respondents in a manner that it captured the intended objectives of the study as well as the demographic details of the

respondents (Military personnel) so as to be able to describe respondents in terms of gender, age, and religion.

Section B: The section sets out questions that provided answers to the research questions that includes the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation (six items), the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation (five items), how effective is the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation (five items), the impact of the pre-retirement entrepreneurship training by NAFRC on the business performance of the ex-military personnel that participated in the scheme (five items), and the factors limiting the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation (six items). This section was structure along a four-point Likert scale of Strongly Disagree =1; Disagree = 2; Agree = 3; and Strongly Agree = 4. To elicit the needed information.

The questionnaire was presented a data analyst to examine the instrument and they make corrections based on the language of the instrument, to make it more appropriate and for final approval for data to be collected from Ex-military personnel's between 2012-2022. Their corrections were effected to make the instrument valid to be able to elicit the needed information that aided the analysis of the study.

The reliability of the instrument to be ascertained, a trial testing was conducted. Using Cronbach Alpha test of reliability, the reliability of the questionnaire was carried out. Using this technique ensures that the internal consistency of the 27 items was adequate to guarantee continuity, thus, a Cronbach Alpha reliability estimate of .858 was realised.

The questionnaire for the study was administered to the military personnel at the NAFRC, Oshodi-Lagos, Nigeria that are there for the purpose of pre-retirement entrepreneurial and vocational training programme. The exercise was conducted between August to October 2021. The researcher and his assistants personally deliver the questionnaires to the respondents (military personnel) and wait to collect them back. The questionnaire was a closed-ended questionnaire. This type of questionnaire was employed because it ensures uniformity of responses.

Additionally, the researcher procured the services of 10 research assistants to assist in data collection. The assistants comprised of junior instructors at the NAFRC, Oshodi-Lagos. The assistants were fluent in Pidgin English and military slangs to enhance smooth interaction between and among ex-participants. The research assistants were trained by the researcher on how to administer the questionnaires to elicit responses the needed information from the respondents. They engage the ex-participants in open-ended discussions either in person or through telephone lines provided at the NAFRC Alumni database. Also, prior to the collection of data from the field, the study areas were mapped in order to identify the categories of respondents and states of residence as well as their present employment status.

Descriptive statistics tool such as mean, standard deviation and variance, frequency counts, percentages of response and chats were adopted for the analysis. Responses on the items statement 1-27 of the research instrument (questionnaire) were tallied along "agree and disagree." The mean scores were used to determine the acceptance or rejection of the rating items. In order to make decisions from the results obtained, the mean responses were computed on the basis of the 4-point Likert scale of the questionnaire, thus: $1+2+3+4 = 10$; $10 \div 4 = 2.5$.

From the above computation, any mean score that is equal to and more than 2.5 indicates that the items projected agreement, while any below 2.5 projected along disagreement.

PRESENTATION AND ANALYSIS OF DATA

Research Question One: What is the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation?

Table 1: Mean, standard deviation and variance of the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation

S/N	The level of capacity and capability of the Armed Forces Resettlement Centre (NAFRC) in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation	Mean	SD	Variance	Remark
1	The Nigeria Military have an active pre-retirement entrepreneurship training program at the NAFRC for retiring military personnel.	2.0622	1.33493	1.782	Disagree
2	NAFRC can effectively train up to 500 personnel in this programme at a time.	2.0000	1.25588	1.577	Disagree
3	NAFRC has expert and experienced instructors as faculty members.	2.4622	1.35348	1.832	Disagree
4	NAFRC instructors and personnel relate well with participants	2.1892	1.29074	1.666	Disagree
5	Military personnel (participants) benefit from the programme immensely.	2.0946	1.27695	1.631	Disagree
6	The Nigerian military authority adequately motivate the participants while on course.	2.0703	1.25822	1.583	Disagree
Grand mean		2.1461	1.29503	1.678	Disagree

Research question one states “What is the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation?” the reason for this research question is to determine the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation. The information in Table 1 revealed that respondents were of the view that the Nigeria Military does not have an active pre-retirement entrepreneurship training program at the NAFRC for retiring military personnel, which is reflected in the (M = 2.0622; SD = 1.33493; Variance = 1.782). Respondents equally disagree that NAFRC can effectively train up to 500 personnel in this programme at a time (M = 2.0000; SD = 1.25588; Variance = 1.577). In addition, the respondents disagree that NAFRC has expert and experienced instructors as faculty members (M = 2.1892; SD = 1.35348; Variance = 1.832). The respondents further disagreed that NAFRC instructors and personnel relate well with participants (M = 2.1892; SD = 1.29074; Variance = 1.666). Also, respondents disagree that military personnel (participants) benefit from the programme immensely (M = 2.0946; SD = 1.27695; Variance = 1.631). Additionally, the respondents disagree that the Nigerian military authority adequately motivates the participants while on course (M = 2.0703; SD = 1.25822;

Variance = 1.583). On the whole, respondents disagree that the level of capacity and capability of the Armed Forces Resettlement Centre (NAFRC) in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation is poorly managed as reflected in the grand mean of 2.1461, standard deviation of 1.29503 with a variance of 1.678.

Research Question Two: What is the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation?

Table 2: Mean, standard deviation and variance of the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation

S/N	The status/standard of equipment and learning environment to aid NAFRC entrepreneurship training	Mean	SD	Variance	Remark
7	NAFRC has enough entrepreneurship aiding training facilities.	2.0892	1.32319	1.751	Disagree
8	The training facilities seem to be enough to enhance the pre-retirement entrepreneurship training.	1.9649	1.30097	1.693	Disagree
9	It is assumed that the equipment available meet the standard for effective teaching of pre-retirement entrepreneurship training	2.1189	1.35427	1.834	Disagree
10	The available equipment are sufficient to aid the effective teaching and learning of various skills.	2.1568	1.35041	1.824	Disagree
11	The NAFRC also involves the services of external resources or resource persons, e.g., EMPRETEC to standardise their entrepreneurial skill trainings.	2.2405	1.39452	1.945	Disagree
Grand mean		2.1140	1.34467	1.809	Disagree

Research question two states “What is the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation?” The rationale for the second research question was to evaluate the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation. Data in Table 2 depicts that respondents disagree that NAFRC has enough entrepreneurship aiding training facilities (M = 2.0892; SD = 1.32319; Variance = 1.751). The respondents further disagreed that the training facilities seem to be enough to enhance the pre-retirement entrepreneurship training (M = 1.9649; SD = 1.30097; Variance = 1.693). In addition, the respondents disagree that the equipment available meet the standard for effective teaching of pre-retirement entrepreneurship training (M = 2.1189; SD = 1.35427; Variance = 1.834), the respondents also disagreed that the available equipment are sufficient to aid the effective teaching and learning of various skills (M = 2.1568; SD = 1.35041; Variance = 1.824). Additionally, the respondents disagree that the NAFRC also involves the services of external resources or resource persons, e.g., EMPRETEC to standardise their entrepreneurial skill trainings (M = 2.2405; SD = 1.39452; Variance = 1.945). On a final note, the respondents

disagreed that the status/standard of equipment and learning environment to aid NAFRC entrepreneurship training is poor compared to the accepted global best practice ($M = 2.1140$; $SD = 1.34467$; $Variance = 1.809$).

Research Question Three: How effective is the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation?

Table 3: Mean, standard deviation and variance of the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation

S/N	The curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation	Mean	SD	Variance	Remark
12	The NAFRC have a standard curriculum for the teaching of retiring military personnel	2.1946	1.33941	1.794	Disagree
13	The 6-month duration of NAFRC Pre-Retirement programme is adequate.	2.1108	1.32769	1.763	Disagree
14	The NAFRC Pre-Retirement programmes are run according to the mandate of the Centre.	2.4216	1.31102	1.719	Disagree
15	The NAFRC have enough personnel in each Department to conduct this programme.	2.2081	1.32208	1.748	Disagree
16	The NAFRC also involves the services of external resources or resource persons, e.g., EMPRETEC to standardise their entrepreneurial skill trainings.	2.0243	1.27598	1.628	Disagree
Grand mean		2.1918	1.31523	1.730	Disagree

Research question three states “How effective is the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation?” The purpose for this research question is examine how effectiveness of the curriculum and the duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation. Information in Table 3 shows that the respondents disagree that the NAFRC have a standard curriculum for the teaching of retiring military personnel ($M = 2.1946$; $SD = 1.33941$; $Variance = 1.794$). Also, the respondents disagreed that the 6-month duration of NAFRC Pre-Retirement programme is adequate ($M = 2.1108$; $SD = 1.32769$; $Variance = 1.763$), the respondents further disagreed that The NAFRC Pre-Retirement programmes are run according to the mandate of the Centre ($M = 2.4216$; $SD = 1.31102$; $Variance = 1.719$). The respondents additional disagreed that the NAFRC have enough personnel in each Department to conduct this programme ($M = 2.2081$; $SD = 1.31102$; $Variance = 1.748$), respondent did not agree that he NAFRC also involves the services of external resources or resource persons, e.g., EMPRETEC to standardise their entrepreneurial skill trainings ($M = 2.0243$; $SD = 1.27598$; $Variance = 1.628$). In general, the respondents disagreed that the curriculum and duration of the NAFRC pre-retirement entrepreneurship training is geared towards attaining optimum veterans' occupation as reflected in the grand mean 2.1918, standard deviation of 1.31523 and a variance of 1.730.

DISCUSSION OF RESULT

The Level of Capacity and Capability of NAFRC Training Needed to Aid the Establishment of Veterans' Occupation

The findings from the results on what the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation revealed that the actually the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans' occupation is poorly managed as reflected in the grand mean of 2.1461, standard deviation of 1.29503 with a variance of 1.678.

The information gathered revealed that respondents were of the view that the Nigeria Military does not have an active pre-retirement entrepreneurship training program at the NAFRC for retiring military personnel. They equally disagree that NAFRC cannot effectively train up to 500 personnel in the programme at a time. In addition, the respondents disagree that NAFRC does not have expert and experienced instructors as faculty members. The study further found that NAFRC instructors and personnel does not relate well with participants. The respondents disagree that military personnel (participants) benefit from the programme immensely. Additionally, the respondents did not agree that the Nigerian military authority adequately motivates the participants while on course.

This study is in line with Stawasz (2021) whose paper is based on the results of a conducted research, carried out an analysis and evaluation of the importance of selected determinants of competitiveness of small innovative enterprises operating in international markets and using business advice services. The study presented an analysis of the results of a survey conducted among 67 small, innovative enterprises operating in international markets and at the same time using business advice services, carried out with the use of the CATI method. The conducted analysis has shown that the poor use of capable business advice extends the scope of determinants of competitiveness of enterprises operating in international markets, because business capacity and capability advice can be considered an effective factor in improving the competitiveness of entrepreneurs already characterized by high competitiveness, which means that a high level of competitiveness favours the effectiveness of the use of business advice. An important conclusion reached by the author is the existence of a positive relationship between business advice and entrepreneurs' capacity to absorb business knowledge. Therefore, improving the competitiveness of entrepreneurs require using business advice and improving the business knowledge absorptive capacity.

In the same vein, Ololube (2009) noted that capacity the current ability in NAFRC whilst capability in NAFRC refers to the level of the ability that is demonstrated under the right conditions, but it is sad to state that NAFRC does not have either. However, capacity is important than the capability because if NAFRC cannot deliver then reputational and financial damage keep occurring in NAFRC and its participants undergoing training. Nonetheless, capability in training has several conclusive objectives. The aim of capability is not just to develop participants' skills, and boost confidence, increase business security, and stimulate participants to think beyond their role so that they can meet future business challenges in multiple ways that adds value to their business on graduation from NAFRC. Capabilities in the context of this thesis go beyond the competencies required. Essentially, it involves the trainers' ability to measure of their potential in terms of outcome of the participants and it covers all dimensions of their fitness for their role in NAFRC, which includes the trainers current skill set; their ability to develop and apply the skills, their related skills; the trainers experience; their professional global networks; the confidence of the trainers have in doing their job properly; and personal attributes that relates to their training role (Khoury, 2021).

The Status/Standard of Equipment and Learning Environment to Aid NAFRC Training Needed for the Establishment of Veterans' Occupation

Results from this study on what the status/standard of equipment and learning environment to aid NAFRC in conducting pre-retirement entrepreneurship training needed for the establishment of veterans' occupation. The study revealed that the respondents did not agree that the status/standard of equipment and learning environment to aid NAFRC entrepreneurship training is poor compared to the accepted global best practice as reflected in the grand mean of 2.1140; standard deviation of 1.34467, and a variance of 1.809.

The study depicts that respondents disagree that NAFRC has enough entrepreneurship aiding training facilities. The respondents further disagreed that the training facilities seem to be enough to enhance the pre-retirement entrepreneurship training. In addition, the respondents disagree that the equipment available meet the standard for effective teaching of pre-retirement entrepreneurship training, the respondents also disagreed that the available equipment are sufficient to aid the effective teaching and learning of various skills. Additionally, the respondents disagree that the NAFRC also involves the services of external resources or resource persons, e.g., EMPRETEC to standardise their entrepreneurial skill trainings.

This study's findings are in line with the Ololube (cf., 2009, 2011) that the standard of equipment has become essential to the modern learning experience, with more and more trainers or teachers leveraging on the devices and software every day to help participants engage more effectively in training programmes. The sophistication and increase in the standard of equipment has led participants to expect it as a key component of their curriculum. Adequate funding is slated to help both trainees and trainers take advantage of learning tools in the 21st century and beyond. However, it can be difficult to precisely articulate where to invest the resources for maximum impact. The use of multifunctional and cost-effective equipment for basic and further training in centres, are essential to complete training and learning. The design, layout and equipping of training rooms or complete learning centres are of great importance. The equipment should be able to offer attractive solutions for participants learning, because NAFRC need many practical details that make teaching and learning easier.

In line with the vision NAFRC to be a world class training institution capable of transitioning retirees to cope with the global economic and business challenges of post service life, NAFRC was essentially established to provide military personnel who are participants with relevant vocational and entrepreneurial training to enhance participants to live a productive and fulfilling life during retirement.

During the training programmes, it is expected that the needed equipment for vocational courses, which comprises management, fashion design, shoe making, laundry, fine arts, photography, printing, soap making, agriculture, wood work, building and civil works, electrical and electronics, fabrication and welding, are provided in adequate numbers to facilitate the training programmes. Surprisingly, the equipment are in short supply (Ojo, 2021).

According to Ojo and Fakokunde (2021), Tar and Wapmuk (2021) and Chukwu (2021), the impacts of the inadequate training facilities of the training equipment are the major challenges of the NAFRC. The printers, laminating machine, scanner, automatic typewriter, word processing equipment, etc. are the training facilities in short supply. Poor learning environment, lack of equipment, lack of electricity, lack of maintenance, lack of interest, outdated technology, etc. are the problem associated with the provision of adequate facilities on

the productive training programme. An unsafe learning environment, results in low production, increased expenses, accidents, are the effects of inadequate training facilities of NAFRC. As such, military retirees face challenges towards building a second career after retirement.

The Curriculum and Duration of the NAFRC Training Towards Attaining Optimum Veterans' Occupation

The outcomes of the results on how effective are the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans' occupation revealed that respondents disagreed that the curriculum and duration of the NAFRC pre-retirement entrepreneurship training is geared towards attaining optimum veterans' occupation as reflected in the grand mean 2.1918, standard deviation of 1.31523 and a variance of 1.730.

The respondents do not agree that the NAFRC have a standard curriculum for the teaching of retiring military personnel. And the 6-month duration of NAFRC Pre-Retirement programme is adequate. The respondents further did not agree that the NAFRC Pre-Retirement programmes are run according to the mandate of the Centre. The respondents additionally disagreed that NAFRC have enough personnel in each Department to conduct the training programme, and they did not agree that NAFRC also involves the services of external resources or resource persons, e.g., EMPRETEC to standardise their entrepreneurial skill trainings.

This argument is in line with Ministry of Defence statement which stated that as a follow up to the curriculum and the trainings challenges, during the graduation of course 2021/2022, the Commandant of NAFRC, Air Vice Marshal Idi Lubo, in his welcome address explained that in a bid to reposition the centre to function in line with current realities in vocational and skill acquisition training, the Chief of Defence Staff (CDS) directed the review of the NAFRC Curriculum which was already being implemented that saw a merger of some of the workshops and the introduction of Event Management Workshop amongst others. He stated that in order to enhance the quality and content of our training, this centre is presently in partnership with various organisations for the delivery of vocational and skill acquisition training. It is in this line that the centre is currently making efforts to enter into partnership with the Songhai Centre in the Republic of Benin for delivery of lectures to the Trainees and for the conduct of Train-The-Trainer courses for our instructors (ThisDay, 2022).

The foregoing therefore suggests the need to examine the effectiveness of the pre-retirement entrepreneurship training curriculum provided by NAFRC at Oshodi in equipping the retiring military personnel in respect to veterans' occupations in line with its vision and mission of being a world class training institution capable of repositioning ex-service men and women to cope with the challenges of service in their post service life; and to consistently provide quality training geared towards preparing Nigerian Armed Forces personnel to face the challenges of re-integrating into the civil life (Ministry of Defence, 2021). Despite the establishment and operation of NAFRC, the authorities of the Centre through its internal mechanism of evaluating its progress over the years observed that considerable gaps still exist in the ability of ex-participants to transform into successful entrepreneurs after retirement in spite of their training. The difficulties faced by some retired military personnel contrasted Ismail (2018) position that pre-retirement entrepreneurship training fuels the passion in the individual for creating and implementing new business ideas. According to Ismail (2018), he also assisted that the military personnel should pursue a career as an entrepreneur upon retirement. This is based on the fact that over 90 per cent of the trainees attend the training a few months to the termination of their

35 years of service (DHQ, 2020). The training includes the hands-on-experience gained through the corps or areas of specialization of the military personnel during their service years (Ojo, 2021; Ojo & Fakokunde, 2021; Tar & Wapmuk, 2021).

Likewise, Ojo (cf., 2021) in his book titled “Global Perspectives on Military Entrepreneurship and Innovation” builds on existing theoretical and empirical studies in the areas of entrepreneurship and military business and enterprise to interrogate the concepts of military entrepreneurship, veteran entrepreneurship, military spouse entrepreneurship (or military women entrepreneurship) and retirees’ entrepreneurship. The book is a collection of studies on military entrepreneurship, treating the subject with emphasis on metacognition and interrogates differences in metacognitive processing across cultures and values relating to military entrepreneurship. The chapters cover various concepts in military entrepreneurship and promote entrepreneurship research within the military ecosystem. The findings of the book showed that most military entrepreneurship training programmes do not incorporate technological advancement as part of the training curriculum.

CONCLUSION AND RECOMMENDATIONS

The Burgess’s Activity theory shows that an individual who suffers job loss either on retirement or sack seek for a substitute in order to remain relevant and keep fit, which is in line with what pre-retirement planning and counselling is all about. Without activity, the human machine remains unexploited, unchallenged and deteriorates faster than it should. Entrepreneurial Training (ET) plays influential role in preparing the armed forces in Nigeria for self-reliance in the post-retirement period. Globally, there has been increased emphasis on ET for post-service life, and the Nigerian military personnel are not left out. The world over, retirees are faced with the challenge of finding alternative means of livelihood. Several factors make the ET programmes not to be successful in Nigeria because targets are not reached in line with the vision of the ET. The individual career choice is influenced by psychological and sociological factors. This theory views that the individual is influenced by certain contextual factors which guide the individual career development over a period of time. The individual plans towards retirement and post-retirement career, in particular, self-efficacy and outcome expectations influence the individual career intentions.

The sad view is that the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards attaining optimum veterans’ occupation does not address the purpose of the ET. Thus, the impact of the pre-retirement entrepreneurship training by NAFRC on the business performance of the ex-military personnel who participated in the scheme is very low, coupled with the possible challenges that militate against ET at NAFRC and retirees business performance.

However, the following recommendations were made in line with the stud’s major findings:

- The Ministry of Defence should as a matter of urgency improve the level of capacity and capability of the NAFRC in conducting pre-retirement entrepreneurship training needed to aid the establishment of veterans’ occupation.
- The Ministry of Defence should as a matter of urgency improve on the status/standard of equipment and the quality of the learning environment to aid NAFRC in conducting pre-

retirement entrepreneurship training needed for the establishment of veterans' occupation.

- The Ministry of Defence should as a matter of urgency re-module the curriculum and duration of the NAFRC pre-retirement entrepreneurship training towards effective attainment of optimum veterans' occupation.

REFERENCES

- Acs, Z. J., & Szerb, L. (2009). The Global Entrepreneurship Index (GEINDEX). *Foundations and Trends in Entrepreneurship*, 5, 341–435.
- Adeniji, A. A., Akinnusi, D. M., Falola, H. O. and Ohunakin, F. (2017). Administration of Retirement Benefits in Nigeria: Periscoping the Effect on Retirees. *International Journal of Applied Business and Economic Research*, 15(15).
- Ahmad, N., & Hoffman, A. (2008). *A framework for addressing and measuring entrepreneurship*. OECD Statistics Working Papers, No. 2008/02.
- Aikhuomogbe, S. O. (2016). *Preparing Employees for Entrepreneurship in Retirement: A Case Study*. Published Thesis. Walden University
- Ali, M. (2014). Managing post-retirement conditions in Nigeria. *Journal of Good Governance and Sustainable Development in Africa*, 2(2),110-121.
- Amin, M. (2010). Necessity vs Opportunity Entrepreneurs in the informal sector. The World Bank Group. <file:///F:/Necessity%20Entrepreneurship%20and%20Informality.pdf>.
- Amoor, S. S. (2008). Integrating entrepreneurship education into business education curriculum in Nigerian universities. *Zaria Journal of Liberal Arts*, 2(2). http://ww1.abu.edu.ng/publications/2011-08-24-094933_4831.docx.
- Amune, J. B., Aidenojie, E. O., & Obinyan, O. O. (2015). Management of Life after Retirement and Its Implication on Retired Academic Librarians in Edo State, Nigeria. *International Journal of Humanities and Social Science*, 5(10), 233-236
- Badal, S. (2010). Entrepreneurship and Job Creation. *Leveraging the Relationship*. Gallup.
- Chinyere, A. (2019). Financial pre-retirement plans of lecturers in public universities in Rivers State. *British Journal of Education*, 7(1), 39-52.
- Chukwu, A. (2021). The fallacy of the idea of military entrepreneurship. In S. Ojo, *Global perspectives on military entrepreneurship and innovation* (pp. 45-66). IGI Global.
- Dingemans, E., Henkens, K., & van Solinge, H. (2015). Access to Bridge Employment: Who Finds and Who Does Not Find Work After Retirement? *The Gerontologist*, 2015 gnu182.
- Fallon, N. (2020). 12 veteran-owned businesses making it big. <https://www.uschamber.com/co/good-company/growth-studio/veteranowned-small-businesses>.
- Garba, A., & Mamman, J. (2014). Retirement Challenges and Sustainable Development in Nigeria. *European Journal of Business and Management*, 6(39), 94-99.
- Hassanuddin, N. Z. B. (2015). Pre-retirement program for retired army in Malaysia. Unpublished Thesis (Master Programme), Universiti Utara, Malaysia.
- Heinz, J. A., Freeman, M. A., Harpaz-Rotem, I. & Pietrzak, R. H. (2017). American Military Veteran Entrepreneurs: A Comprehensive Profile of Demographic, Service History, and Psychosocial Characteristics. *Mil Psychol*, 29(6), 513–523.
- Henning, C. A. (2011). *Military Retirement: Background and Recent Developments*. DIANE Publishing.

- Inaja, A. E., & Rose, C. I. M. (2013). Perception and attitude towards pre-retirement counseling among Nigerian civil servants. *Global Journal of Human Social Sciences*, 13(1), 37-41.
- Iyortsuun, A. S., & Akpusugh, K. T. (2013). Effective Management of Life after Retirement and its Impact on Retirees from the Public Service: A Case Study of Benue State, Nigeria. *Global Journal of Management and Business Research*, 13(5), 1-9
- Katz, J. A. (2007). Education and training in entrepreneurship. In J. R. Baum, M. Frese, and R. Baron (eds), *The Psychology of Entrepreneurship* (pp. 209-235). Lawrence Erlbaum Associates.
- Khouri, C. (2021). Training for Competency Versus Capability: When and How to Use Each Approach. <https://trainingindustry.com/articles/content-development/training-for-competency-versus-capability-when-and-how-to-use-each-approach-spon-allencomm/#:~:text=Capability%20training%20has%20several%20end,adds%20value%20to%20the%20company.>
- Lawrence, P. R. (2018). *The Military to Civilian Transition 2018. A Review of Historical, Current, and Future Trends*. U.S. Department of Veterans Affairs.
- Maina, S. (2014). The role of entrepreneurship education on job creation among youths in Nigeria. *International Letters of Social and Humanistic Sciences*, 15, 87-96. doi:10.18052/www.scipress.com/ILSHS.15.87.
- Mambwe, R., & Mwape, C. (2016). An assessment of preparation level, survival skills, and entrepreneurial knowledge among retired teachers in Zambia. *African Journal of Teacher Education*, 5(1).
- Mani, K. (2011). Military Entrepreneurs: Patterns in Latin America. *Latin American Politics and Society*, 53(3), 25-55.
- Ministry of Defence, (2021). Brief history of NAFRC. <https://defence.gov.ng/nafr/>.
- Minniti, M., & Lévesque, M. (2008). Recent developments in the economics of entrepreneurship. *Journal of Business Venturing*, 23, 603-612.
- Monitor (2009). Paths to prosperity — promoting entrepreneurship in the 21st Century, <https://www.slideshare.net/led4lgus/paths-to-prosperity-promoting-entrepreneurship-in-the-21st-century>
- Muratore, A. M., & Earl, J. K. (2010). Predicting retirement preparation through the design of a new measure. *Australian Psychologist*, 45(2), 98-111.
- Ojo, S. (2021). Investigating Entrepreneurship Among Nigerian Retired Military Veterans. In S. Ojo, *Global perspectives on military entrepreneurship and innovation* (pp. 119-147). IGI Global.
- Ojo, S., & Fakokunde, M. O. (2021). Military Enterprise and Entrepreneurship: A Case Study of the Nigerian Armed Forces Resettlement Centre. In S. Ojo, *Global perspectives on military entrepreneurship and innovation* (pp. 216-247). IGI Global.
- Ololube, N. P. (2009). *Understanding teachers' professional competencies for education effectiveness*. Springfield Publishers.
- Ololube, N. P. (2011). *Professionalism, school effectiveness and quality improvement: potentials and issues surrounding school effectiveness*. Lambert Academic Publishers.
- Perera, M. H. S. B., Premarathna, W., & Welamedage, I. (2017). *Entrepreneurial aspirations and expectations of Sri Lanka military veterans*. <http://ir.kdu.ac.lk/handle/345/1726>.
- Peterman, N., & Kennedy, J. (2003). Enterprise education: influencing students' perceptions of entrepreneurship. *Entrep. Theory Pract.*, 28, 129–144.

- Smaliukienė, R. (2013). Entrepreneurship Opportunities after Military Career: Practice in Central and Eastern versus Western Europe. *Entrepreneurial Business and Economics Review*, 1(4), 97-108.
- Sobota, J. (2017). *Veteran-owned businesses and their owners: Data from the U.S. Census Bureau's Survey of Business Owners*. U.S. Small Business Administration Office of Advocacy.
- Stawasz, E. (2021). Business knowledge absorptive capacity in micro and small innovative enterprises. *Optimum Economic Studies*, 2(104), 3-14.
- Stephen, A. S., Gbenga, A. N., & Kamal, G. (2018). Pre-Retirement Pension Planning and Life Insurance Purchase among Retired Civil Servants in South- Western, Nigeria. *Journal of Commerce, Economics, and Social Sciences*, 12(1), 1-5, DOI: 10.24312/paradigms120101.
- Tar, U., & Wapmuk, S. (2021). *Entrepreneurial Training for the Nigerian Armed Forces and Its Significance in Post-Retirement Era: Opportunities and Challenges for Self Reliance*. IGI Publication. DOI: 10.4018/978-1-7998-6655-8.ch003.
- Tar, U., & Wapmuk, S. (2021). Entrepreneurial Training for the Nigerian Armed Forces and Its Significance in Post-Retirement Era: Opportunities and Challenges for Self Reliance. In S. Ojo, *Global perspectives on military entrepreneurship and innovation* (pp. 45-66). IGI Global.
- Terziev, V. (2017). A new view on social adaptation of the military, discharged from military service in Bulgaria. *International E-Journal of Advances in Social Sciences*, 3(7), 786-796
- ThisDay (Thursday, 29th December, 2022). NAFRC: Fulfilling Its Mandate of Transitioning Armed Forces Retirees. <https://www.thisdaylive.com/index.php/2022/06/23/nafr-fulfilling-its-mandate-of-transitioning-armed-forces-retirees/>.
- Undiyaundeye, F. A. (2016). *Psychosocial Issues and Social Adjustment in Life after Retirement*. Federal College of Education, Obudu, Nigeria
- Vaughan, E. J., & Vaughan, T. M. (2014). *Fundamentals of Risk and Insurance* (11th ed). John Wiley & Sons.
- Wong, P., Ho, Y., & Autio, E. (2005). Entrepreneurship, innovation and economic growth: evidence from GEM data. *Small Bus. Econ.* 24, 335–350.
- World Bank. (2016). *Ghana - Youth employment program inventory (English)*. World BankGroup.
- Yusufa, L., & Minaib, M. S. (2016). Entrepreneurial Training and Career Path of Retired Military Personnel as Entrepreneurs in Nigeria. *International Journal of Sciences: Basic and Applied Research*, 28(3), 217-230.