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Impact of Change on Entrepreneurial Orientation Practices and SMEs Performance (Study of selected registered SMEs)

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Abstract:

The development of the nation's economy is supported by the growing diversity and enthusiasm of interest among academics, particularly in the transforming procedures with an entrepreneurial orientation. The study investigates how changing entrepreneurial oriented practices and the performance of SMEs utilizing a cross sectional survey amongst the four top grocery registered SMEs operating in Ikorodu local government division of Lagos State, Nigeria. Jendol superstore, Just-rite superstore, Addide stores, and KD Foods. The tool for gathering data is a questionnaire with two sections: bio data and research questions. While 100 respondents formed the sample size proportionally selected from the study focus. Pearson correlation is the statistical tool for data analysis. The study reveals that, creativeness and alleviation of business loss have a highly significant impact on SMEs performance; with pro-activeness having a weak, but positive relevance on SMEs performance. In conclusion, to further improve and optimize entrepreneurial orientation practices and adapt to future threatening changes, firm's need to strengthened desire of healthy competitions, identifying and targeting weakness of their competitors. It is recommended that, more innovativeness should be sought after as guiding principles for capability and adaptability to handle the complexity of the ever-changing business surrounding, while involvement in risk- taking should be adopted with inevitable zeal and willingness to attain organizational growth and improved performance. Pro-activeness should be given adequate consideration in order to maintain and surpass existing performance as opportunities come but once. Despite study limitations, future researchers may need to enlarge sample size and create intense awareness on SMEs generally.

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1.0. Introduction

The idea of entrepreneurship dates back to the time of an Irish-French economist, Cantillon in the 1700s, when it was recognized that entrepreneurs had a role to play in combining factors of production to produce a desirable output. Additionally, entrepreneurship is the process by which businesses innovate, take risks and reinvent themselves as well as their markets. Other literature posits that, entrepreneurship is the pursuit of chances by those who are entrepreneurs having interest in taking risks against other who do not seek out opportunities (Mwangi & Ngugi, 2014).A large portion of the world economy, especially SMEs, have been impacted by the trending issue of globalization, particularly the outbreak of pandemics like the influenza of the1950s and 1960s, the HIV/AIDS epidemic of the 1980s, and the most recently, the corona virus (Covid-19). These pandemics have caused changes in social mobility, lockdowns, poor physical contact, and virtual relationships that hinder performance. As a result, academics are becoming more interested particularly the transformation of SMEs operational methods and entrepreneurial orientation in areas like re-structuring and re-designing as a means of boosting the growth of the nation economy.

But recently, entrepreneur emerging role became noteworthy, premising on the work of Miller (1983); Covin and Slevin (1989). In which entrepreneurial orientation parameters measurement was expressed using five quantum yard-sticks as: innovation, proactivity, risk level, competition and freedom. These scholars posit that, entrepreneurial orientation is envelope coverage of organizational strategic focus embedded in the organization's managerial philosophies, aims, objectives and organization attitudes that are entrepreneurial in nature. Mawoli,(2019). Align that, the entrepreneurial quantum measurement is a construct which to a large extent influence the magnitude of evaluation in term of performance. Environment of business operations has in no doubt become more volatile, uncertain, complex, ambiguous and disruptive that alters the existing equilibrium point, which represent the various factors that impact on business performance results (Shan, Song & Ju, 2016). Performance represents the metrics regarding how a certain request is attained, and (or) the parameter act of doing something effectively, that is being determined by the attributes of the entrepreneur behind the process. Business practitioners need to combine internal and external skills to fit the dynamism of the changing environment to explore new opportunities. Examples of such strategies include cutting production cost, gaining competitive advantage, breaking into untapped markets, making decisions and developing innovative products (Alvarado & Cordero, 2012). In every economy, the secret to business success is not just having the right abilities but also having an entrepreneurial attitude and mindset. Since the dynamism inherent in the evolution of entrepreneurial orientation practices can help promote efficient performance in SMEs, entrepreneurial orientation implies a

way of thinking about business and its potential (Ajani, Odesanya, Balogun & Ishola, 2018).

Scholarly investigations have demonstrated non consensus and disparities in the outcomes of entrepreneurial orientation and SMEs performance, primarily in developed countries and comparatively few in developing ones. However, by offering empirical data on the study: change on entrepreneurial orientation practices and SMEs performance in Ikorodu, Lagos State, Nigeria, this study aims to add to the body of literature. The specific objectives are to: examine the success of SMEs as it is being influence by innovativeness, pro activeness, and risk-taking.

2.0. Literature Review

2.1. Concept of Change

In contemporary world, Change is a necessary initiative phenomenon for any organization to survive. As such acquiring a competitive edge is the consequence of moving outside of one's typical

comfort zone or distorting an already existing equilibrium point, in order to ensure ongoing

business existence (Chun-Fang,2010). The term change phenomenally refers to a program, mission or group of operations intended to cause a paradigm shift in the direction of either progression or retrogression that impact organization modus operandi (Rodrik, 2013).

The process of change in the view of Kotter (1996) revolves on:

Re-engineering- use of novel techniques methods .such as restructuring to improve positioning.

Incremental- entails non total destruction of existing structure, but necessitating adjustment change to enhance efficiency and improve focus.

Technological changes - through inventions, creativity and innovation to promote operational efficiency.

2.1.2. Entrepreneurial Orientation

Entrepreneurial skills and opportunity are major factors that influence business operator's orientation and ability to strategically tailor such establishment to good performance, .the choice to become an entrepreneur is tied to willingness and orientation and not by chance (Saurez,1994).

Entrepreneurial orientation has been defined by early scholars as "involvement in the activities of decision-making in business towards gaining agility, autonomy, innovation, risks, and being proactive relative to market opportunities (Lumpkin & Dess, 1996).

Aliyu, Male, Adamu and Aminu (2022) posits that an organization's managerial philosophies, opportunity-oriented, firm's behavior and strategy making procedures are all captured by its entrepreneurial orientation, which enables it to

creativity and meet product development and customer satisfaction.. Entrepreneurial orientation (EO) in the study of Okoli, Nwosu and Okechuckwu (2021) argues that an entrepreneur is a decision maker, who decides on new business entrance and equally provides support for it nurture in an environment. Hence, a vital part of an entrepreneur is to helps balance the fit between individual and the business environment (Thornberry, 2006).

2.1.3. Dimensions of Entrepreneurial Orientation

In several literatures, scholars' unambiguously and consciously agreed that, entrepreneurial orientation can be widely capture from two extreme perspectives as; the composite dimension and multidimensional.

Composite dimension perspective according to Wales, Gupta, andMousa,(2013) is one way consequence on entrepreneurial orientation element of innovation, risk-taking, and proactivity. The multidimensional perspective according to Lumpkin and Dess, (1996) refer to numerous variables with impact on firm's performance elements as creativeness, risk-taking, pro-activeness, autonomous and competitiveness.

Innovativeness

From a broad perspective, innovation is a reflection of experimentation, creative processes and changing to fresh concepts (Shan e tal 2016).Being Innovative depicts openness and willing to adopt and use the newest technologies and market trends, as well to embrace new ideas, practices and goods throughout every decision making process to support the fulfillment of customer needs . The quest to be innovative required strong ability and possession of more knowledge and intellect to drive the firm's innovation amid ambiguity and uncertainty.

Innovation capability is a crucial attribute that helps businesses gain a long-term competitive edge and concentrate efforts on their core competencies (Drucker, 1998).

A good example of innovativeness was illustrated in the study of Rothwell and Zegveld (1998) where SMEs demonstrated quicker behavioral response to external business dangers through their internal communication skills of relationship management, despite their low level of technological deployment in operations.

Pro-activeness

This can be defined as an entrepreneurial state of readiness to counter or diffuse rivals by implementing a calculated and positive marketing plan and taking forward- thinking steps to improve and transform the business environment. Also, being proactive mean being aware of the potential trends in business activities, being able to investigate opportunities and obtain a competitive edge in generating future demand, and managing the dynamics of the business by discovering new avenues for growth and development in the tasks and responsibilities that competitors activity have opened up (Lumpkin & Dess, 1996). It is the degree to which a business and its stakeholders explore

environment for the purpose of earning maiden advantage in a market through the creation, introduction and development of new products that can meet the industry standards.(Anderson, Covin,& Slevin, 2009).During intense and volatility of the market, organizations seek to remain afloat through inventions and reactiveness to capturing opportunities and become the basis for developing and sustaining competitive advantage.

Risk Taking

Risk is the term used to characterize a situation where the decision maker uses information to predict the possibility that they will come out ahead or behind in an occurrence. Lumpkin and Dess, (1996), posit that, risk taking involves being willing to invest in risky ventures with hazy prospects. Risk taking is a facet of an assertive entrepreneurial orientation that drives management decision-making toward the funding of new initiatives, broadening the business scope of reference, identifying new markets, developing new products, innovating current procedures, hiring staff etc .Each of these offer a distinct viewpoint to the business. According to Kreiser, Marino, and Weaver (2002), taking on risk by SMEs is about carving out a niche based on strength to give performance edge. Suarez (1994) asserts that, winding-up an organization carries some because there's a chance it will experience losses down the road. However, these losses might be prevented if operations are not shut down completely.

Autonomy

Conceptually, autonomy is the degree to which an employee is free to act and think as they choose, resulting in their own creative ideas (Diandra & Azmy, 2020). From an angle of organizational structure, autonomy means the right of an individual or team to perform task and make decisions on their own choices, with some variance depending on the size of the organization. According to Miller (2011), observed that, the independent leader with the most authority conducts the entrepreneurial actions in small businesses; it states that tiny businesses have a high degree of autonomy. Senior management entrepreneurial orientation may be able to assist these businesses in overcoming issues with delayed decision-making and reluctance to change (Barot, 2015). SMEs with flexibility in their autonomy can quickly adapt to external environmental variables that impact them.

Competitiveness

The search for opportunities brings competitive edge when responding to the strategic challenges posed by rivals. Stuart and Abetti,(1990) posit that, business is considered competitive if only it can use the strengths, weaknesses, opportunities and threats analysis to compete with its rivals in novel ways. Businesses need a lot of resources to survive and grow. These are necessary to face and take on competitors in areas like price strategy, salary determination, product awareness creation, etc. According to Mirza, Bergland, and Khatoon,

(2016), a resource is a distinct and inventive foundation for competitiveness that aids businesses in navigating a hostile and dynamic environment.

2.1.4. Small and Medium Enterprises (SMEs)

Lawal, Kio, Sulaimon and Adebayo (2006) posit SMEs as setting of business that is characterized with the following parameters: small sales turnover, few employees, low asset values and profit margins,. They are also highly personalized, primarily domestic operations, internally financed, and privately owned. Both analytical and non-analytical dimensions were used by Kaya and Alpkan (2012) as reported in Ajani, Adekanmbi and Faseyiku (2021), differentiate between small and medium sized business. Analytical indicators included capital, assets, employees and revenue, while non-analytical criteria entail the use of independent criterion.

Nigeria Central Bank bulletin (2020). Examine small and medium enterprises using asset grading standards and personnel count, with an asset basis of Five million naira to Five hundred million naira, and about eleven to two hundred range of workforce.

2.1.5. Performance

The complexity of interpretation in the word 'performance' has been captured numerously. Kianto, Vanhala and Heilmann,(2016). Assert that, performance metrics are determined by managers based on their views and observations of profitability, market share, employee's growth within the same industry, or performance as reported in business/organization publication (which make available to the public the profitability and market share figures of businesses operating in a given industry). . Performance is the fulfillment of given duties and task in relation to an expected estimates assignment, speed, duties, and completeness (Al-Dhaafri, Al-Swidi, & Yusoff, 2016).

Five factors are identified by Vij and Bedi,(2012) as indicating why an organization's performance is as desired;

- maintaining connections with customers,
- Providing high quality goods and services.
- Offer goods & services at reasonable prices
- Good inventory level
- Goods & services efficiency.

2.2. Theories Review

This study was underpinned by Theory of Reasoned Action (TRA), as examined below:

Theory of Reasoned Action

To distinguish between attitudes and behaviors, Fishbein and Ajzen (1975) developed idea of reasoned action, which was an improvement over the information integration theory. Behavioral intention differs, because it distinguishes between a middle ground forecasting attitude and genuinely

predicting behavior- while taking into account variables that may restrict the impact of attitude on behavior.

This is due to the fact that the theory has several relationships with the study's variable, including risk-taking, proactivity, and competitive strategy, in addition to SMEs success. An enterprising person will take the initiative since they understand it consequence of increasing customer loyalty or sales volume for their businesses. Furthermore, an entrepreneur's capacity to plan his behavior and bring future actions into the present in a way that aligns with stakeholder and customer expectations is a key factor in determining the success. It is also crucial to know that shifting demographics within the population and other dynamic, unstable environmental factors present fresh chances and difficulties for entrepreneurship.

The theory of reasoned action, forecast that, any voluntary action will be taken, unless the intention measure is out of synchronized with the behavioral action requirement. The reasoned action theory has faced criticism and challenges in recent times due to its inherent shortcomings.

Ignorance of the connection between people, interpersonal relationship, and the larger social entity that govern social practice is one of these issues. Although the theory acknowledges the significance of the social norms, the technique only takes into account the perspectives of the individual on the social issue, which leads to the ambiguity in the two variable factors. Another problem is that, the model was built using synthetic reality as opposed to what was thought to be analytical truth, which leads to the conclusion that, the theory was falsified by definition rather than by observation. .

2.3. Empirical Review

Using metrics of business development, Kiyabo and Isaga (2020) Study analyzed the circumstance under which the performance of SMEs are being affected through the involvement of entrepreneurial orientation considering mediation of competitive advantage in measuring business growth and development. Data from 300 operators-manager of welding SMEs in Tanzania's urban centres of Dares Salaam, Mbeya, and Morogoro urban centers in Tanzania were gathered using a cross-sectional design survey. Data analysis computation was performed using the structural equation modeling technique with the assistance of AMOS software. The study findings from 200 respondents sample data gathered through bootstrapping on the effect of indirect effect of entrepreneurial orientation on SMEs' performance informed, competitive advantage as a leading construct of mediation in entrepreneurial orientation and SMEs' performance, as well being a determinant for organization growth and personal development.

Perera and Samarakoon (2021) study titled, effect of entrepreneurial orientation on SMEs' innovation performance in Sri Lanka. The construct of independent variables used are: risk bearing, pro activity, being autonomous, innovation, and

Competitiveness. The innovation performance of SMEs was modeled after the identification of three approaches. Questionnaire was used to retrieve responses of seventy-six SMEs' owners. Descriptive statistics adopted using multiple regression analysis to analyze the data. Study results informed, inventive performance is strongly impacted by entrepreneurial orientation.

Significantly, SMEs innovative performance is highly influenced by the four aspects of entrepreneurial orientation: risk-bearing, pro activeness, innovativeness, and autonomy. Contrarily, the innovation performance of SMEs is not significantly impacted by competitiveness. According to the study's findings, SMEs innovation on performance is influenced by their entrepreneurial approach as it makes up a substantial share of businesses. It is expected that business decision makers, SME owners, and policy-formulators in Sri Lanka will assist SMEs in improving their performance in terms of innovation.

Isichei, Agbaeze and Odiba (2020) addressed how structural infrastructure capability influences the link between entrepreneurial orientation and SMEs in non-industrialized nations, with particular emphasis on Nigeria. Using a sample of 377 SMEs from each of Nigeria's six geographical zones, the study used a survey design. Data was collected using a questionnaire and partial least squares structural equation modeling (PLS-SEM) was used to analyze the results with the aid of (SmartPLSv3).The study informed; the success of SMEs is significant to the entrepreneurial orientation aspects of innovativeness and Pro-activeness. Similarly, performance was not significantly impacted by taking risks. The study concluded, the association of entrepreneurial orientation on performance is largely mediated by structural infrastructure competence.

3.0. Research Methodology

The study adopts a cross sectional study among four (4) leading groceries registered SMEs (Jendol Superstore, Just-rite Superstore, Addide Stores and KD Foods) business in Ikorodu local government of Lagos State, Nigeria. The survey was conducted over a ninety (90) days period. Due to the dispersion of the businesses within a given geographic vicinity/area, the questionnaire has two sections, section A, biographical information and section B, research questions. which formed the major data collection instrument for the study, multiple in-person visits was deployed as strategy to guarantee and increase the rate of respondents participation in the provision of response to the structured questions. Purposive technique applied for selection of 100 respondents proportionately from each of the four study foci, the choice of staff involvement in the research conduct, included Branch manager, Security manager, Technical/maintenance manager, Chief Accountant, Personnel manager, and other relevant existing cadre in the business structure. An analytical tool for data is the Pearson correlation coefficient. The structured questions rated using a five-point Likert scale of responses as: Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree, with number value strength ranging from 5 to 1 respectively.

4.0. Data Presentation and Analysis

The questionnaire which consisted of fifteen (15) questions, were administered to employees of the four (4) leading groceries registered SMEs (Jendol Superstore, Just-rite Superstore, Addide Stores and KD Foods) business in Ikorodu local government of Lagos State, Nigeria. A sum of (100) copies of the questionnaires were distributed and seventy (70) was valid for use.

Respondents' Characteristics and Classification.

Table 1: Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	48	68.6	68.6	68.6
Female	22	31.4	31.4	100.0
Total	70	100.0	100.0	

Source: Survey, 2024 using SPSS

The gender column explains that 68.6% are male respondents while 31.4% were female. This indicates that male employees are more than female employees using the four groceries registered SMEs in Ikorodu Local Government.

Table 2: Family Attachment Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	6	8.6	8.6	8.6
Married	40	57.1	57.1	65.7
Separated	17	24.3	24.3	90.0
Widowed	7	10.0	10.0	100.0
Total	70	100.0	100.0	

Source: Survey, 2024 using SPSS

The table above indicated that 8.6% are single respondents; 57.1 % are married, 24.3 % are separated and 10% are widowed.

Table 3: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30years	7	10.0	10.0	10.0
31-40years	38	54.3	54.3	64.3
41-50years	18	25.7	25.7	90.0
Above 50years	7	10.0	10.0	100.0
Total	70	100.0	100.0	

Source: Survey, 2024 using SPSS

The table above shown that 10% of the respondent were age 20-30; 54.3% were 31-40years, 25.7% were 41-50 years and 10% were 50years and above.

Table 4: Education Background

	Frequency	Percent	Valid Percent	Cumulative Percent
ND	16	22.9	22.9	22.9
HND/B.Sc	38	54.3	54.3	77.1
M.Sc/ MBA	16	22.9	22.9	100.0
Total	70	100.0	100.0	

Sources: Survey, 2024 using SPSS

The table above shown educational background, 22.9% of the respondents were ND holders, 54.3% of the respondents had HND/B.Sc. while 22.9 % of the respondents had M.Sc./MBA.

Table 5: Management Cadre

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Level	10	14.3	14.3	14.3
Middle Level	42	60.0	60.0	74.3
Top	18	25.7	25.7	100.0
Total	70	100.0	100.0	

Source: Survey, 2024 using SPSS

The table above shown the management level occupied by the respondents, 14.3% were at low level, 60 % of the respondents were at middle level and 25.7% of the respondents were at top management level.

Table 6: Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	29	41.4	41.4	41.4
6-10years	41	58.6	58.6	58.6
11-15years	-	-	-	100.0
Total	70	100.0	100.0	

Source: Survey, 2024 using SPSS

The table above shown the work experience of the respondents, 41.4% of the respondents had used 1-5 years, 58.6% had used 6-10years and 0.0% had used 11-15years.

4.1. Analysis According to Research Hypothesis

The hypotheses early stated are tested here using Pearson's correlation co-efficient in SPSS:

Table 7: Innovativeness has no significant impact on SMEs performance

		Innovativeness	SMEs Performance
Innovativeness	Pearson Correlation	1	.611**
	Sig. (2-tailed)		.000
	N	70	70
SMEs Performance	Pearson Correlation	.611**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Interpretation:
From the table, Pearson's coefficient (r) is 0.611. This shows a high positive correlation between innovativeness and SMEs performance. Also, innovativeness has relevant impact on SMEs performance.

Table 8: Risk taking has no significant impact on SMEs performance

		Risk taking	SMEs Performance
Risk taking	Pearson Correlation	1	.790**
	Sig. (2-tailed)		.000
	N	70	70
SMEs Performance	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Interpretation:
From the table above, the Pearson's coefficient (r) is 0.790. It means a very high, positive relevance between risk taking and SMEs performance. Also, risk taking has relevant impact on SMEs performance.

Table 9: Pro activeness has no significant impact on SMEs performance.

		Pro-activeness	SMEs Performance
Pro-activeness	Pearson Correlation	1	.395**
	Sig. (2-tailed)		.001
	N	70	70
SMEs Performance	Pearson Correlation	.395**	1
	Sig. (2-tailed)	.001	
	N	70	70

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

Interpretation:

From the table above, the Pearson's coefficient (r) is 0.395. This shows a weak, positive correlation between pro-activeness and SMEs performance. Also, pro-activeness has relevant impact on SMEs performance.

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.733a	.556	.127	.614	.139	1.221	1

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	68	.234

The result in table 10 above shows that the correlation coefficient is 0.733 as it informs a relevant and very strong relationship exists between entrepreneur orientation and SMEs performance. The coefficient of determination (R^2) =0.556 implies that 55.6% variation in SMEs performance is explained by variation in entrepreneur orientation. This indicates that this model has a good fit. The 44.4% is elucidated by variables not captured in this model. The F-Change of 1.221 had a corresponding relevant of Sig. F change of 0.234. Hence, we conclude that the model is useful. Conventionally, F-change =1.221>sig.F-Change=0.234. Therefore, there is relationship between entrepreneur orientation and SMEs performance.

4.2. Summary of Findings

Data analyzed in accordance with the research hypothesis above, revealed that innovativeness significantly impact on SMEs performance; this position is in tandem to the study of Perera and Samarakoon, (2021); and work of Garba, (2020). The study discovered that risk taking has relevant impact on SMEs performance; this was in contrary to study of Garba,(2020), but aligned to study of Khurram, Ghulam, Muhammad, and Muhammad, (2021) and Ademosu and Morakinyo,(2021). Apart from pro-activeness having a weak, but positive significant impact on SMEs performance, closely showing correlation to the study of Mthanti and Urban,(2014); Musthofa, e tal.(2017). Nonetheless, studies by Mabotuwana and Udayanga, (2020); Garba, (2020); Perera and Samarakoon, (2021) confirmed a positive significant correlation.

4.3. Conclusion

Based on the research findings, it was concluded that innovativeness being a catalyst to uniqueness has significant positive change impact on SMEs operation and performance. The Pro-activeness result findings reveal a significant but,

weak change relationship considering it effect on SMEs performance, while the entrepreneur's risk-taking orientation, an indispensable phenomenon in business positively influences growth and performance. Thus, it was concluded that performance of SMEs is inevitable and paramount, as further improvement and optimal resource utilization through entrepreneurial orientation practices and its adoption will alleviate obstacles emanating both in present and future threatening emerging changes, thereby enhance the organization to strengthened desire of healthy competitions, identifying and targeting weakness of their competitors, in order to translate to organization strengths and opportunities.

5.3 Recommendations

Based on the results, it is recommended that, innovativeness as a unique phenomenon of progress should be embark upon relentlessly and intensively as an adherence guiding principles for capability and adaptability to handle complexity in the ever changing business environment, the involvement in risk taking should be consider inevitable and germane option with the require zeal of success, as well as the willingness of integration of orientation dynamism for the attainment of organizational growth and improved performance. Finally, pro-activeness should be given adequate consideration towards the enhancement of organization goals, and yet to maintain and surpass existing performance as opportunities come but once.

5.4 Limitations & Suggestion for Further Studies

Being a cross-sectional study on SMEs two major challenges persist: the privacy non-
disclosure of reliable data information and cultural biasness about SMEs business manifested in the attitude of respondents to questions, which was thought to have been guided using a purposive technique of sampling in the questionnaire administration. Secondly, the vulnerability to large focus group limited the population size (sample size), as both time and economic variables become inevitable considerations.

Thus, further researchers, may need enlargement of the sample size representation and awareness generation to change the non-quantifiable opinion on conducting research on SMEs generally.

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