TRANSITIONAL PLANNING AND GROWTH OF MEDIUM SCALE ENTERPRISES (MSES) IN KOGI EAST, NIGERIA

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Abstract

The global happenings had helped many firms and businesses understand the degree to which preparation is actively needed to overcome inherent issues. This study investigates the effect of transitional planning on the growth of Medium Scale Enterprises (MSEs) in Kogi East, Nigeria that are both registered and unregistered. A descriptive survey research design was adopted, with a total population of 10,520 respondents, with a sample size of 372 as determined using the Krejcie and Morgan (1970) formula. A multistage sampling technique combining purposive, proportionate stratified, and simple random sampling was carried out to ensure adequate representativeness across the consistencies. Structured questionnaires were administered, yielding 340 valid responses which represents 91.4% response rate. Data were analyzed using descriptive statistics and inferential analysis with the aid of SPSS version 23. The study revealed that both transitional planning significantly and positively influenced MSE growth. Strategic planning emerged as the stronger predictor (β = .234), the study concludes that MSE growth in Kogi East, Kogi State, largely depends on transitional planning. It is therefore recommended that MSE owners should encourage strategic planning practices as well as training and development where MSEs will be able to predict the vision with ease.

Keywords: Transitional Planning, Strategic Planning, Training and Development, Medium Scale Enterprises, Business Expansion Growth.

1.0 Introduction

Businesses are expanding rapidly, yet many countries still approach investment and development in a linear fashion. Governments and policymakers globally are emphasizing the advancement of MSEs to encourage economic advancement and growth of these businesses (Ngek & Vanzyl, 2014). Medium Scale Enterprises (MSEs) are widely recognized as critical drivers of economic growth, employment generation, and industrial development in both developed and developing economies. In Nigeria, their significance is profound. The SMEDAN–NBS Survey (2021) indicated that micro, small and medium enterprises collectively account for over 48% of GDP and provide more than 80% of national employment, making them indispensable to economic stability and poverty alleviation. Despite this strategic importance, MSEs in Kogi State, Nigeria continue to grapple with infrastructure deficits, insecurity, managerial inadequacies, and policy inconsistencies that undermine their competitiveness and long-term survival. A key but underexplored determinant of MSE performance is transitional planning, a structured process that prepares enterprises for continuity, operational expansion, and sustainable growth. Among its core dimensions, strategic planning stand out as particularly vital internal mechanisms. Strategic planning, on the other hand, provides MSMEs with a structured approach to resource allocation, goal alignment, and market responsiveness. It enables businesses to anticipate challenges, exploit emerging opportunities, and make informed decisions rather than reacting haphazardly to changing conditions. Training and development becomes a vital and strong factor of the growth of MSEs Both training and strategic planning align closely with this theoretical framework, as they enhance the internal readiness of enterprises to compete and grow. However, empirical evidence examining how these internal mechanisms specifically influence MSE growth in Kogi State, Nigeria remains limited. Existing literature has largely concentrated on external barriers such as credit access, taxation, and infrastructure, paying little attention to internal strategic capacities. This study therefore seeks to fill that gap by empirically investigating the effects of strategic planning on the growth of MSEs in Kogi East, Kogi State, Nigeria based on strategic management theory with the aim of providing evidence-based recommendations for business owners, policymakers, and development practitioners.

The strategic importance of MSEs to Nigeria's economic development is well established, yet their growth and sustainability particularly in Kogi East, Kogi State, Nigeria remain persistently constrained. Despite numerous government interventions, including programmes by SMEDAN, the NEDP, and AGSMEIS, many MSEs continue to struggle with operational inefficiencies, stagnation, and premature collapse. A growing body of evidence suggests that beyond external factors, weak internal management practices are a fundamental cause of poor enterprise performance.

Similarly, the limited adoption of strategic planning among MSEs presents a serious obstacle to growth. Decision-making in many of these enterprises is largely reactive, with owners lacking either the technical knowledge or the capacity to develop forward-looking plans. As a result, businesses are poorly positioned to respond to shifting market conditions, manage emerging risks, or capitalize on expansion opportunities. This absence of structured planning contributes directly to resource misallocation, inconsistent performance, and vulnerability to business failure. Existing empirical literature on MSEs in Kogi East, Kogi State, Nigeria has focused predominantly on external constraints, offering little insight into how internal practices such as training and strategic planning shape enterprise outcomes. There is therefore a clear knowledge gap regarding how these two transitional planning dimensions independently and jointly influence business growth metrics such as sales turnover, market share, and return on investment. This study addresses that gap by examining the effect of training and development and strategic planning on the growth of Medium Scale Enterprises in Kogi East, Kogi State, Nigeria, with the intent of generating practical insights for enterprise sustainability and policy reform.

The following research questions were raised:

i. What is the extent of relationship between strategic planning and growth off MSEs in Kogi East, Nigeria?
ii. What is the level of correlation between training and development and growth of MSEs in Kogi East , Nigeria?

The main objective of this study is to investigate the relationship between transitional planning and the growth of Medium Scale Enterprises (MSEs) in Kogi East , Nigeria. The specific objectives are to;
i. Assess the extent of correlation between strategic planning and growth of Medium Scale Enterprises in Kogi East , Nigeria.
ii. Examine the level of relationship between training and development and growth of Medium Scale Enterprises in Kogi East , Nigeria.

The following hypotheses were tested:
Ho_1: Strategic planning has no degree of correlation with the growth of Medium Scale Enterprises in Kogi East , Nigeria.
Ho_2: Training and development have no significant relationship with growth of Medium Scale Enterprises in Kogi East , Nigeria.

2.0 Review of Related Literature

Conceptual Review

Concept of Transitional Planning

Transitional planning has become an increasingly important concept in contemporary enterprise management, particularly within Medium Scale Enterprises (MSEs) operating in developing economies such as Nigeria. Conceptually, transitional planning refers to a deliberate, systematic, and forward-looking managerial process through which enterprises prepare for critical organisational changes associated with growth, expansion, and continuity (Adebisi & Bamidele, 2024). These changes may include leadership succession, structural realignment, strategic repositioning, or operational scale-up. In the absence of effective transitional planning, many MSEs experience performance decline, instability, or business failure an outcome frequently observed in Nigeria's highly competitive and uncertain business environment.
Strategic planning is defined as the formal process through which organisations articulate longterm objectives, analyse internal and external environments, and allocate resources to achieve desired outcomes (Chukwuka & Ese, 2022). Transitional planning complements strategic planning by ensuring that strategies are supported with appropriate human capital, leadership continuity, and organisational systems. As Ibrahim and Haruna (2024) argue, transitional planning transforms strategic plans from abstract intentions into actionable realities by aligning people, processes, and performance expectations.

Strategic Planning and Growth of MSEs

Strategic planning is a systematic process through which organizations define their purpose, assess internal and external environments, and make decisions to achieve long-term objectives. Bryson (2018) describes it as a disciplined effort to produce fundamental decisions that shape what an organisation is and what it does. Wheelen and Hunger (2018) similarly emphasise its iterative nature, integrating environmental scanning, strategy formulation, implementation, and evaluation. Chukwuka and Ese (2022) extend this by framing strategic planning as a dynamic process that helps organisations identify opportunities, manage uncertainties, and achieve competitive advantage. Collectively, its core elements include mission articulation, environmental scanning, strategy formulation, implementation, and monitoring. Several theoretical frameworks underpin the relationship between strategic planning and MSE growth.

Training and Development and Growth of MSEs

Training and development are often used interchangeably; however, they represent distinct but complementary concepts within human resource management. Training focuses on improving employees' current job-related skills and competencies, while development is future-oriented and aims at enhancing employees' long-term capabilities and career growth (Dessler, 2020). Noe *et al.* (2020), training refers to a planned effort by an organization to facilitate employees' learning of job-related competencies, including knowledge, skills, and behaviors that are critical for successful job performance which tend to bring growth to the MSEs. Growth, on the other hand, involves increase in employees, expansion of the businesses as well as increase in sales volume, (Armstrong & Taylor2023), conceptualize training and development as a systematic process of modifying employee behavior through learning events and experiences in order to achieve organizational objectives. In the context of MSEs, training and development are particularly important because these enterprises often rely on a small workforce where individual competencies significantly affect overall organizational outcomes. In Kogi state , Nigeria Nigeria, training and development are often informal, unstructured, and constrained by financial limitations. Nevertheless, scholars argue that even modest investments in targeted training programmes can yield substantial growth benefits for MSEs (Akinwale & George, 2020).

Theoretical Framework

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory provides a compelling theoretical lens for understanding how transitional planning influences the growth of Medium Scale Enterprises (MSEs) in North Central Nigeria. The RBV theory, as advanced by Barney (1991), argues that differences in firm performance and growth are primarily explained by variations in internal resources and capabilities rather than external environmental factors alone. These resources include tangible assets, such as financial capital and physical infrastructure, as well as intangible assets, such as managerial competence, organizational knowledge, planning capability, and human capital. Within the context of MSEs in Kogi East , Nigeria, transitional planning represents a critical intangible resource and strategic capability. Transitional planning refers to the structured and proactive process through which enterprises prepare for organizational changes such as leadership succession, ownership transfer, strategic realignment, operational restructuring, and expansion into new markets (Adams & Flores, 2019). Many MSEs in the region are founder-driven and operate with informal management systems, making them particularly vulnerable to disruptions during transitional phases. The absence of effective transitional planning often leads to loss of institutional knowledge, managerial instability, and declining performance, thereby constraining enterprise growth.

Empirical Review

Babandi Ibrahim Gumel (2024) investigated a study on The Impact of Strategic Planning on Growth of Small Businesses in Nigeria, he used survey method with quantitate approach with the aid of questionnaires. He found that strategic planning has positive impact on growth of SMES. There is a need to develop a framework that will improve the understandings of business planning and performance and its effects on growth particularly during the stages of small business development. The study attempted to fill in the gap stated. Design - The single case qualitative study relates small business growth with strategic planning where financial performance, market share, sales, and profits or instead return on investment is used to measure the growth. Existing literature fails to establish a concrete relationship between strategic planning and growth of small businesses which indicates a gap in the literature that will help understand the steps of managing the organizational transition of small business growth. Findings - The study fails to establish a significant relationship between formal planning and transitional growth, but instead found the influence of the planning process in communication the owner's goals, vision, mission, and intentions to both internal and external stakeholders of small businesses. The study influence of the shared vision with customers on making them loyal and advertisers through word of mouth. The study revealed how customers' word of mouth increased the customer base of small businesses thereby increasing the product demand and eventual expansion of capacity leading to the growth of small businesses. The growth of small businesses will result in an increased reduction in the unemployment rate which will reduce the poverty rate in the Nigerian economy. Practical Implications- Answering the primary and supporting questions will help small business owners to understand how strategic planning is essential in the transitional growth of their businesses.

Habila *et al* (2026) carried out a study on the impact of strategic planning (SP) on the sustainability of family-owned businesses (FOBs) within Plateau State, Nigeria. A quantitative research methodology was employed utilizing a survey design. Data were gathered from 293 FOBs in Plateau State through structured questionnaires. Multiple regression analysis was used to examine the variables and validate the hypotheses. The findings indicated that the engagement of successors in business management ($\beta = .378$, $t = 2.081$, $p = 0.038$), the training of successors ($\beta = .378$, $t = 3.520$, $p = 0.001$), and organizational culture ($\beta = .367$, $t = 3.813$, $p = 0.000$) exhibit a positive association with the sustainability of FOBs. Conversely, internal recruitment ($\beta = .024$, $t = .213$, $p = .813$) and the successor's work fit ($\beta = -.089$, $t = -801$, $p = .424$) do not show a significant positive relationship with the sustainability of FOBs. This research contributes to the existing body of literature by providing empirical evidence regarding the efficacy of succession planning in promoting the sustainability of FOBs in Nigeria through the frameworks of generational theory and socio-emotional wealth theories. The results substantiate the generational theory's assertion that family enterprises prioritize legacy and continuity across generations. Additionally, the socio-emotional wealth theory is supported, as FOBs value non-economic aims, encompassing family harmony and the integrity of their business reputation.

3.0 Methodology

This study adopted a descriptive survey research design to systematically collect quantitative data from Medium Scale Enterprises (MSEs) across Kogi East, Kogi State, Nigeria. The targeted population comprised 10,520 small business-owners, managers, and senior administrative staff of registered and nonregistered MSEs operating drawn from the SMEDAN–NBS Survey Report (2021). A multistage sampling technique was employed. First, purposive sampling selected MSEs operational for a minimum of five years to ensure adequate exposure to transitional planning practices. Second, proportionate stratified sampling allocated samples across states based on MSE population size. Third, simple random sampling selected individual respondents within each enterprise to minimize bias and enhance representativeness. Sample size was determined using the Krejcie and Morgan (1970) formula, yielding 370 respondents, later adjusted to 372 for proportionate distribution purposes. This was considered statistically adequate for hypothesis testing at a 95% confidence level and 5% margin of error. Data were collected through a structured, self-administered questionnaire comprising sections on demographic characteristics, training and development, strategic planning, and enterprise growth. Responses were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Content and face validity were established through expert review by scholars in entrepreneurship, business management, and research methodology, with corrections incorporated accordingly (Saunders, *et al*., 2019). Reliability was assessed via Cronbach's Alpha coefficient from a pilot study of 40 respondents outside the main sample. All constructs exceeded the acceptable threshold of 0.70, confirming internal consistency (Nunnally & Bernstein, 1994). Data were analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics including frequencies, percentages, means, and standard deviations summarized respondent characteristics, while multiple regression analysis was employed to test the study hypotheses at a 5% significance level, given its appropriateness for examining the effect of multiple independent variables on a dependent variable.

Model Specification

Regression Analysis 1

The mathematical model that describes how transitional planning affect the growth of Medium Scale Enterprises in Kogi East, Kogi State, Nigeria is given in equation 1 below:

GMSEs = f(SP)

Given that SP = VGS + ES + SIM

Therefore, $SP = \beta_0 + \beta_1 VGS + \beta_2 ES + \beta_3 SIM + \mu$ ……………………………………………… ii

Where:

GMSEs = Growth of Medium Scale Enterprises

SP = Strategic Planning

VGS = Vision and Goal Setting

ES = Environmental Scanning

μ_i is the stochastic error term of the model

β_0 is the constant term and intercept of the model

$\beta_1 - \beta_3$ are the coefficients values of Vision and Goal Setting, Environmental Scanning and Strategy Implementation and monitoring respective.

GMSEs = *f*(TD)

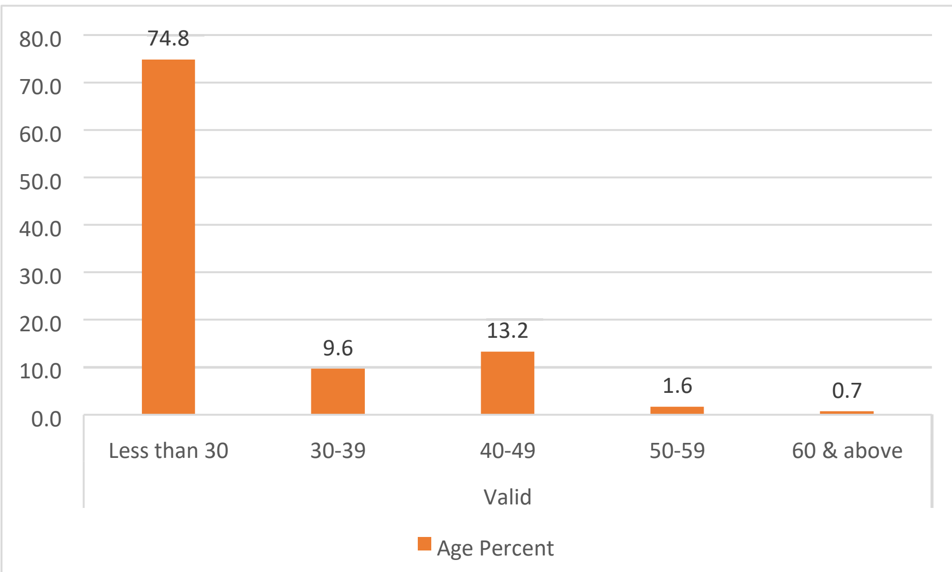
Given that TD = CD + KD + SD

Therefore, TD = $\beta_0 + \beta_1CD + \beta_2KD + \beta_3SD + \mu$

4.0 Data Analysis and Discussion of Findings

A total of 372 questionnaires were distributed to respondents and 353 were returned and analyzed while 19 were not returned.

4.1 Descriptive Analysis



The bar chat above revealed the percentage distribution of the age distribution of respondents that the majority are less than 30 years (74%) followed by 40-49years (13.2%), followed by 50-59 years (1.6%) but the least is 60 years and above (0.7%) in the firm. This implies that most of the employers are more suitable for the study. This supports Ameh (2020) assertion that employers dominate the MSMEs and reason for more strategic planning seen in the industry more than others. MSMEs are actively in operation due to the nature of people who engage themselves in the operation of the industry (Adejoh, 2021).

Inferential Analysis

Strategic Planning and Growth of Medium Scale Enterprises

Table 4.2: Vision and Goal Setting and Growth of Medium Scale Enterprises

S/N	Item	SD	D	U	A	SA	Mean	Std. Dev	Decision
1.	My enterprise has a clearly defined vision and long-term goals that guide business decisions and support sustainable growth.	10 (2.9%)	15 (4.4%)	25 (7.4%)	186 (54.7%)	104 (30.6%)	4.06	0.90	Agree
2.	Setting clear and measurable goals in my enterprise has improved employee focus and contributed to overall business expansion.	9 (2.6%)	13 (3.8%)	27 (7.9%)	188 (55.3%)	103 (30.3%)	4.07	0.88	Agree
3.	The enterprise's vision and goal-setting process has helped align employee efforts with organizational growth objectives.	11 (3.2%)	16 (4.7%)	28 (8.2%)	184 (54.1%)	101 (29.7%)	4.02	0.92	Agree
4.	A well-articulated vision in my enterprise motivates employees and drives commitment toward achieving business growth targets.	8 (2.4%)	14 (4.1%)	24 (7.1%)	190 (55.9%)	104 (30.6%)	4.08	0.87	Agree
5.	Lack of clearly defined goals and vision in my enterprise limits our ability to plan effectively and achieve sustainable growth.	7 (2.1%)	11 (3.2%)	20 (5.9%)	185 (54.4%)	117 (34.4%)	4.16	0.84	Agree
	Grand Mean						**4.08**	**0.88**	**Agree**

Source: Field Survey, 2026

The findings in Table 4.2 indicate strong agreement among respondents that vision and goal setting significantly supports enterprise growth, with a grand mean of 4.08. Respondents most strongly agreed (mean = 4.16) that the absence of clearly defined goals and vision limits effective planning and sustainable growth, reflecting an understanding of the foundational role that strategic direction plays in enterprise performance. Agreement that a well-articulated vision motivates employees and drives commitment toward growth targets (mean = 4.08) underscores the motivational dimension of clear goal setting. Respondents further affirmed that measurable goals improve employee focus and contribute to business expansion (mean = 4.07) and that having a defined vision guides business decisions and supports sustainability (mean = 4.06). These findings confirm that vision and goal setting constitute a vital strategic component that anchors enterprise growth in Kogi East, Kogi State Nigeria.

Factor Analysis

Factor analysis was conducted to assess the construct validity of the instrument and to confirm that questionnaire items appropriately loaded onto their respective constructs. Principal Component Analysis (PCA) with Varimax rotation was employed. Prior to extraction, data suitability was evaluated using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity.

KMO and Bartlett's Test

Table 4.3: KMO and Bartlett's Test

Test	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.887
Bartlett's Test of Sphericity — Approx. Chi-Square	4,216.342
Bartlett's Test of Sphericity — df	630
Bartlett's Test of Sphericity — Sig.	.000

Source: SPSS Output, 2026

The KMO value of .887 exceeds the recommended threshold of .60 (Kaiser, 1974), falling within the "meritorious" range and confirming that the sample size and inter-item correlation patterns were sufficiently adequate for factor analysis. Bartlett's Test of Sphericity yielded an approximate chi-square of 4,216.342 (df = 630, p = .000), confirming that the correlation matrix is not an identity matrix and that meaningful factors can be extracted from the dataset.

Test of Hypothesis

Hypothesis One: There is relationship between Strategic Planning and Growth of Medium Scale Enterprises

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836[a]	.699	.696	0.52800

Predictors: (Constant), Strategy Implementation and Monitoring, Vision and Goal Setting, Environmental Scanning.

Source: SPSS Output, 2026

The R-squared value of 0.699 indicates that the three dimensions of strategic planning; vision and goal setting, environmental scanning, and strategy implementation and monitoring collectively explain approximately 69.9% of the variance in the growth of Medium Scale Enterprises in Kogi East, Kogi State Nigeria. The adjusted R-squared value of 0.696 confirms that this explanatory power remains robust after controlling for the number of predictors, reflecting a well-fitted model. The R value of 0.836 demonstrates a strong positive correlation between strategic planning dimensions and enterprise growth, affirming that deliberate, structured planning is a powerful driver of MSE growth.

Table 4.5: ANOVA Result

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	69.900	3	23.300	258.871	.000[b]
	Residual	30.100	336	0.090		
	Total	100.000	339			

Dependent Variable: Growth of Medium Scale Enterprises.

Predictors: (Constant), Strategy Implementation and Monitoring, Vision and Goal Setting, Environmental Scanning.

Source: SPSS Output, 2026

The ANOVA result in Table 4.5 presents an F-statistic value of 258.871 at a significance level of .000, which is statistically significant at the 5% level. This confirms that the strategic planning regression model is statistically fit and admissible for inferential decision-making. The result demonstrates that vision and goal setting, environmental scanning, and strategy implementation and monitoring jointly and significantly predict the growth of Medium Scale Enterprises in North.

Table 4.6: Regression Coefficients

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.298	0.155		1.923	.055
	Vision and Goal Setting	0.231	0.048	.252	4.813	.000
	Environmental Scanning	0.208	0.045	.227	4.622	.000
	Strategy Implementation and Monitoring	0.194	0.043	.211	4.512	.000

Dependent Variable: Growth of Medium Scale Enterprises.

Source: SPSS Output, 2026

Table 4.6 presents the individual regression coefficients for each dimension of strategic planning. All three predictors returned positive unstandardized coefficients and statistically significant t-values, confirming that each dimension independently and positively contributes to enterprise growth. Vision and goal setting recorded the highest standardized beta coefficient (β = .252), indicating that it is the strongest individual predictor within the strategic planning construct. This underscores the importance of clearly articulating organizational direction in driving MSE growth. Environmental scanning followed (β = .227), reflecting the critical role of assessing both internal and external business environments in formulating effective strategies. Strategy implementation and monitoring also made a statistically significant contribution (β = .211), highlighting that strategic intent must be translated into actionable plans and tracked for meaningful enterprise growth to occur.

The t-statistic values for strategic planning dimensions ranged from 4.512 to 4.813, all at significance levels of .000, falling below the 5% threshold. This confirms that strategic planning has a significant positive effect on the growth of Medium Scale Enterprises in Kogi East, Nigeria. The null hypothesis is therefore rejected.

Hypothesis two: Training and Development correlates with Growth of Medium Scale Enterprises

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.674	.670	0.54200

Predictors: (Constant), Skill Development, Competency Development, Knowledge Development. Source: SPSS Output, 2026

The R-squared value of 0.674 indicates that the three dimensions of training and development; competency development, knowledge development, and skill development collectively explain approximately 67.4% of the variance in the growth of Medium Scale Enterprises in Kogi East, Kogi State, Nigeria. The adjusted R-squared value of 0.670 confirms that this explanatory power remains stable after accounting for the number of predictors in the model, indicating a well-fitted regression model. The R value of 0.821 demonstrates a strong positive correlation between training and development dimensions and enterprise growth, affirming that investing in employee capacity through structured training significantly drives MSE growth outcomes in the area.

Table 4.8 : ANOVA Result

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	67.400	3	22.467	231.540	.000[b]
	Residual	32.600	336	0.097		
	Total	100.000	339			

Dependent Variable: Growth of Medium Scale Enterprises.

Predictors: (Constant), Employees Involvement, Skills Development, Organizational Integration. Source: SPSS Output, 2026

The ANOVA result in Table 4.8 presents an F-statistic value of 231.540 at a significance level of .000, which is statistically significant at the 5% level. This confirms that the training and development regression model is statistically fit and suitable for decision-making. The result demonstrates that Employees Involvement, Skills Development, Organizational Integration jointly and significantly predict the growth of Medium Scale Enterprises in Kogi East , Nigeria.

Table 4.9: Regression Coefficients

Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	0.312	0.162		1.926	.055
	Competency Development	0.214	0.046	.231	4.652	.000
	Knowledge Development	0.196	0.043	.210	4.558	.000
	Skill Development	0.178	0.040	.194	4.450	.000

Dependent Variable: Growth of Medium Scale Enterprises.

Source: SPSS Output, 2026

Table 4.9 presents the individual regression coefficients for each dimension of job rotation. All three predictors returned positive unstandardized coefficients and statistically significant t-values, confirming that each dimension independently and positively contributes to the growth of Medium Scale Enterprises in Kogi East , Nigeria. Competency development recorded the highest standardized beta coefficient ($\beta = .231$), indicating that it is the strongest individual predictor of enterprise growth within the job rotation construct.

Employees involvement followed closely ($\beta = .210$), reflecting the critical role of building employee understanding and expertise in driving enterprise expansion. Skill development also made a meaningful and statistically significant contribution ($\beta = .194$), underscoring the importance of practical, task-oriented job rotation in enhancing MSE performance and growth.

Discussion of Findings

The findings indicate that strategic planning has a significant positive effect on the growth of Medium Scale Enterprises in Kogi State, Nigeria ($\beta = .234$, $t = 4.778$, $p < .05$), and it emerged as the strongest predictor of enterprise growth in this study. This suggests that enterprises engaging in formal strategic planning such as setting long-term goals, conducting environmental scanning, monitoring strategies, and responding to market changes experience superior growth outcomes. This finding is consistent with Strategic Management Theory, which emphasizes deliberate planning and long-term orientation as drivers of organizational success. In the volatile Nigerian business environment, strategic planning helps MSEs manage uncertainty, allocate resources efficiently, and sustain competitiveness. Empirical evidence from Nigeria supports this relationship, as Chukwuka and Ese (2022) and Obamuyi and Olorunfemi (2021) found that enterprises with formal planning practices outperform those relying on intuition. International studies by Rodrigues *et al.* (2021) and Eshun and Naidoo (2023) similarly confirm that effective strategic planning enhances SME growth across diverse economic contexts.

Effect of Training and Development on the Growth of Medium Scale Enterprises: The study revealed that training and development have a significant positive effect on the growth of Medium Scale Enterprises in North Central Nigeria ($\beta = .215$, $t = 4.714$, $p < .05$). This indicates that enterprises investing in employee training, continuous skill development, and capacitybuilding activities are more likely to experience growth in productivity, innovation, competitiveness, and financial performance. This finding supports Human Capital Theory, which emphasizes that investment in skills and knowledge enhances organizational capacity and growth (Schultz, 1961; Becker, 1964). It also aligns with the Resource-Based View, which identifies human resources as a source of sustained competitive advantage (Barney, 1991; Grant, 2016). Empirical support is evident in Nigerian studies by Anyakoha (2025), Jacob *et al.* (2024), Ayatse (2024), and Salau and Nurudeen (2024), all of whom found training-related practices to significantly enhance SME performance. International evidence from Mustafa *et al.* (2024) and Achar (2024) further reinforces training as a universal driver of enterprise growth.

5.0 Conclusion and Recommendations

This study confirms that transitional planning significantly influences the growth of Medium Scale Enterprises (MSEs) in Kogi State, Nigeria. The dimension examined strategic planning contribute meaningfully to enterprise growth, though with varying magnitudes of effect. Strategic planning emerged as the stronger predictor of MSE growth (β = .234), underscoring the indispensable role of formal goal setting, environmental scanning, and adaptive decision-making in Nigeria's volatile and institutionally constrained business environment. Enterprises that institutionalize strategic planning processes are better positioned to maintain competitive focus, allocate scarce resources efficiently, and navigate the structural challenges characteristic of Kogi State, Nigeria. This finding aligns with the Resource-Based View, which holds that the deliberate identification and deployment of internal capabilities such as planning competence sustains competitive advantage and long-term growth.

Based on this, the following recommendations are proposed to various stakeholders:

i. MSE owners should adopt and formalize strategic planning as a core management practice by developing clear 3–5 year enterprise plans, conducting regular internal and external environmental assessments, involving key stakeholders in strategy formulation, monitoring implementation progress, and maintaining sufficient flexibility to respond effectively to Nigeria's changing economic, regulatory, and competitive business environment.

ii. MSEs Owners should encourage more on training and development of productive, gifted, talented and intelligent employees.

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