ENTREPRENEURIAL ORIENTATION, TOTAL QUALITY MANAGEMENT, ORGANISATIONAL LEARNING AND PERFORMANCE OF SMES IN NIGERIA: THE MODERATING ROLE OF COMPETITIVE INTENSITY

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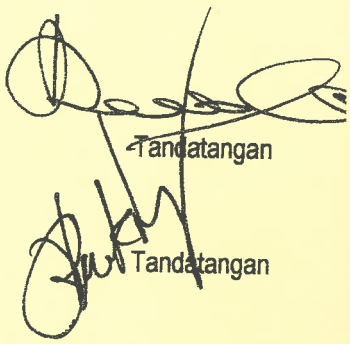

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ABSTRACT

Extant research addressing the relationships between entrepreneurial orientation, total quality management, organisational learning, and small and medium enterprises (SMEs) performance demonstrates inconsistency in results, suggesting the need to introduce a moderator variable. Drawing upon resource-based theory, as well as contingency theory, this study examined the role of competitive intensity in moderating the relationships between entrepreneurial orientation, total quality management, organisational learning, and SME performance. Using a stratified random sampling, 714 self-administered questionnaires were distributed to owner-managers of SMEs operating in Kano and Kaduna in the north-west geopolitical zone of Nigeria. Of the 714 questionnaires distributed, 440 unusable questionnaires with 62 percent responses were returned and further analysed. The hypotheses were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results supported the hypothesised main effects of entrepreneurial orientation, total quality management, and organisational learning on SME performance. Also, the competitive intensity was found to moderate the relationships between entrepreneurial orientation and SME performance. Similar results regarding the moderating effect of competitive intensity on the relationship between organisational learning and SME performance was found. On the contrary, no significant interaction effect was found between total quality management and competitive intensity. The theoretical contribution of the present study lies in its use of competitive intensity as a moderator of the relationships between entrepreneurial orientation, total quality management, organisational learning, and SME performance. From the practical perspective, the key contribution of this study is that SMEs in Nigeria may clearly appreciate the benefits of devoting greater attention to the implementation of entrepreneurial orientation, total quality management, and organisational learning to achieve a sustainable competitive advantage. Finally, the findings of this study can also provide directions to government and policy-makers toward promoting SMEs for sustainable development.

Keywords: entrepreneurial orientation, total quality management, organisational learning, competitive intensity, performance

ABSTRAK

Penyelidikan sedia ada mengenai hubungan antara orientasi keusahawanan, pengurusan kualiti menyeluruh, pembelajaran organisasi, dan prestasi perusahaan kecil dan sederhana (PKS) menghasilkan dapatan yang tidak tekal dan ini menunjukkan perlunya pemboleh ubah penyederhana diperkenalkan. Berbekalkan teori berasaskan sumber serta teori kontingensi, kajian ini menelitI peranan intensiti persaingan dalam menyederhanakan hubungan antara orientasi keusahawanan, pengurusan kualiti menyeluruh, pembelajaran organisasi, dan prestasi PKS. Dengan menggunakan persampelan rawak berstrata, 714 soal selidik yang ditadbir sendiri telah diedarkan kepada pemilik-pengurus PKS beroperasi di Kano dan Kaduna di zon geopolitik utara-barat Nigeria. Daripada 714 soal selidik yang diedarkan, 440 soal selidik tidak dapat digunakan dan 62 peratus respons telah dikembalikan dan seterusnya dianalisis. Hipotesis telah diuji menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM). Keputusan menyokong kesan utama orientasi keusahawanan, pengurusan kualiti, dan pembelajaran organisasi terhadap prestasi PKS seperti yang dijangkakan. Juga, intensiti persaingan didapati menyederhanakan hubungan antara orientasi keusahawanan dan prestasi PKS. Keputusan yang sama mengenai kesan penyederhana intensiti persaingan terhadap hubungan antara pembelajaran organisasi dan prestasi PKS ditemui. Sebaliknya, tiada kesan interaksi yang signifikan antara pengurusan kualiti dan intensiti persaingan diperoleh. Sumbangan teori kajian ini terletak pada penggunaan intensiti persaingan sebagai penyederhana dalam hubungan antara orientasi keusahawanan, pengurusan kualiti menyeluruh, pembelajaran organisasi, dan prestasi PKS. Dari perspektif praktis, sumbangan utama kajian ini adalah bahawa PKS di Nigeria perlu menghargai faedah menumpukan perhatian yang lebih kepada pelaksanaan orientasi keusahawanan, pengurusan kualiti, dan pembelajaran organisasi untuk mencapai kelebihan daya saing yang mampan. Akhir sekali, hasil kajian ini juga boleh memberikan panduan kepada kerajaan dan pembuat dasar demi menggalakkan PKS untuk pembangunan lestari.

Kata kunci: orientasi keusahawanan, pengurusan kualiti menyeluruh, pembelajaran organisasi, intensiti persaingan, prestasi

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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CMV	Common Method Variance
PhD	Doctor of Philosophy
PLS	Partial Least Squares
Q2	Construct Crossvalidated Redundancy
R2	R-squared values
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
SWT	*Subhanahu Wa Ta'ala*
USA	United States of America
ρc	Composite Reliability

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Small and medium-sized enterprises (SMEs) have been identified as major drivers of economic growth, competitiveness and jobs creation, in both developed and developing countries (Aris, 2007; European Commission, 2014; Leegwater & Shaw, 2008; Shehu & Mahmood, 2014b; Tuck, 2014). It is also generally accepted in both theory and practice that SMEs are used as engine for solving socio- economic problems such as unemployment, poverty alleviation. For example, SMEs have been regarded as critical to economic growth, employing 88.8 million people, as well as generating €3,666 trillion in valued added, representing 28 percent of Gross Domestic Product (GDP) in the 28 European Union (EU) member states (Muller, Gagliardi, Caliandro, Bohn, & Klitou, 2014). Relatedly, the contribution made by SMEs to the GDP and employment of high income countries, such as Australia, Austria, Canada, and Germany, were 55 percent and 65 percent, respectively. It is also estimated that in the United Kingdom (UK), SMEs contribute 60 percent to total employment and about47 percent of all private sector turnover (Department for Business Innovation & Skills, 2015). It has also been reported that in upper middle income countries, SMEs are important economic agents for growth (Pail, 2015).

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Appendix A

Research Questionnaire

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Dear Prof / Reader / Dr / Mr / Mrs / Ms,

ACADEMIC RESEARCH QUESTIONNAIRE

I am a doctoral candidate at the above-named university, currently working on my PhD thesis title "moderating effect of competitive intensity on the relationship between entrepreneurial orientation, total quality management, organisational learning and SME performance.

Thank you in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much in anticipation of your responses.

Yours sincerely,

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Section One

Instruction: The following statements assess whether your firm engages in product-market innovation, undertake somewhat risky ventures, and come up with "proactive" innovations in order to survive competition in the market place. Please indicate the extent to which you agree or disagree with the statements based on the scale provided.

Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

No.	Statement	Level of Agreement with statement						
EO01	Our firm favours a strong emphasis on R&D, technological leadership, and innovations.	1	2	3	4	5	6	7
EO02	Our firm has marketed many new lines of products or services in the past 3 years.	1	2	3	4	5	6	7
EO03	In our firm, changes in product or service lines have usually been quite dramatic.	1	2	3	4	5	6	7
EO04	In dealing with competitors, our firm typically responds to actions which competitors initiate.	1	2	3	4	5	6	7
EO05	Our firm is very often the first business to introduce new products/services, administrative techniques, operating technologies, etc in dealing with competitors.	1	2	3	4	5	6	7
EO06	Our firm typically adopts a very competitive, 'undo-the-competitors' posture.	1	2	3	4	5	6	7
EO07	Our firm has a strong proclivity for high-risk projects (with chances of very high returns).	1	2	3	4	5	6	7

EO08	Our firm believes that owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.	1	2	3	4	5	6	7
EO09	When confronted with decision-making situations involving uncertainty, our firm typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	1	2	3	4	5	6	7

Section Two

Instruction: In this section, we are interested in understanding the extent to which your firm has implemented programs over the past three years to improve the quality of products and processes, improve efficiency, decrease waste, involve employees in the philosophy of continuous improvement. These programs are generally referred to as total quality management (TQM). Please indicate the extent to which you agree or disagree with the statements based on the scale provided.

Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

No.	Statement	Level of Agreement with statement						
TQ01	Our firm implements programs to improve the quality and reliable delivery of materials and components provided by suppliers.	1	2	3	4	5	6	7
TQ02	Our firm implements programs to reduce waste or non-value added activities throughout the production process.	1	2	3	4	5	6	7

TQ03	Our firm implements programs to reduce time delays in manufacturing and designing products (i . e . improve cycle time).	1	2	3	4	5	6	7
TQ04	Our firm strongly encourages involvement of employees in quality improvement programs (e . g . training , involvement in improvement teams).	1	2	3	4	5	6	7
TQ05	Our firm encourages involvement of functional personnel (manufacturing, marketing, R & D) in strategy formulation.	1	2	3	4	5	6	7
TQ06	Our firm develops close contact between manufacturing and customers	1	2	3	4	5	6	7
TQ07	Our firm implements programs to co-ordinate quality improvements between parts of the organisation.	1	2	3	4	5	6	7

Section Three

Instruction: The following describe statements about some aspects of learning practices in your firm. For example a system that allows us to learn successful practices from other organizations. Please indicate the extent to which you agree or disagree with the statements based on the scale provided.

Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

No.	Statement	Level of Agreement with statement						
OL01	Our firm has learned or acquired much new and relevant knowledge over the last three years.	1	2	3	4	5	6	7
OL02	Members of our firm have acquired some critical capacities and skills over the last three years.	1	2	3	4	5	6	7
OL03	Our firm's performance has been influenced by new learning it has acquired." over the last three years.	1	2	3	4	5	6	7
OL04	Our firm is a learning organization.	1	2	3	4	5	6	7

Section Four:

Instruction: The following describe statements assess the intensity of competition in the environment in which your firm operates. Please indicate the extent to which you agree or disagree with the statements based on the scale provided below.

Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

No.	Statement	Level of Agreement with statement						
CI01	Competition in our industry is cutthroat.	1	2	3	4	5	6	7
CI02	There are many "promotion wars" in our industry.	1	2	3	4	5	6	7
CI03	Anything that one competitor can offer, others can match readily.	1	2	3	4	5	6	7
CI04	Price competition is a hallmark of our industry.	1	2	3	4	5	6	7
CI05	One hears of a new competitive move almost every day.	1	2	3	4	5	6	7
CI06	Our competitors are relatively weak.	1	2	3	4	5	6	7

Section Five:

Instruction: The following describe statements assess the overall performance of organisation compared to your competitors. Using the scale provided below to rate your firms' overall performance over the past 3 years.

Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

No.	Statement	Level of Agreement with statement						
FP01	Over the past 3 years, our financial performance has been outstanding	1	2	3	4	5	6	7
FP02	Over the past 3 years, our financial performance has exceeded our competitors'.	1	2	3	4	5	6	7
FP03	Over the past 3 years, our revenue (sales) growth has been outstanding.	1	2	3	4	5	6	7
FP04	Over the past 3 years, we have been more profitable than our competitors.	1	2	3	4	5	6	7
FP05	Over the past 3 years, our revenue growth rate has exceeded our competitors'.	1	2	3	4	5	6	7
FP06	Over the past 3 years, there has been an increase in market share relative to our competitors.	1	2	3	4	5	6	7

Section Six:

Individual and Organizational Profile Information

Please Kindly, tick [✓] in the appropriates answer.

1. Gender

Male [ ]

Female [ ]

2. Age

1. 20-30 years **[ ]**

2. 31-40 years **[ ]**

3. 41-50 years **[ ]**

4. 50 years and above **[ ]**

3. Highest Educational Qualification

1. Primary School [ ]
2. Secondary School [ ]
3. Diploma/NCE [ ]
4. Bachelor Degree [ ]
5. Masters [ ]
6. Others [ ]

4. Marital Status

1. Single [ ]
2. Married [ ]

5. Ethnicity

1. Hausa/Fulani [ ]
2. Igbo [ ]
3. Yoruba [ ]
4. Others (please specify)_____

6. Position

Owner [ ]
Manager [ ]

7. Ownership of company

Sole proprietorship [ ]
Partnership [ ]
Limited Liability Company [ ]

8. Number of employees

Less than 50	[ ]
50-99	[ ]
100-249	[ ]
250-499	[ ]
500 or more	[ ]

9. Industry

Food and beverages	[ ]
Packaging/containers	[ ]
Metal and metal products	[ ]
Printing and publishing	[ ]
Agro-allied	[ ]
Building materials	[ ]
Others	[ ]

10. Number of years in business

Less than 3 years	[ ]
3 – 6 years	[ ]
7 – 9 years	[ ]
10 – 12 years	[ ]
13 years or more	[ ]

Thank you for your participation and your time in answering the survey. All response will be treated with the utmost confidence and no single set of responses will be readily identifiable.

Comments (optional):

_____

_____

_____

Appendix B

SPSS Output

Frequencies

Statistics

		EO01	EO02	EO03	EO04	EO05	EO06	EO07
N	Valid	439	439	439	439	439	439	439
	Missing	1	1	1	1	1	1	1

Statistics

		EO08	EO09	OL01	OL02	OL03	OL04	TQ01
N	Valid	439	439	438	438	438	438	439
	Missing	1	1	2	2	2	2	1

Statistics

		TQ02	TQ03	TQ04	TQ05	TQ06	TQ07	CI01
N	Valid	439	439	439	439	439	439	438
	Missing	1	1	1	1	1	1	2

Statistics

		CI02	CI03	CI04	CI05	CI06	FP01	FP02
N	Valid	438	438	438	438	438	438	438
	Missing	2	2	2	2	2	2	2

Statistics

		FP03	FP04	FP05	FP06
N	Valid	438	438	438	438
	Missing	2	2	2	2

Frequency Table

EO01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	39	8.9	8.9	8.9
	2	2	.5	.5	9.3
	3	29	6.6	6.6	15.9
	3	6	1.4	1.4	17.3
	4	59	13.4	13.4	30.8
	5	61	13.9	13.9	44.6
	6	6	1.4	1.4	46.0
	6	79	18.0	18.0	64.0
	7	158	35.9	36.0	100.0
	Total	439	99.8	100.0	

Missing	System	1	.2		
Total		440	100.0		

EO02

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	7.7	7.7	7.7
	2	4	.9	.9	8.7
	3	40	9.1	9.1	17.8
	3	7	1.6	1.6	19.4
	4	49	11.1	11.2	30.5
	5	80	18.2	18.2	48.7
	6	7	1.6	1.6	50.3
	6	92	20.9	21.0	71.3
	7	126	28.6	28.7	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

EO03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	37	8.4	8.4	8.4
	2	2	.5	.5	8.9
	3	32	7.3	7.3	16.2
	3	14	3.2	3.2	19.4
	4	63	14.3	14.4	33.7
	5	71	16.1	16.2	49.9
	6	8	1.8	1.8	51.7
	6	92	20.9	21.0	72.7
	7	120	27.3	27.3	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

EO04

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	7.5	7.5	7.5
	2	3	.7	.7	8.2
	3	44	10.0	10.0	18.2
	3	10	2.3	2.3	20.5
	4	63	14.3	14.4	34.9
	5	62	14.1	14.1	49.0
	6	3	.7	.7	49.7
	6	104	23.6	23.7	73.3
	7	117	26.6	26.7	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		

Total		440	100.0		

EO05

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	.9	.9	.9
	2	7	1.6	1.6	2.5
	3	10	2.3	2.3	4.8
	3	11	2.5	2.5	7.3
	4	85	19.3	19.4	26.7
	5	93	21.1	21.2	47.8
	6	38	8.6	8.7	56.5
	6	102	23.2	23.2	79.7
	7	89	20.2	20.3	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

EO06

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	48	10.9	10.9	10.9
	2	8	1.8	1.8	12.8
	3	24	5.5	5.5	18.2
	3	14	3.2	3.2	21.4
	4	76	17.3	17.3	38.7
	5	102	23.2	23.2	62.0
	6	5	1.1	1.1	63.1
	6	98	22.3	22.3	85.4
	7	1	.2	.2	85.6
	7	63	14.3	14.4	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

EO07

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	40	9.1	9.1	9.1
	2	5	1.1	1.1	10.3
	3	41	9.3	9.3	19.6
	3	13	3.0	3.0	22.6
	4	65	14.8	14.8	37.4
	5	81	18.4	18.5	55.8
	6	3	.7	.7	56.5
	6	113	25.7	25.7	82.2
	7	78	17.7	17.8	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		

Total		440	100.0		

EO08

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	50	11.4	11.4	11.4
	2	3	.7	.7	12.1
	3	25	5.7	5.7	17.8
	3	19	4.3	4.3	22.1
	4	64	14.5	14.6	36.7
	5	91	20.7	20.7	57.4
	6	6	1.4	1.4	58.8
	6	107	24.3	24.4	83.1
	7	74	16.8	16.9	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

EO09

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	36	8.2	8.2	8.2
	2	7	1.6	1.6	9.8
	3	37	8.4	8.4	18.2
	3	13	3.0	3.0	21.2
	4	60	13.6	13.7	34.9
	5	94	21.4	21.4	56.3
	6	7	1.6	1.6	57.9
	6	100	22.7	22.8	80.6
	7	85	19.3	19.4	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

OL01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	88	20.0	20.1	20.1
	2	80	18.2	18.3	38.4
	3	48	10.9	11.0	49.3
	3	113	25.7	25.8	75.1
	4	80	18.2	18.3	93.4
	5	13	3.0	3.0	96.3
	6	3	.7	.7	97.0
	6	7	1.6	1.6	98.6
	7	6	1.4	1.4	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

OL02

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	90	20.5	20.5	20.5
	2	86	19.5	19.6	40.2
	3	45	10.2	10.3	50.5
	3	98	22.3	22.4	72.8
	4	90	20.5	20.5	93.4
	5	15	3.4	3.4	96.8
	6	4	.9	.9	97.7
	6	4	.9	.9	98.6
	7	6	1.4	1.4	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

OL03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	89	20.2	20.3	20.3
	2	90	20.5	20.5	40.9
	3	46	10.5	10.5	51.4
	3	93	21.1	21.2	72.6
	4	81	18.4	18.5	91.1
	5	16	3.6	3.7	94.7
	6	4	.9	.9	95.7
	6	11	2.5	2.5	98.2
	7	8	1.8	1.8	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

OL04

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	85	19.3	19.4	19.4
	2	70	15.9	16.0	35.4
	3	41	9.3	9.4	44.7
	3	85	19.3	19.4	64.2
	4	103	23.4	23.5	87.7
	5	22	5.0	5.0	92.7
	6	2	.5	.5	93.2
	6	10	2.3	2.3	95.4
	7	20	4.5	4.6	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

TQ01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	188	42.7	42.8	42.8
	2	54	12.3	12.3	55.1
	3	31	7.0	7.1	62.2
	3	76	17.3	17.3	79.5
	4	56	12.7	12.8	92.3
	5	8	1.8	1.8	94.1
	6	18	4.1	4.1	98.2
	6	1	.2	.2	98.4
	7	7	1.6	1.6	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

TQ02

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	202	45.9	46.0	46.0
	2	64	14.5	14.6	60.6
	3	32	7.3	7.3	67.9
	3	79	18.0	18.0	85.9
	4	38	8.6	8.7	94.5
	5	12	2.7	2.7	97.3
	6	9	2.0	2.1	99.3
	7	3	.7	.7	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

TQ03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	177	40.2	40.3	40.3
	2	50	11.4	11.4	51.7
	3	35	8.0	8.0	59.7
	3	50	11.4	11.4	71.1
	4	80	18.2	18.2	89.3
	5	17	3.9	3.9	93.2
	6	13	3.0	3.0	96.1
	6	8	1.8	1.8	97.9
	7	9	2.0	2.1	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

TQ04

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	154	35.0	35.1	35.1

	2	73	16.6	16.6	51.7
	3	42	9.5	9.6	61.3
	3	64	14.5	14.6	75.9
	4	76	17.3	17.3	93.2
	5	11	2.5	2.5	95.7
	6	15	3.4	3.4	99.1
	6	1	.2	.2	99.3
	7	3	.7	.7	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

TQ05

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	205	46.6	46.7	46.7
	2	63	14.3	14.4	61.0
	3	33	7.5	7.5	68.6
	3	73	16.6	16.6	85.2
	4	37	8.4	8.4	93.6
	5	16	3.6	3.6	97.3
	6	6	1.4	1.4	98.6
	6	4	.9	.9	99.5
	7	2	.5	.5	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

TQ06

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	143	32.5	32.6	32.6
	2	83	18.9	18.9	51.5
	3	33	7.5	7.5	59.0
	3	80	18.2	18.2	77.2
	4	70	15.9	15.9	93.2
	5	13	3.0	3.0	96.1
	6	10	2.3	2.3	98.4
	6	2	.5	.5	98.9
	7	5	1.1	1.1	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

TQ07

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	120	27.3	27.3	27.3
	2	98	22.3	22.3	49.7
	3	28	6.4	6.4	56.0

	3	107	24.3	24.4	80.4
	4	55	12.5	12.5	92.9
	5	16	3.6	3.6	96.6
	6	8	1.8	1.8	98.4
	6	3	.7	.7	99.1
	7	4	.9	.9	100.0
	Total	439	99.8	100.0	
Missing	System	1	.2		
Total		440	100.0		

CI01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	151	34.3	34.5	34.5
	2	75	17.0	17.1	51.6
	3	19	4.3	4.3	55.9
	3	84	19.1	19.2	75.1
	4	53	12.0	12.1	87.2
	5	17	3.9	3.9	91.1
	6	32	7.3	7.3	98.4
	7	7	1.6	1.6	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

CI02

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	139	31.6	31.7	31.7
	2	81	18.4	18.5	50.2
	3	25	5.7	5.7	55.9
	3	71	16.1	16.2	72.1
	4	73	16.6	16.7	88.8
	5	16	3.6	3.7	92.5
	6	25	5.7	5.7	98.2
	6	3	.7	.7	98.9
	7	5	1.1	1.1	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

CI03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	153	34.8	34.9	34.9
	2	69	15.7	15.8	50.7
	3	18	4.1	4.1	54.8
	3	74	16.8	16.9	71.7
	4	72	16.4	16.4	88.1
	5	12	2.7	2.7	90.9

	6	24	5.5	5.5	96.3
	6	4	.9	.9	97.3
	7	12	2.7	2.7	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

CI04

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	106	24.1	24.2	24.2
	2	85	19.3	19.4	43.6
	3	15	3.4	3.4	47.0
	3	92	20.9	21.0	68.0
	4	73	16.6	16.7	84.7
	5	15	3.4	3.4	88.1
	6	35	8.0	8.0	96.1
	6	4	.9	.9	97.0
	7	13	3.0	3.0	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

CI05

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	91	20.7	20.8	20.8
	2	66	15.0	15.1	35.8
	3	16	3.6	3.7	39.5
	3	94	21.4	21.5	61.0
	4	89	20.2	20.3	81.3
	5	28	6.4	6.4	87.7
	6	41	9.3	9.4	97.0
	6	5	1.1	1.1	98.2
	7	8	1.8	1.8	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

CI06

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	117	26.6	26.7	26.7
	2	65	14.8	14.8	41.6
	3	11	2.5	2.5	44.1
	3	99	22.5	22.6	66.7
	4	79	18.0	18.0	84.7
	5	16	3.6	3.7	88.4

	6	35	8.0	8.0	96.3
	6	9	2.0	2.1	98.4
	7	7	1.6	1.6	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

FP01

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	1.1	1.1	1.1
	2	2	.5	.5	1.6
	3	21	4.8	4.8	6.4
	3	18	4.1	4.1	10.5
	4	91	20.7	20.8	31.3
	5	106	24.1	24.2	55.5
	6	8	1.8	1.8	57.3
	6	105	23.9	24.0	81.3
	7	82	18.6	18.7	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

FP02

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	3.0	3.0	3.0
	2	6	1.4	1.4	4.3
	3	35	8.0	8.0	12.3
	3	15	3.4	3.4	15.8
	4	71	16.1	16.2	32.0
	5	97	22.0	22.1	54.1
	6	14	3.2	3.2	57.3
	6	90	20.5	20.5	77.9
	7	97	22.0	22.1	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

FP03

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	1.6	1.6	1.6
	2	2	.5	.5	2.1
	3	15	3.4	3.4	5.5
	3	13	3.0	3.0	8.4
	4	89	20.2	20.3	28.8
	5	83	18.9	18.9	47.7
	6	29	6.6	6.6	54.3
	6	87	19.8	19.9	74.2

	7	113	25.7	25.8	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

FP04

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	2.5	2.5	2.5
	2	6	1.4	1.4	3.9
	3	39	8.9	8.9	12.8
	3	15	3.4	3.4	16.2
	4	98	22.3	22.4	38.6
	5	91	20.7	20.8	59.4
	6	19	4.3	4.3	63.7
	6	89	20.2	20.3	84.0
	7	70	15.9	16.0	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

FP05

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	1.8	1.8	1.8
	2	10	2.3	2.3	4.1
	3	23	5.2	5.3	9.4
	3	17	3.9	3.9	13.2
	4	97	22.0	22.1	35.4
	5	81	18.4	18.5	53.9
	6	23	5.2	5.3	59.1
	6	86	19.5	19.6	78.8
	7	93	21.1	21.2	100.0
	Total	438	99.5	100.0	
Missing	System	2	.5		
Total		440	100.0		

FP06

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	3.2	3.2	3.2
	2	2	.5	.5	3.7
	3	43	9.8	9.8	13.5
	3	18	4.1	4.1	17.6
	4	71	16.1	16.2	33.8
	5	81	18.4	18.5	52.3
	6	12	2.7	2.7	55.0
	6	99	22.5	22.6	77.6
	7	98	22.3	22.4	100.0
	Total	438	99.5	100.0	

Missing System	2	.5		
Total	440	100.0		

Replace Missing Values

Result Variables

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	EO01_1	1	1	440	440	MEDIAN(EO01,2)
2	EO02_1	1	1	440	440	MEDIAN(EO02,2)
3	EO03_1	1	1	440	440	MEDIAN(EO03,2)
4	EO04_1	1	1	440	440	MEDIAN(EO04,2)
5	EO05_1	1	1	440	440	MEDIAN(EO05,2)
6	EO06_1	1	1	440	440	MEDIAN(EO06,2)
7	EO07_1	1	1	440	440	MEDIAN(EO07,2)
8	EO08_1	1	1	440	440	MEDIAN(EO08,2)
9	EO09_1	1	1	440	440	MEDIAN(EO09,2)
10	OL01_1	1	1	440	439	MEDIAN(OL01,2)
11	OL02_1	1	1	440	439	MEDIAN(OL02,2)
12	OL03_1	1	1	440	439	MEDIAN(OL03,2)
13	OL04_1	1	1	440	439	MEDIAN(OL04,2)
14	TQ01_1	1	1	440	440	MEDIAN(TQ01,2)
15	TQ02_1	1	1	440	440	MEDIAN(TQ02,2)
16	TQ03_1	1	1	440	440	MEDIAN(TQ03,2)
17	TQ04_1	1	1	440	440	MEDIAN(TQ04,2)
18	TQ05_1	1	1	440	440	MEDIAN(TQ05,2)
19	TQ06_1	1	1	440	440	MEDIAN(TQ06,2)
20	TQ07_1	1	1	440	440	MEDIAN(TQ07,2)
21	CI01_1	2	1	440	440	MEDIAN(CI01,2)
22	CI02_1	2	1	440	440	MEDIAN(CI02,2)
23	CI03_1	2	1	440	440	MEDIAN(CI03,2)

24	CI04_1	2	1	440	440	MEDIAN(CI04,2)
25	CI05_1	2	1	440	440	MEDIAN(CI05,2)
26	CI06_1	2	1	440	440	MEDIAN(CI06,2)
27	FP01_1	1	1	440	439	MEDIAN(FP01,2)
28	FP02_1	1	1	440	439	MEDIAN(FP02,2)
29	FP03_1	1	1	440	439	MEDIAN(FP03,2)
30	FP04_1	1	1	440	439	MEDIAN(FP04,2)
31	FP05_1	1	1	440	439	MEDIAN(FP05,2)
32	FP06_1	1	1	440	439	MEDIAN(FP06,2)

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	FP06, OL01, TQ07, OL04, CI06, EO05, TQ03, FP05, OL03, EO03, CI04, CI01, TQ05, FP02, CI03, FP04, OL02, CI02, CI05, FP03, TQ04, EO09, FP01, TQ06, EO06, EO04, TQ01, TQ02, EO01, EO08, EO07, EO02[b]	.	Enter

a. Dependent Variable: RespoNo
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851[a]	.724	.702	69.266

a. Predictors: (Constant), FP06, OL01, TQ07, OL04, CI06, EO05, TQ03, FP05, OL03, EO03, CI04, CI01, TQ05, FP02, CI03, FP04, OL02, CI02, CI05, FP03, TQ04, EO09, FP01, TQ06, EO06, EO04, TQ01, TQ02, EO01, EO08, EO07, EO02
b. Dependent Variable: RespoNo

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5102881.282	32	159465.040	33.237	.000[b]
	Residual	1947897.716	406	4797.778		
	Total	7050778.998	438			

a. Dependent Variable: RespoNo
b. Predictors: (Constant), FP06, OL01, TQ07, OL04, CI06, EO05, TQ03, FP05, OL03, EO03, CI04, CI01, TQ05, FP02, CI03, FP04, OL02, CI02, CI05, FP03, TQ04, EO09, FP01, TQ06, EO06, EO04, TQ01, TQ02, EO01, EO08, EO07, EO02

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	320.762	35.202		9.112	.000
	EO01	-12.893	4.045	-.194	-3.188	.002
	EO02	.636	4.459	.009	.143	.887
	EO03	-2.046	4.131	-.030	-.495	.621
	EO04	-3.444	3.538	-.050	-.973	.331
	EO05	5.676	3.455	.059	1.643	.101
	EO06	-.233	3.961	-.003	-.059	.953
	EO07	-2.034	4.310	-.029	-.472	.637
	EO08	-4.965	4.088	-.072	-1.214	.225
	EO09	-6.176	3.527	-.087	-1.751	.081
	OL01	-9.314	4.325	-.094	-2.154	.032
	OL02	-2.758	4.176	-.028	-.660	.509
	OL03	-3.018	3.180	-.033	-.949	.343
	OL04	1.120	2.496	.014	.449	.654
	TQ01	6.980	4.412	.081	1.582	.114
	TQ02	-6.117	5.107	-.062	-1.198	.232
	TQ03	17.585	3.867	.220	4.547	.000
	TQ04	1.504	4.191	.016	.359	.720
	TQ05	12.968	4.547	.134	2.852	.005
	TQ06	10.649	4.242	.114	2.511	.012
	TQ07	-22.432	4.018	-.229	-5.583	.000
	CI01	5.015	3.249	.061	1.544	.123
	CI02	1.645	3.587	.019	.458	.647
	CI03	9.489	3.242	.120	2.927	.004
	CI04	.851	2.972	.011	.286	.775

CI05	5.547	3.483	.068	1.592	.112
CI06	1.979	3.383	.025	.585	.559
FP01	2.185	4.073	.024	.536	.592
FP02	4.321	3.313	.054	1.304	.193
FP03	3.011	3.968	.033	.759	.448
FP04	-1.704	3.575	-.020	-.477	.634
FP05	1.845	3.563	.022	.518	.605
FP06	-20.509	3.678	-.262	-5.576	.000

a. Dependent Variable: RespoNo

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	25.04	521.22	220.00	107.937	439
Std. Predicted Value	-1.806	2.791	.000	1.000	439
Standard Error of Predicted Value	4.812	38.781	18.106	5.737	439
Adjusted Predicted Value	25.37	533.42	220.16	108.057	439
Residual	-209.261	218.531	.000	66.688	439
Std. Residual	-3.021	3.155	.000	.963	439
Stud. Residual	-3.220	3.381	-.001	1.005	439
Deleted Residual	-237.728	250.977	-.159	72.718	439
Stud. Deleted Residual	-3.258	3.425	-.001	1.007	439
Mahal. Distance	1.116	136.300	31.927	20.559	439
Cook's Distance	.000	.051	.003	.006	439
Centered Leverage Value	.003	.311	.073	.047	439

a. Dependent Variable: RespoNo

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
EO01	408	1	7	5.35	1.822	-1.020
EO02	408	1	7	5.23	1.767	-.935
EO03	408	1	7	5.15	1.784	-.881
EO04	408	1	7	5.15	1.780	-.828
EO05	408	1	7	5.37	1.267	-.599
EO06	408	1	7	4.76	1.742	-.754
EO07	408	1	7	4.91	1.757	-.761
EO08	408	1	7	4.88	1.763	-.809
EO09	408	1	7	4.97	1.722	-.768
OL01	408	1	7	2.70	1.231	.601
OL02	408	1	7	2.65	1.235	.552
OL03	408	1	7	2.72	1.351	.742
OL04	408	1	7	2.96	1.519	.713

TQ01	408	1	7	2.22	1.330	.801
TQ02	408	1	6	2.08	1.199	.851
TQ03	408	1	7	2.44	1.506	.741
TQ04	408	1	6	2.40	1.314	.585
TQ05	408	1	6	2.13	1.276	.933
TQ06	408	1	6	2.39	1.254	.523
TQ07	408	1	7	2.48	1.239	.754
CI01	408	1	7	2.50	1.436	.709
CI02	408	1	7	2.54	1.410	.603
CI03	408	1	7	2.52	1.477	.724
CI04	408	1	7	2.79	1.492	.594
CI05	408	1	7	3.03	1.486	.259
CI06	408	1	7	2.85	1.505	.417
FP01	408	1	7	5.22	1.275	-.401
FP02	408	1	7	5.13	1.520	-.621
FP03	408	1	7	5.34	1.372	-.599
FP04	408	1	7	4.94	1.464	-.505
FP05	408	1	7	5.13	1.437	-.487
FP06	408	1	7	5.11	1.584	-.635
Valid N (listwise)	408					

Descriptive Statistics

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
EO01	.121	.059	.241
EO02	.121	-.034	.241
EO03	.121	-.105	.241
EO04	.121	-.303	.241
EO05	.121	.098	.241
EO06	.121	-.200	.241
EO07	.121	-.330	.241
EO08	.121	-.165	.241
EO09	.121	-.223	.241
OL01	.121	.642	.241
OL02	.121	.272	.241
OL03	.121	.484	.241
OL04	.121	.301	.241
TQ01	.121	-.198	.241
TQ02	.121	-.109	.241
TQ03	.121	-.337	.241
TQ04	.121	-.609	.241
TQ05	.121	.073	.241
TQ06	.121	-.622	.241
TQ07	.121	.578	.241
CI01	.121	-.287	.241
CI02	.121	-.546	.241
CI03	.121	-.183	.241
CI04	.121	-.315	.241
CI05	.121	-.774	.241
CI06	.121	-.697	.241
FP01	.121	-.316	.241
FP02	.121	-.230	.241
FP03	.121	-.030	.241
FP04	.121	-.234	.241
FP05	.121	-.320	.241

FP06		.121	-.384	.241
Valid N (listwise)				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
EO02	408	1	7	5.23	1.767	-.935
EO03	408	1	7	5.15	1.784	-.881
EO04	408	1	7	5.15	1.780	-.828
EO05	408	1	7	5.37	1.267	-.599
EO06	408	1	7	4.76	1.742	-.754
EO07	408	1	7	4.91	1.757	-.761
EO08	408	1	7	4.88	1.763	-.809
EO09	408	1	7	4.97	1.722	-.768
OL01	408	1	7	2.70	1.231	.601
OL02	408	1	7	2.65	1.235	.552
OL03	408	1	7	2.72	1.351	.742
OL04	408	1	7	2.96	1.519	.713
TQ01	408	1	7	2.22	1.330	.801
TQ02	408	1	6	2.08	1.199	.851
TQ03	408	1	7	2.44	1.506	.741
TQ04	408	1	6	2.40	1.314	.585
TQ05	408	1	6	2.13	1.276	.933
TQ06	408	1	6	2.39	1.254	.523
TQ07	408	1	7	2.48	1.239	.754
CI01	408	1	7	2.50	1.436	.709
CI02	408	1	7	2.54	1.410	.603
CI03	408	1	7	2.52	1.477	.724
CI04	408	1	7	2.79	1.492	.594
CI05	408	1	7	3.03	1.486	.259
CI06	408	1	7	2.85	1.505	.417
FP01	408	1	7	5.22	1.275	-.401
FP02	408	1	7	5.13	1.520	-.621
FP03	408	1	7	5.34	1.372	-.599
FP04	408	1	7	4.94	1.464	-.505
FP05	408	1	7	5.13	1.437	-.487
FP06	408	1	7	5.11	1.584	-.635
tEO01	408	.00	.85	.3245	.29268	.232
Valid N (listwise)	408					

Descriptive Statistics

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
EO02	.121	-.034	.241
EO03	.121	-.105	.241
EO04	.121	-.303	.241
EO05	.121	.098	.241
EO06	.121	-.200	.241
EO07	.121	-.330	.241
EO08	.121	-.165	.241

EO09	.121	-.223	.241
OL01	.121	.642	.241
OL02	.121	.272	.241
OL03	.121	.484	.241
OL04	.121	.301	.241
TQ01	.121	-.198	.241
TQ02	.121	-.109	.241
TQ03	.121	-.337	.241
TQ04	.121	-.609	.241
TQ05	.121	.073	.241
TQ06	.121	-.622	.241
TQ07	.121	.578	.241
CI01	.121	-.287	.241
CI02	.121	-.546	.241
CI03	.121	-.183	.241
CI04	.121	-.315	.241
CI05	.121	-.774	.241
CI06	.121	-.697	.241
FP01	.121	-.316	.241
FP02	.121	-.230	.241
FP03	.121	-.030	.241
FP04	.121	-.234	.241
FP05	.121	-.320	.241
FP06	.121	-.384	.241
tEO01	.121	-1.293	.241
Valid N (listwise)			

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	FP06, TQ07, OL04, OL01, EO05, CI05, TQ03, CI04, OL03, EO03, FP05, CI03, FP02, CI01, CI06, TQ05, TQ06, FP01, FP04, OL02, CI02, FP03, EO09, TQ04, EO04, EO06, TQ01, TQ02, EO08, EO01, EO07, EO02[b]	.	Enter

a. Dependent Variable: RespoNo
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.847[a]	.717	.692	68.560

a. Predictors: (Constant), FP06, TQ07, OL04, OL01, EO05, CI05, TQ03, CI04, OL03, EO03, FP05, CI03, FP02, CI01, CI06, TQ05, TQ06, FP01, FP04, OL02, CI02, FP03, EO09, TQ04, EO04, EO06, TQ01, TQ02, EO08, EO01, EO07, EO02
b. Dependent Variable: RespoNo

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4456377.671	32	139261.802	29.627	.000[b]
	Residual	1762674.444	375	4700.465		
	Total	6219052.115	407			

a. Dependent Variable: RespoNo
b. Predictors: (Constant), FP06, TQ07, OL04, OL01, EO05, CI05, TQ03, CI04, OL03, EO03, FP05, CI03, FP02, CI01, CI06, TQ05, TQ06, FP01, FP04, OL02, CI02, FP03, EO09, TQ04, EO04, EO06, TQ01, TQ02, EO08, EO01, EO07, EO02

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	335.674	40.303		8.329	.000
	EO01	-11.822	4.525	-.174	-2.613	.009
	EO02	-3.936	4.916	-.056	-.801	.424
	EO03	-2.426	4.571	-.035	-.531	.596
	EO04	-2.448	3.826	-.035	-.640	.523
	EO05	6.142	3.720	.063	1.651	.100
	EO06	-.714	4.519	-.010	-.158	.874
	EO07	-1.849	4.775	-.026	-.387	.699
	EO08	-3.212	4.421	-.046	-.727	.468
	EO09	-3.575	3.955	-.050	-.904	.367
	OL01	-5.353	4.979	-.053	-1.075	.283
	OL02	-5.149	4.802	-.051	-1.072	.284
	OL03	-1.598	3.373	-.017	-.474	.636
	OL04	.341	2.574	.004	.132	.895
	TQ01	3.624	5.224	.039	.694	.488
	TQ02	-4.500	6.016	-.044	-.748	.455
	TQ03	20.064	4.519	.244	4.440	.000
	TQ04	3.455	5.123	.037	.674	.501
	TQ05	10.909	5.126	.113	2.128	.034
	TQ06	10.159	4.500	.103	2.258	.025
	TQ07	-23.307	4.230	-.234	-5.510	.000
	CI01	7.692	3.832	.089	2.007	.045
	CI02	-.070	4.263	-.001	-.016	.987

	CI03	6.634	3.724	.079	1.782	.076
	CI04	-1.630	3.463	-.020	-.471	.638
	CI05	6.127	3.736	.074	1.640	.102
	CI06	1.489	3.743	.018	.398	.691
	FP01	3.360	4.549	.035	.739	.461
	FP02	2.981	3.780	.037	.789	.431
	FP03	2.377	4.333	.026	.548	.584
	FP04	-1.741	4.005	-.021	-.435	.664
	FP05	1.668	4.192	.019	.398	.691
	FP06	-22.867	3.974	-.293	-5.755	.000

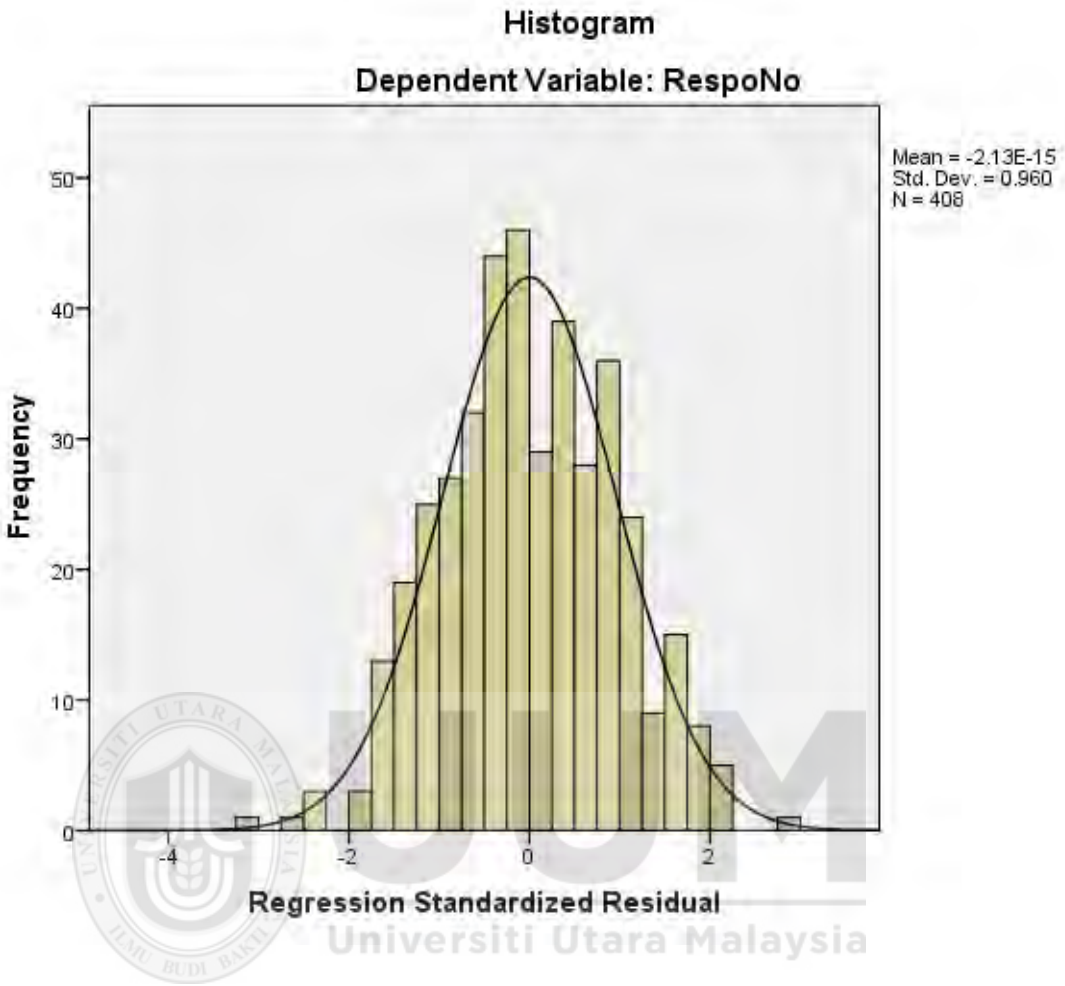
a. Dependent Variable: RespoNo

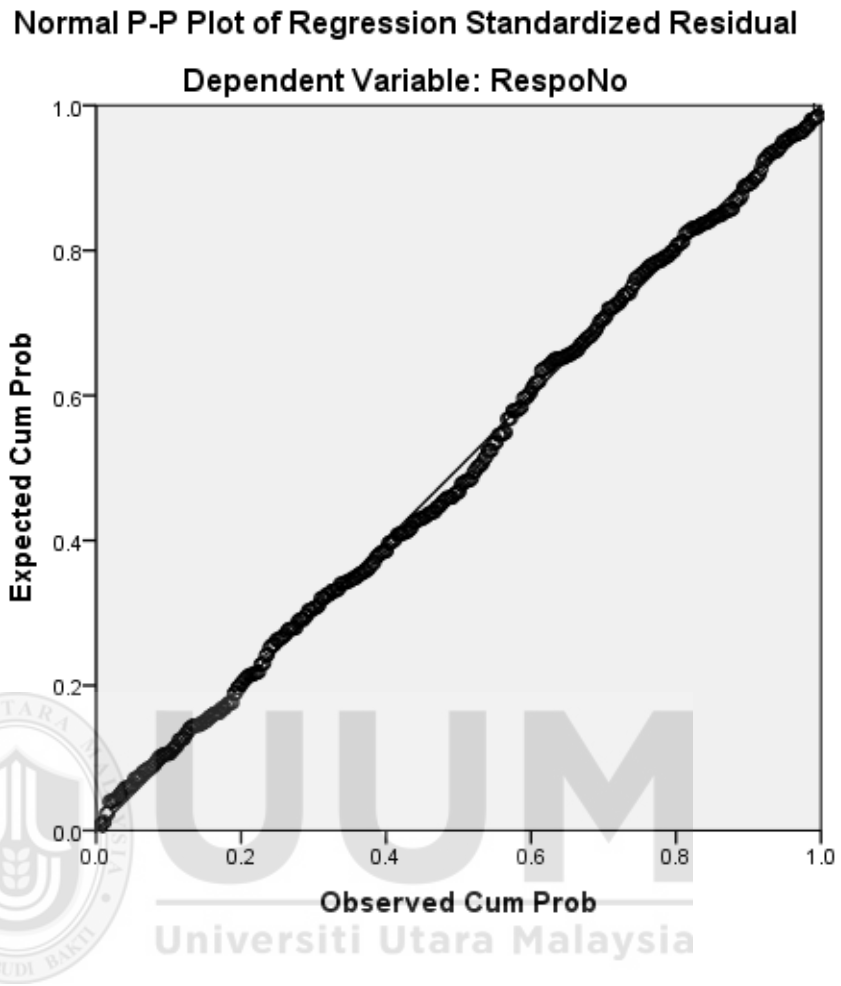
Residuals Statistics[a]

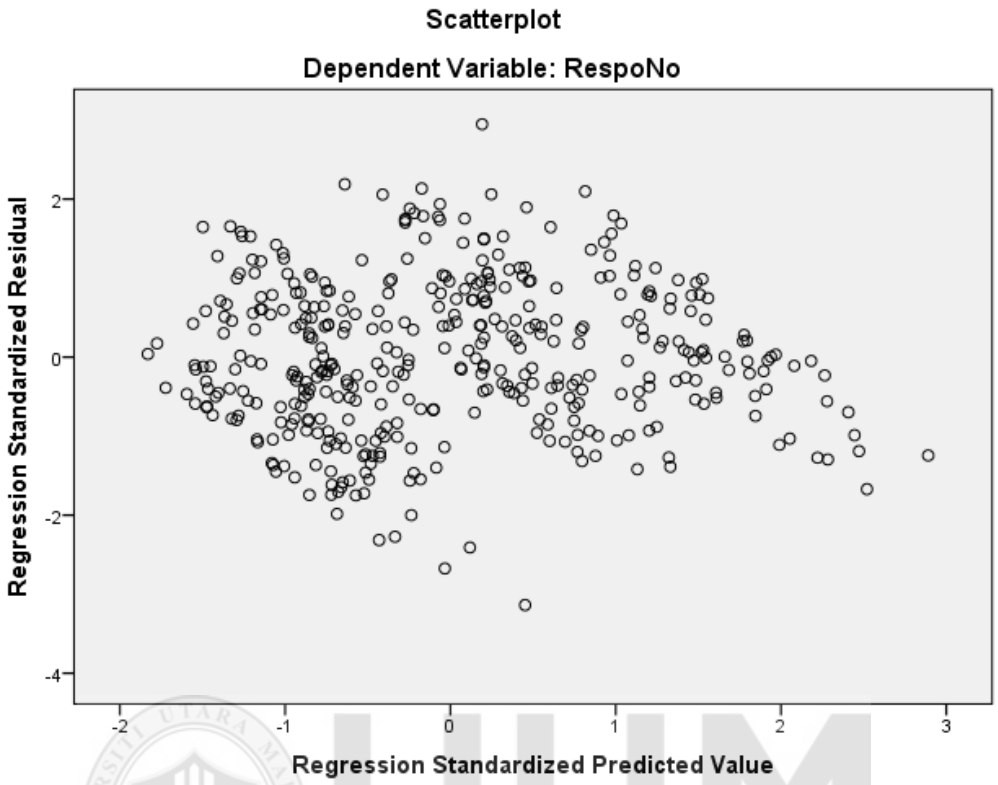
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	19.30	513.36	210.87	104.639	408
Residual	-215.105	202.069	.000	65.810	408
Std. Predicted Value	-1.831	2.891	.000	1.000	408
Std. Residual	-3.137	2.947	.000	.960	408

a. Dependent Variable: RespoNo

Charts







Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CompetitiveIntensity, OrganizationalLearning, TotalQualityManagement, EntrepreneurialOrientation[b]	.	Enter

a. Dependent Variable: SMEPerformance
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808[a]	.653	.650	.70660

a. Predictors: (Constant), CompetitiveIntensity, OrganizationalLearning, TotalQualityManagement, EntrepreneurialOrientation
b. Dependent Variable: SMEPerformance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379.127	4	94.782	189.833	.000[b]
	Residual	201.214	403	.499		
	Total	580.340	407			

a. Dependent Variable: SMEPerformance
b. Predictors: (Constant), CompetitiveIntensity, OrganizationalLearning, TotalQualityManagement, EntrepreneurialOrientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	4.858	.235		20.702
	EntrepreneurialOrientation	.288	.028	.356	10.350
	TotalQualityManagement	.070	.038	.063	1.838
	OrganizationalLearning	.175	.039	.145	4.509
	CompetitiveIntensity	-.672	.039	-.644	-17.089

Coefficients[a]

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.000		
	EntrepreneurialOrientation	.000	.725	1.379
	TotalQualityManagement	.067	.732	1.367
	OrganizationalLearning	.000	.832	1.202
	CompetitiveIntensity	.000	.605	1.652

a. Dependent Variable: SMEPerformance

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	EntrepreneurialOrientation	TotalQualityManagement
1	1	4.601	1.000	.00	.00	.01
	2	.198	4.821	.01	.15	.11
	3	.105	6.633	.00	.03	.56
	4	.081	7.540	.01	.01	.31

5	.015	17.240	.98	.81	.01

Collinearity Diagnostics[a]

Model	Dimension	Variance Proportions	
		OrganizationalLearning	CompetitiveIntensity
1	1	.00	.00
	2	.00	.11
	3	.43	.01
	4	.33	.56
	5	.23	.31

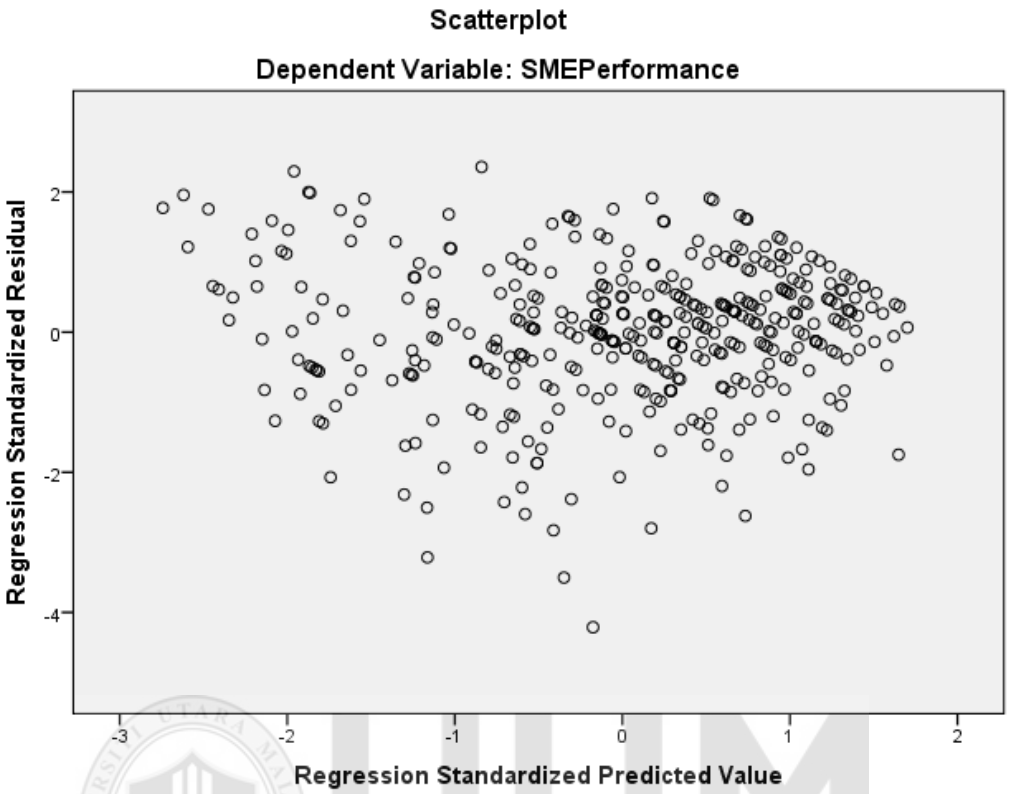
a. Dependent Variable: SMEPerformance

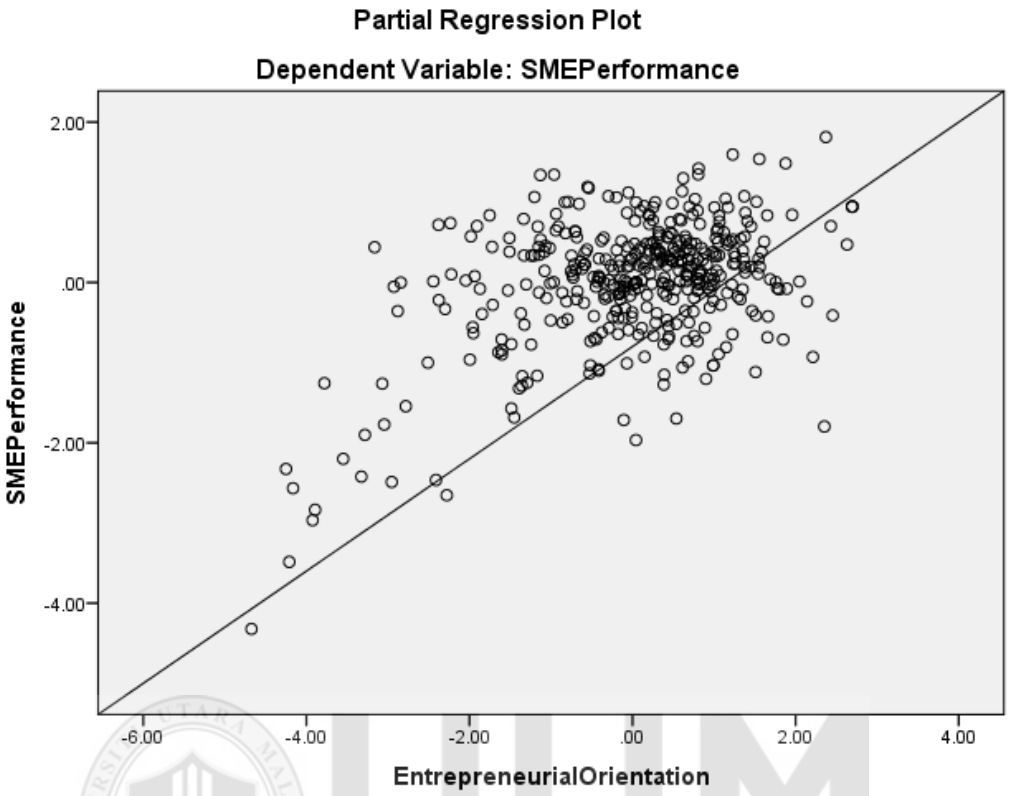
Residuals Statistics[a]

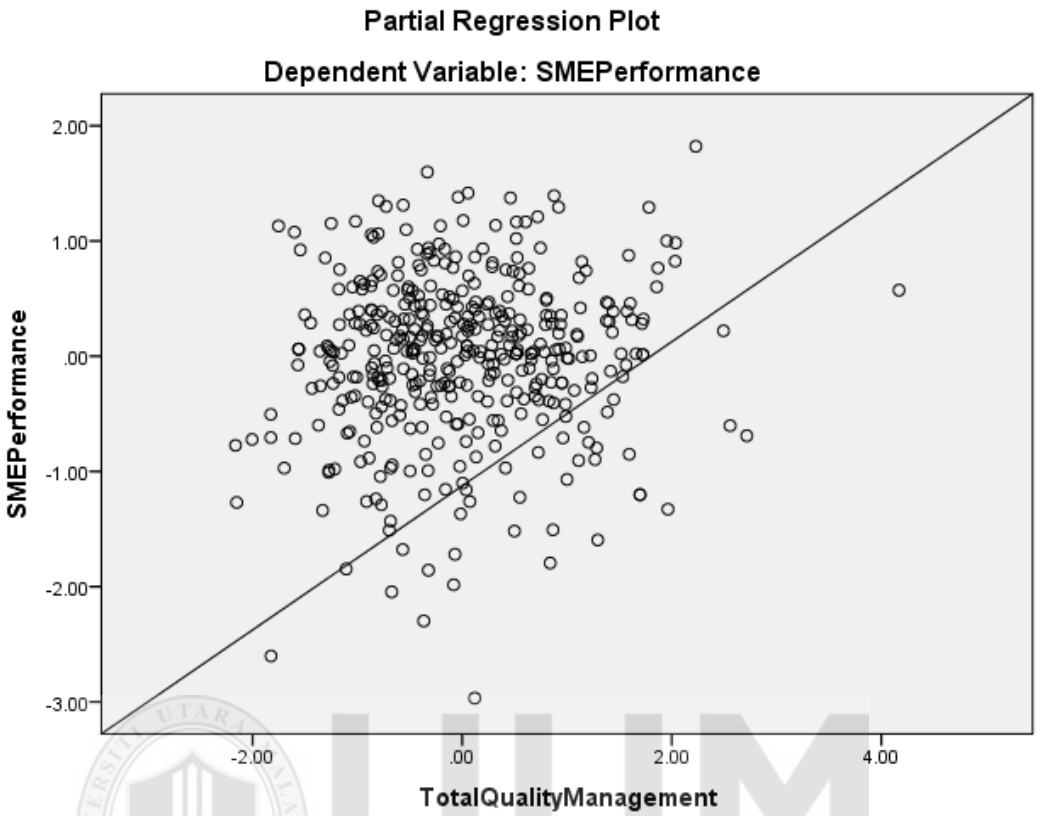
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4977	6.7869	5.1451	.96515	408
Residual	-2.97583	1.66618	.00000	.70312	408
Std. Predicted Value	-2.743	1.701	.000	1.000	408
Std. Residual	-4.211	2.358	.000	.995	408

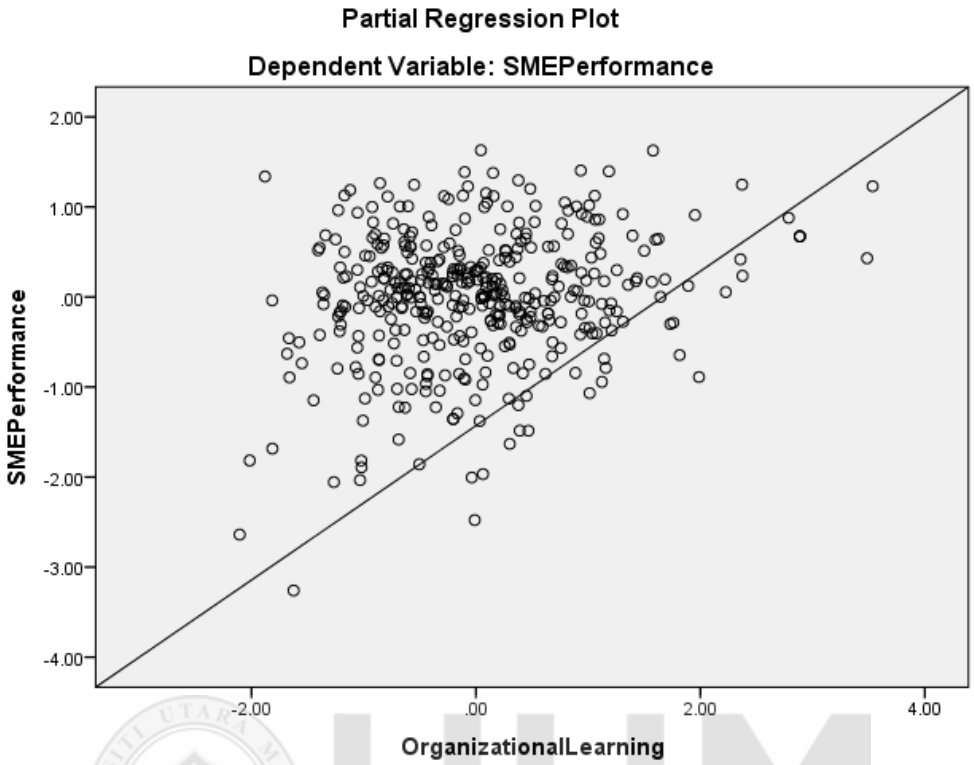
a. Dependent Variable: SMEPerformance

Charts









Factor Analysis

Communalities

	Initial	Extraction
EO01	1.000	.632
EO02	1.000	.606
EO03	1.000	.583
EO04	1.000	.550
EO05	1.000	.277
EO06	1.000	.461
EO07	1.000	.590
EO08	1.000	.542
EO09	1.000	.430
OL01	1.000	.077
OL02	1.000	.202
OL03	1.000	.154
OL04	1.000	.021
TQ01	1.000	.388
TQ02	1.000	.153
TQ03	1.000	.203
TQ04	1.000	.342
TQ05	1.000	.116
TQ06	1.000	.156
TQ07	1.000	.015
CI01	1.000	.478
CI02	1.000	.493
CI03	1.000	.503

CI04	1.000	.430
CI05	1.000	.307
CI06	1.000	.303
FP01	1.000	.531
FP02	1.000	.511
FP03	1.000	.449
FP04	1.000	.384
FP05	1.000	.412
FP06	1.000	.603

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	11.900	37.187	37.187	11.900	37.187
2	4.900	15.314	52.501		
3	2.751	8.597	61.098		
4	1.785	5.577	66.675		
5	1.111	3.471	70.145		
6	1.072	3.349	73.494		
7	.873	2.730	76.223		
8	.751	2.346	78.570		
9	.701	2.190	80.760		
10	.605	1.890	82.649		
11	.496	1.549	84.199		
12	.465	1.453	85.651		
13	.385	1.202	86.853		
14	.369	1.153	88.006		
15	.343	1.073	89.079		
16	.324	1.014	90.093		
17	.298	.933	91.026		
18	.276	.864	91.890		
19	.268	.838	92.728		
20	.260	.811	93.539		
21	.247	.770	94.309		
22	.242	.758	95.067		
23	.224	.700	95.767		
24	.203	.635	96.402		
25	.187	.586	96.987		
26	.175	.548	97.536		
27	.161	.502	98.038		
28	.152	.475	98.513		
29	.140	.437	98.950		
30	.126	.395	99.345		
31	.107	.333	99.679		
32	.103	.321	100.000		

Total Variance Explained

Component	Extraction Sums of Squared Loadings
	Cumulative %

1 2	37.187
3 4 5	
6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32	

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
EO01	.795
EO02	.778
EO03	.763
EO04	.742
EO05	.527
EO06	.679
EO07	.768
EO08	.736
EO09	.656
OL01	-.277
OL02	-.449
OL03	-.393
OL04	-.144
TQ01	-.623
TQ02	-.392
TQ03	-.451
TQ04	-.585
TQ05	-.341

TQ06	-.395
TQ07	-.123
CI01	-.691
CI02	-.702
CI03	-.709
CI04	-.656
CI05	-.554
CI06	-.551
FP01	.729
FP02	.715
FP03	.670
FP04	.619
FP05	.642
FP06	.776

Extraction Method: Principal Component Analysis.[a]
a. 1 components extracted.

T-Test

Group Statistics

	Grouping	N	Mean	Std. Deviation	Std. Error Mean
EntrepreneurialOrientation	1	342	5.0777	1.48745	.08043
	2	66	5.1170	1.43336	.17643
TotalQualityManagement	1	342	2.2741	1.07028	.05787
	2	66	2.4794	1.12805	.13885
OrganizationalLearning	1	342	2.7750	1.01743	.05502
	2	66	2.6610	.85084	.10473
CompetitiveIntensity	1	342	2.6858	1.15335	.06237
	2	66	2.8157	1.09851	.13522
SMEPerformance	1	342	5.1668	1.20375	.06509
	2	66	5.0328	1.14512	.14095

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
EntrepreneurialOrientation	Equal variances assumed	.140	.709	-.198
	Equal variances not assumed			-.203
TotalQualityManagement	Equal variances assumed	.710	.400	-1.414

	Equal variances not assumed			-1.365
OrganizationalLearning	Equal variances assumed	3.101	.079	.855
	Equal variances not assumed			.964
CompetitiveIntensity	Equal variances assumed	.622	.431	-.844
	Equal variances not assumed			-.872
SMEPerformance	Equal variances assumed	1.095	.296	.834
	Equal variances not assumed			.863

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
EntrepreneurialOrientation	Equal variances assumed	406	.844	-.03927
	Equal variances not assumed	94.050	.840	-.03927
TotalQualityManagement	Equal variances assumed	406	.158	-.20531
	Equal variances not assumed	89.033	.176	-.20531
OrganizationalLearning	Equal variances assumed	406	.393	.11405
	Equal variances not assumed	104.310	.337	.11405
CompetitiveIntensity	Equal variances assumed	406	.399	-.12986
	Equal variances not assumed	94.779	.385	-.12986
SMEPerformance	Equal variances assumed	406	.405	.13396
	Equal variances not assumed	94.856	.390	.13396

Independent Samples Test

		t-test for Equality of Means	
		Std. Error Difference	95% Confidence Interval of the Difference
			Lower
EntrepreneurialOrientation	Equal variances assumed	.19883	-.43015
	Equal variances not assumed	.19390	-.42427

TotalQualityManagement	Equal variances assumed	.14517	-.49068
	Equal variances not assumed	.15043	-.50422
OrganizationalLearning	Equal variances assumed	.13346	-.14830
	Equal variances not assumed	.11830	-.12054
CompetitiveIntensity	Equal variances assumed	.15391	-.43241
	Equal variances not assumed	.14891	-.42549
SMEPerformance	Equal variances assumed	.16060	-.18176
	Equal variances not assumed	.15526	-.17427

Independent Samples Test

		t-test for Equality of Means
		95% Confidence Interval of the Difference
		Upper
EntrepreneurialOrientation	Equal variances assumed	.35160
	Equal variances not assumed	.34572
TotalQualityManagement	Equal variances assumed	.08005
	Equal variances not assumed	.09359
OrganizationalLearning	Equal variances assumed	.37640
	Equal variances not assumed	.34864
CompetitiveIntensity	Equal variances assumed	.17269
	Equal variances not assumed	.16577
SMEPerformance	Equal variances assumed	.44968
	Equal variances not assumed	.44219

Correlations

Correlations

		EntrepreneurialOrientation	TotalQualityManagement	OrganizationalLearning
EntrepreneurialOrientation	Pearson Correlation	1	-.151**	-.328**
	Sig. (2-tailed)		.002	.000
	N	408	408	408
TotalQualityManagement	Pearson Correlation	-.151**	1	.286**

	Sig. (2-tailed)	.002		.000
	N	408	408	408
OrganizationalLearning	Pearson Correlation	-.328**	.286**	1
	Sig. (2-tailed)	.000	.000	
	N	408	408	408
CompetitiveIntensity	Pearson Correlation	-.470**	.481**	.296**
	Sig. (2-tailed)	.000	.000	.000
	N	408	408	408
SMEPerformance	Pearson Correlation	.602**	-.259**	-.145**
	Sig. (2-tailed)	.000	.000	.003
	N	408	408	408

Correlations

		CompetitiveIntensity	SMEPerformance
EntrepreneurialOrientation	Pearson Correlation	-.470**	.602**
	Sig. (2-tailed)	.000	.000
	N	408	408
TotalQualityManagement	Pearson Correlation	.481**	-.259**
	Sig. (2-tailed)	.000	.000
	N	408	408
OrganizationalLearning	Pearson Correlation	.296**	-.145**
	Sig. (2-tailed)	.000	.003
	N	408	408
CompetitiveIntensity	Pearson Correlation	1	-.739**
	Sig. (2-tailed)		.000
	N	408	408
SMEPerformance	Pearson Correlation	-.739**	1
	Sig. (2-tailed)	.000	
	N	408	408

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EntrepreneurialOrientation	408	1.33	7.00	5.0841	1.47718
TotalQualityManagement	408	1.00	5.71	2.3073	1.08106
OrganizationalLearning	408	1.00	6.50	2.7566	.99231
CompetitiveIntensity	408	1.00	5.50	2.7068	1.14434
SMEPerformance	408	1.75	7.00	5.1451	1.19411
Valid N (listwise)	408				

Frequencies

Statistics

		Gender	Age	Education	Marital	Ethincity	Position
N	Valid	408	408	408	408	408	408
	Missing	0	0	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	261	64.0	64.0	64.0
	Female	147	36.0	36.0	100.0
	Total	408	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	28	6.9	6.9	6.9
	31-40 years	116	28.4	28.4	35.3
	41-50 years	180	44.1	44.1	79.4
	50 years and above	84	20.6	20.6	100.0
	Total	408	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	2	.5	.5	.5
	Secondary School	49	12.0	12.0	12.5
	Diploma/NCE	78	19.1	19.1	31.6
	Bachelor Degree	113	27.7	27.7	59.3
	Masters	116	28.4	28.4	87.7
	Others	50	12.3	12.3	100.0
	Total	408	100.0	100.0	

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	172	42.2	42.2	42.2
	Married	236	57.8	57.8	100.0
	Total	408	100.0	100.0	

Ethincity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hausa/Fulani	64	15.7	15.7	15.7
	Igbo	265	65.0	65.0	80.6
	Yoruba	51	12.5	12.5	93.1
	Others	28	6.9	6.9	100.0
	Total	408	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owner	79	19.4	19.4	19.4
	Manager	329	80.6	80.6	100.0
	Total	408	100.0	100.0	

Frequencies

Statistics

		Ownership	FirmSize	Industry	FirmAge
N	Valid	408	408	408	408
	Missing	0	0	0	0

Frequency Table

Ownership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sole proprietorship	45	11.0	11.0	11.0
	Partnership	141	34.6	34.6	45.6
	Limited Liability Company	222	54.4	54.4	100.0
	Total	408	100.0	100.0	

FirmSize

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 50 employees	17	4.2	4.2	4.2
	50-99 employees	215	52.7	52.7	56.9
	100-249 employees	87	21.3	21.3	78.2
	250-499 employees	48	11.8	11.8	90.0
	500 or more employees	41	10.0	10.0	100.0

	Total	408	100.0	100.0	

Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Food and beverages	104	25.5	25.5	25.5
	Packaging/containers	32	7.8	7.8	33.3
	Metal and metal products	35	8.6	8.6	41.9
	Printing and publishing	176	43.1	43.1	85.0
	Agro-allied, furniture	29	7.1	7.1	92.2
	Building materials	9	2.2	2.2	94.4
	Others	23	5.6	5.6	100.0
	Total	408	100.0	100.0	

FirmAge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 - 6 years	36	8.8	8.8	8.8
	7 - 9 years	79	19.4	19.4	28.2
	10 - 12 years	73	17.9	17.9	46.1
	13 years or more	220	53.9	53.9	100.0
	Total	408	100.0	100.0	