

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE ANTECEDENT OF SME PERFORMANCE AND
THE EFFECT OF GOVERNMENT SUPPORT IN
NIGERIA**

MARYAM IMAM IBRAHIM



UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2018**

**THE ANTECEDENT OF SME PERFORMANCE AND THE EFFECT OF
GOVERNMENT SUPPORT IN NIGERIA**



By
Maryam Imam Ibrahim

UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

MARYAM IMAM IBRAHIM

calon untuk Ijazah
(candidate for the degree of)

DOCTOR OF PHILOSOPHY

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

THE ANTECEDENT OF SME PERFORMANCE AND THE EFFECT OF GOVERNMENT SUPPORT IN NIGERIA

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

12 Feb. 2017.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

12 Feb. 2018.

Pengerusi Viva
(Chairman for Viva)

Assoc. Prof. Dr. Mohd. Faizal Mohd. Isa

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

Assoc. Prof. Dr. Mohar Yusof (UNIRAZAK)

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

Dr. Shiza Sa'atar

Tandatangan
(Signature)

Tarikh: **12 Feb. 2018**
(Date)

Nama Nama Pelajar : Maryam Imam Ibrahim
(Name of Student)

Tajuk Tesis / Disertasi : The Antecedent of SME Performance and the Effect of Government
(Title of the Thesis / Dissertation) Support in Nigeria

Program Pengajian : Doctor of Philosophy
(Programme of Study)

Nama Penyelia/Penyelia-penyelia : Assoc. Prof. Dr. Ooi Yeng Keat
(Name of Supervisor/Supervisors)

Tandatangan

Nama Penyelia/Penyelia-penyelia :
(Name of Supervisor/Supervisors)

Dr. Shamsul Huda Abd. Rani

Tandatangan



UUM
Universiti Utara Malaysia

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirement for degree of Doctor of Philosophy from Universiti Utara Malaysia (UUM), I agree that the university library make it freely available for inspection. I further agree that permission of copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisors or in their absence, by the Dean of the School of Business Management, University Utara Malaysia. It is understood that any copying or publication or use of this thesis or part thereof for financial gain shall not be allowed without my permission. It is also understood that due recognition shall be given to me and UUM for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make other use of the materials in this thesis, in whole or in part should be addressed to:



The Dean, School of Business Management
Universiti Utara Malaysia

06010 Sintok

Kedah Darul Aman Malaysia

ABSTRACT

Small and medium enterprises (SMEs) play a vital role in both developed and developing nations. In Nigeria, SMEs have been recognised for their valuable contribution to the nation's economy. Despite the relevance and importance of SMEs, much of the literature indicates there are very few studies that attempted to investigate the factors –which influence SMEs' performance in Nigeria, particularly the role of government support policies (GSPs) on SMEs performance. Thus, the objective of this study is to examine the relationship between entrepreneurial orientation (EO), technology orientation (TO) and contemporary marketing (CM) on SMEs performance in Nigeria with a moderating role of GSPs. This study employed a cross-sectional design using questionnaires, data were collected from SMEs owner-managers. The study was based on stratified sampling and 240 SMEs were randomly selected. Questionnaires were distributed and collected through personally-administered method and Partial Least Squares Structural Equation Modelling was used to test the hypotheses. The results indicated TO and CM as having a positive effect on SMEs performance. Similarly, GSPs moderate the relationship between EO and TO on the SMEs' performance. However, the relationship between EO and SMEs' performance was not supported in this study. Furthermore, GSPs do not have a significant influence on CM and SMEs' performance. The findings of this study offer important insights to regulators/policy-makers of SMEs, SMEs owner-managers, and researchers to further understand the effects of these strategic variables. Owner-managers of SMEs should accentuate on these variables. However, over-emphasis on EO may affect firms in a negative way which results in poor performance. Policy-makers should support SMEs owner-managers in the areas of training and capacity building. Lastly, limitations of the current study suggest opportunities for researchers interested in exploring other determinates of SMEs performance.

Keywords: entrepreneurial orientation, technology orientation, contemporary marketing, government support policies, SMEs' performance.

ABSTRAK

Perusahaan kecil dan sederhana (PKS) memainkan peranan penting dalam negara maju mahu pun negara membangun. Di Nigeria, PKS telah diiktiraf kerana sumbangannya yang amat bernilai kepada ekonomi negara. Biarpun begitu relevan dan pentingnya PKS, literatur menunjukkan tidak banyak kajian yang cuba menyelidiki faktor-faktor yang mempengaruhi prestasi PKS di Nigeria, terutamanya tentang peranan dasar sokongan kerajaan (GSP) terhadap prestasi PKS. Oleh itu, objektif kajian ini adalah untuk menyelidik hubungan antara orientasi keusahawanan (EO), orientasi teknologi (TO) dan pemasaran kontemporari (CM) terhadap prestasi PKS di Nigeria dengan peranan pengantaraan GSP. Kajian dijalankan melalui reka bentuk keratan rentas dengan menggunakan soal selidik, dan data pula dikumpulkan daripada pengurus-pemilik PKS. Kajian ini berdasarkan pada persampelan berstrata dengan 240 PKS dipilih secara rawak. Soal selidik diedarkan dan dikumpulkan melalui kaedah yang ditadbir secara peribadi dan Pemodelan Persamaan Kuasa Dua Terkecil Separa Berstruktur digunakan untuk menguji hipotesis. Keputusan menunjukkan TO dan CM mempunyai kesan positif ke atas prestasi PKS. Begitu juga, GSP yang mengantarakan hubungan antara EO dan TO terhadap prestasi PKS. Walau bagaimanapun, hubungan di antara prestasi EO dan PKS tidak disokong dalam kajian ini. Selain itu, GSP didapati tidak mempunyai pengaruh yang signifikan terhadap prestasi CM dan PKS. Dapatan kajian ini memberikan pandangan penting kepada pengawal selia / pembuat dasar PKS, pengurus-pemilik PKS, dan penyelidik untuk lebih memahami kesan pemboleh ubah strategik ini. Pengurus-pemilik PKS perlu lebih menonjolkan pemboleh ubah-pemboleh ubah ini. Walau bagaimanapun, penekanan yang berlebihan ke atas EO boleh menjejaskan firma secara negatif sehingga mengakibatkan prestasi buruk. Pembuat dasar harus menyokong pengurus-pemilik PKS dalam bidang latihan dan pembinaan kapasiti. Akhir sekali, batasan bagi kajian ini mencadangkan peluang bagi para penyelidik yang berminat untuk meneroka penentu-penentu prestasi SME yang lain pula.

Kata kunci: orientasi keusahawanan, orientasi teknologi, pemasaran kontemporari, dasar sokongan kerajaan, prestasi PKS

ACKNOWLEDGEMENT

First and foremost, all praises and thanks are due to The Almighty Allah (SWT), The most beneficent and most merciful. I would like to express my sincere and profound gratitude to Allah for giving me His blessings in terms of sound health, strength, endurance and perseverance to complete my PhD work. May the peace and blessings of Allah be upon His chosen servant: Prophet Mohammad (SAW), his household, companions and those who follow his path till the Day of Judgment.

Utmost appreciation goes to my able supervisors, Associate Professor Dr. Ooi Yeng Keat and Dr. Shamsul Huda binti Abd Rani. I most thank and place on record my deep indebtedness to them for their untiring support, guidance, moral encouragement as well as excellent advices toward achieving the desired outcome throughout the period of my PhD journey. It was a great pleasure working under their supervision as their criticisms served as a source of inspiration. Not to forget, special thanks goes to my term of reviewers, Associate Professor Dr. Norshidah binti Hashim and Dr. Shiza binti Sa'atar, the external examiner Associate Professor Mohar bin Yusof. Your observations, comments and suggestions have enormously contributed in improving the standard of this study. I would like to commend the effort of the Dean of School of Business Management, UUM, and his entire staff for their dedication and support in helping the postgraduate students to achieve their goals.

I am also appreciative to the assistance rendered to me by Professor Aminu Ayuba, Dean, Faculty of Management, University of Maiduguri, Dr. Bintu Mustapha, Head of Department, Marketing, University of Maiduguri, and Dr. Mohammed Madawaki,

Department of Business Management, University of Maiduguri for their expert suggestions in validating the instruments adapted for this study; to Dr. Abdullahi Hassan Gorondutse and Dr. Francis Choah of the School of Business Management UUM, your expertise advice on the adapted instruments of this study was appreciated.

I am indebted to my elder sister, Hajja Hauwa Imam, who took the role of our parents after their demised at my tender age. She sacrifices a lot to my education from the very beginning up to this level, I pray that you live longer with more Iman and benefit from this achievement. My appreciation goes to my extended family, specifically, to the family of the Chief Imam of Borno state, Nigeria, the family of Shettima Mohammad Bulama, the family of Alhaji Baba Abba Yusuf, to the family of Senator. Babakaka Bashir Garbai and least but not the list to the family of Babagana Buhari. Thank you for your moral, spiritual and financial support at all times.

And to my children starting from Amina Abba Yusuf to Yusuf Abdullahi Alkali for their love, support and prayers, this journey would have been a challenging one without you, thank you. I would like to express my gratitude to all my grandchildren starting from Aisha Babakaka (Ya Bawa) to Kaltum Usman Buhari (Ya Ajus) for supporting me with their hearts. Especially, I would like to commend the concern and prayers of Fatima Babakaka (Ya Ajja), whose first question whenever she called was Ya Meram, when are you coming back. Thank you, Kori.

Special thanks to Ramat Polytechnic, Maiduguri, for given me the opportunity to pursue this PhD degree. Special regards to friends and colleagues in the program who have screamed, cried, and laughed with me, thank you for your motivation.

TABLE OF CONTENTS

TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
 CHAPTER ONE : INTRODUCTION	
1.1 Background of the Study	1
1.2 Statement of the Problem	6
1.2.1 Practical Issues on SMEs in Nigeria	6
1.2.2 Limited Focus of Previous Studies on SMEs in Emerging Economies	8
1.2.3 Relationships between EO, TO, CM and SME Performance	9
1.2.4 Moderating Effect of Government Support Policy on EO, TO, CM and Performance of SMEs	12
1.3 Research Questions	16
1.4 Research Objectives	16
1.5 Significance of the Study	17
1.6 Scope of the Study	19
1.7 Definition of Terms	22
1.8 Organization of the Study	23
 CHAPTER TWO : AN OVERVIEW OF NIGERIA	
2.1 Introduction	25
2.2 A Brief History of Nigeria	25
2.3 Nigerian Economy in Recent Years	28
2.4 Economic Development of Nigeria	28
2.5 An Overview of Entrepreneurship in Nigeria	31
2.6 Roles and Importance of SMEs in Nigeria	32
2.7 Challenges Faced by the SMEs in Nigeria	34
2.8 Chapter Summary	36
 CHAPTER THREE : LITERATURE REVIEW	37
3.1 Introduction	37
3.2 Small and Medium Enterprises (SMEs): An Overview	37
3.3 The Concepts of SME	38
3.4 SME Performance	41
3.5 SMEs Performance Measurement	43
3.6 The Concepts of Entrepreneurship	45
3.7 The Role of Entrepreneurship in Nigeria	47
3.8 Entrepreneurial Orientation	49

3.8.1	Innovativeness	51
3.8.2	Risk-Taking	52
3.8.3	Pro-Activeness	53
3.8.4	Competitive Aggressiveness	54
3.8.5	Autonomy	54
3.9	Exploring Entrepreneurial Orientation in SMEs	55
3.10	Technology Orientation	57
3.11	The Concept of Contemporary Marketing	60
3.12	Contemporary Marketing Practice	62
3.12.1	Transaction Marketing	62
3.12.2	Database Marketing	63
3.12.3	E-marketing	65
3.12.4	Interaction Marketing	66
3.12.5	Network Marketing	67
3.13	Exploring Contemporary Marketing in SMEs	69
3.14	Government Support Policies to SMEs	71
3.15	Relationship between Variables	79
3.15.1	Entrepreneurial Orientation and Performance	79
3.15.2	Technology Orientation and Performance	87
3.15.3	Contemporary Marketing and Performance	96
3.15.4	The interaction of government support policies on EO, TO, CM and SMEs performance.	106
3.16	Research on SMEs Performance in Nigeria	114
3.17	Underpinning Theory	116
3.17.1	Resource-Based View Theory	116
3.18	Research Framework	122
3.19	Gaps in the Literature	123
3.20	Development of the Research Hypotheses	127
3.20.1	Relationship between EO, TO, CM and SMEs Performance	127
3.20.2	Moderating Effect of GSPs on Relationship between EO, TO, CM and SMEs Performance	128
3.21	Chapter Summary	129
 CHAPTER FOUR : RESEARCH METHODOLOGY		
4.1	Introduction	131
4.2	Operationalization and Measurement of Variables	131
4.2.1	Entrepreneurial Orientation (EO)	132
4.2.2	Technology Orientation (TO)	133
4.2.3	Contemporary Marketing (CM)	134
4.2.4	Government Support Policies (GSPs)	136
4.2.5	SMEs Performance (SMEs-PER)	137
4.3	Research Design	138
4.4	Data Collection	140
4.5	Population of the Study	141
4.6	Sample Size and Power Analysis	142
4.7	Sampling Technique	146
4.8	Research Instrument	148
4.9	Pre-test	149
4.9.1	Pilot Test Result	151
4.9.2	Validity Results	152

4.9.3	Reliability test	153
4.10	Method of Data Analysis	153
4.10.1	Descriptive Analysis	154
4.10.2	Partial Least Squares Structural Equation Modeling (PLS-SEM)	155
4.10.3	Evaluation of PLS Model	156
4.10.4	Evaluation of Measurement Model	157
4.10.4.1	Reflective versus Formative	158
4.10.4.2	Higher- Order Formative Model	159
4.10.5	Evaluation of the Structural Model	164
4.11	Chapter Summary	165

CHAPTER FIVE : DATA ANALYSIS AND FINDINGS

5.1	Introduction	167
5.2	Response Rate	168
5.3	Non-Response Bias	169
5.4	Common Method Bias	171
5.5	Data Cleaning and Preliminary Analysis	174
5.5.1	Assessment of Missing Value	175
5.5.2	Assessment of Outliers	176
5.5.3	Normality Test	177
5.5.4	Multicollinearity Test	179
5.6	Demographic Characteristics of Respondents	181
5.7	Descriptive Analysis of the Latent Constructs	186
5.8	Assessment of PLS-SEM Path Modeling.	187
5.8.1	Assessment of Measurement Model	189
5.8.1.1	Individual Item Reliability	193
5.8.1.2	Internal Consistency Reliability	193
5.8.1.3	Convergent Validity for the Reflective model	196
5.8.1.4	Discriminant Validity	196
5.8.1.5	Assessment of Formative Models	200
5.8.2	Assessment of the Structural Model	203
5.8.2.1	Measurement of Direct Relationship	203
5.8.2.2	Coefficient of Determination for Direct Relationships (R^2)	207
5.8.2.3	Assessment of Effect Size (f^2) for Direct Relationship	209
5.8.2.4	Assessment of Predictive Relevance for Direct Relationship (Q^2)	210
5.9	Testing Moderating Relationships	213
5.9.1	Hypotheses Testing for Moderating Variables	213
5.9.2	Coefficient of Determination for Moderating Relationship (R^2)	219
5.9.3	Assessment of the Effect Size (f^2) for Moderating Relationships	220
5.9.4	Assessment of Predictive Relevance for Moderating Relationship (Q^2)	221
5.10	Summary of findings	222
5.11	Chapter Summary	223

CHAPTER SIX : DISCUSSION, IMPLICATIONS AND CONCLUSION	
6.1 Introduction	224
6.2 Recapitulation of the Findings	224
6.3 Discussions	226
6.3.1 Entrepreneurial Orientation and SMEs Performance in Nigeria	226
6.3.2 Technology Orientation and SMEs Performance in Nigeria	228
6.3.3 Contemporary Marketing and SMEs Performance in Nigeria	230
6.3.4 Moderating Effect of Government Support Policies	231
6.3.5 Moderating Effect of GSPs on the Relationship between EO and SMEs Performance in Nigeria.	232
6.3.6 Moderating Effect of GSPs on the Relationship between TO and SMEs Performance in Nigeria	235
6.3.7 Moderating effect of GSPs on the relationship between CM and SMEs performance in Nigeria	237
6.4 Implications of the Study	240
6.4.1 Practical and Managerial Implications	240
6.4.2 Theoretical Implications	246
6.4.3 Methodological Implications	249
6.5 Limitations and Direction for Further Studies	252
6.6 Conclusion	254
REFERENCES	256
APPENDICES	293
Appendix A: Questionnaire	293
Appendix B: Total Variance Explained (CMV)	300
Appendix C: Missing Values	302
Appendix D: Normality Test	302
Appendix E: Interaction Effect for Moderation Relationship (CM)	303
Appendix F: Descriptive Statistics	303

LIST OF TABLES

Tables	Page
Table 1.1 Comparison of SMEs' Contribution to Business Establishment and GDP	2
Table 1.2 Number of SMEs in the Northeast Region of Nigeria	20
Table 3.1 SME definition in Malaysia	39
Table 3.2 Definition of SME in Nigeria	40
Table 3.3 Development trend of SMEs Support Policies and Initiatives in Nigeria (1986-2016)	74
Table 3.4 Literature Matrix on EO and SMEs Performance	84
Table 3.5 Literature Matrix on TO and SMEs Performance	93
Table 3.6 Literature Matrix on CMP and SMEs Performance	103
Table 3.7 Literature Matrix on the interaction of GSP	111
Table 4.1 Measurement of Entrepreneurial Orientation	133
Table 4.2 Measurement of Technology Orientation	134
Table 4.3 Measurement of Contemporary Marketing	135
Table 4.4 Measurement of Government Support	137
Table 4.5 Measurement of SMEs Performance	138
Table 4.6 SMEs Business Categories	142
Table 4.7 Stratified Sample Size for SMEs	147
Table 4.8 Measurement of Variables in Summary (Questionnaire)	148
Table 4.9 Reliability test (n=40)	153
Table 5.1 Questionnaire Distribution and Response Rate	168
Table 5.2 Test of Non-Response Bias: Independent-Samples T-Test (240)	171
Table 5.3 Assessment of Missing value (Total and Percentage)	175
Table 5.4 Normality Test: Skewness and Kurtosis Statistics (n=240)	179
Table 5.5 Multicollinearity Test: Correlation Matrix (n=240)	180
Table 5.6 Multicollinearity Test: Tolerance and VIF (n=240)	181
Table 5.7 Summary of Respondents' Demographic Characteristics	182
Table 5.8 Descriptive Statistics of Constructs: Mean and Standard Deviation	186
Table 5.9 Loadings, Composite Reliability and Average Variance Extracted (AVE)	194
Table 5.10 Measurement Model: Discriminant Validity (Fornell-Lacker Criterion)	197
Table 5.11 Assessment of Discriminant Validity Using Cross-Loading	199
Table 5.12 Formative Measurement Model: Collinearity Assessment and Significance Relevance	201
Table 5.13 Structural Model: Hypotheses Test for Direct Relationship	207
Table 5.14 Coefficient of Determination for Direct Relationship: R-Squared	208
Table 5.15 Assessment of the Effect Size (f^2) for Direct Relationships	210
Table 5.16 Predictive Relevance for Direct Relationships: Q-Square	211
Table 5.17 Structural Model: Test of Significance for Moderating Relationships	217
Table 5.18 Coefficient of Determination for Moderation Relationship	220
Table 5.19 Assessment of Effect Size for Interactive Relationships	220
Table 5.20 Predictive Relevance (Q^2) for Moderating Relationships	221
Table 5.21 Summary of Findings: Hypotheses Testing	222

LIST OF FIGURES

Figures	Page
Figure 1.1: Comparison of SMEs' Contribution to Business Establishment and GDP	2
Figure 1.2: Number of Small and Medium Enterprises in the Northeast Region of Nigeria	21
Figure 2.1: Map of Nigeria	26
Figure 2.2: Map of Northeast Region, Nigeria	27
Figure 3.1: Conceptual Framework	122
Figure 4.1: G*Power Analysis	144
Figure 4.2: First Order EO Reflective	163
Figure 4.3: Second Order EO Formative	163
Figure 5.1: Process of PLS Path Measurement Model Assessment	188
Figure 5.2: Process of PLS Path Structural Model Assessment	189
Figure 5.3: Repeated Indicator Approach	191
Figure 5.4: Two-stage Approach	192
Figure 5.5: Measurement Model	202
Figure 5.6: PLS Algorithm for Direct Relationship	205
Figure 5.7: Bootstrapping for Direct Relationship	206
Figure 5.8: Predictive Relevance for Direct Relationship	212
Figure 5.9: PLS Algorithm (Moderating Relationship)	215
Figure 5.10: PLS Bootstrapping for Moderation	216
Figure 5.11: Strength of Interacting Variable (EO)	218
Figure 5.12: Strength of Interacting Variable (TO)	219

LIST OF ABBREVIATIONS

ABP	Anchor Borrowers' Programme
ACCA	Association of Certified Chartered Accountant
AF	Access to Finance
AM	Access to Market
AUT	Autonomy
AVE	Average Variance Extracted
B2B	Business to Business
B2C	Business to Customer
BH	Boko Haram
BOI	Bank of Industry
BPE	Bureau of Public Enterprise
Bsc	Bachelor of Science
BS	Business Strategy
BSK	Business Skills
CA	Competitive Aggressiveness
CA	Capital Adequacy
CBN	Central Bank of Nigeria
CO	Customer Orientation
COC	Cost Orientation
CM	Contemporary Marketing
CMV	Common Method Variance
CMR	Composite Reliability
CR	Customer Relationship
CRM	Customer Relationship Management
CRP	Customer Relationship Performance
DV	Dependent Variable
DM	Database Marketing
ERGP	Economic Recovery and Growth Plan
ED	Environmental Dynamism
EDC	Entrepreneurship Development Centre
EE	Entrepreneurial Education
EFA	Exploratory Factor Analysis
EH	Environmental Hostility
EM	E-marketing
EO	Entrepreneurial Orientation
EU	European Union
FDI	Foreign Direct Investment
FoR	Frame of Reference
FS	Financial Support

GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GFS	Government Financial Support
GSPs	Government Support Policies
HCB	Human Capacity Building
HND	Higher National Diploma
HOC	Higher Order Component
IDCs	Industrial Development Centres
IEO	International Entrepreneurial Orientation
IEOR	International Entrepreneurial Opportunity Recognition
IF	Investment Fund
IM	Interactive Marketing
INNO	Innovativeness
IT	Information Technology
ITC	Internet Technology Capabilities
ITO	International Technology Orientation
IV	Independent Variable
IVV	Mediating Variable
LOC	Lower Order Component
RM	Malaysian Ringgit
MA	Managerial Assumption
MC	Market Condition
MSME	Micro, Small and Medium Enterprise
MSMEDF	Micro, Small and Medium Enterprise Development Fund
MTS	Mobile Technology Service
MV	Moderating Variable
NBS	National Bureau of Statistics
NDE	National Directorate of Employment
NEEDS	National Economic Empowerment Development Strategy
NERFUND	National Economic Reconstruction Fund
NGN	Nigerian Naira
NIDB	Nigerian Industrial Development Bank
NM	Network Marketing
OL	Organizational Learning
NPC	National Population Commission
OPEC	Organisation of Petroleum Exporting Countries
PAT	Profit after Tax
PER	Performance
PI	Provision of Infrastructure
PLS	Partial Least Squared
PLS-SEM	Partial Least Squared Structural Equation Modeling
PMO	Proactive Market Orientation
PRA	Proactiveness

R&D	Research and Development
RBV	Resource Based View
RM	Relationship Marketing
RMO	Responsive Market Orientation
RT	Risk Taking
SAP	Structural Adjustment Programme
SE	Sustainable Entrepreneurship
SEM	Structural Equation Modeling
SMEDAN	Small and Medium Enterprise Development Association of Nigeria
SMEEIS	Small and Medium Enterprises Equity Investment Scheme
SMEs	Small and Medium Enterprises
SMEs-PER	Small and Medium Enterprises Performance
SPSS	Statistical Package for Social Sciences
SSCE	Senior Secondary School Certificate
STROBE	Strategic Orientation of Business Enterprises
SURE-P	Subsidy Reinvestment and Empowerment Programme
TM	Transaction Marketing
TO	Technology Orientation
TRIN	Technology Related International Network
UIS	UNESCO Institute of Statistics
UK	United Kingdom
UNDP	United Nation Development Programme
UNESCO	United Nations, Educational, Scientific and Cultural Organization
USA	United States of America
USD	United States Dollar
UUM	University Utara Malaysia
VIF	Variance Inflation Factor
VRIN	Resource being Valuable, Rare, Inimitable Rare, Non-tradable Non And Non-substitutable

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In both developed and developing countries, small and medium enterprises (SMEs) are viewed as playing a significant and vital role in the growth and development of the economy. SMEs have been recognised globally as an engine of growth and development (Eneh, 2010; Ogechukwu, 2011). It is widely acknowledged that it is not the large firms that are fueling the leading economies around the world but the small and medium firms (Mukhtar, 2013).

SMEs have gained increasing attention and have made a valuable contribution to a nation's economy, especially in the areas of employment opportunities, poverty reduction, income generation, providing support for large industries, innovation, promotion of entrepreneurship and rapid industrialisation (Fashoyin, 2012; Kale, 2012; NBS, 2012). In addition, SMEs are perceived to have provided important economic advantages specifically in the areas of regional income generation, savings, employment, raw material supply, enhance export earnings and boost capacity utilisation within the key industries and actualising women and youths potentials (NBS & SMEDAN, 2013).

The catalytic roles of the SMEs have been displayed in the developed countries such as USA, UK and emerging economies like India, Brazil, Malaysia, South Africa, Nigeria, Ghana and Morocco among others (ACCA 2013, 2014; SMEDAN, 2012). SMEs in

The contents of
the thesis is for
internal user
only

REFERENCES

- Abdul Majid, I., Kamaludin, M. H., Saad, M., & Aziz, N. A. (2012). Sustainability driven entrepreneurship: The mediating effect of opportunity-based management structure on the relationship between entrepreneurial orientation and environmental sustainability management of SMEs : A conceptual framework. *European Journal of Business and Management*, 4(13), 148–156.
- Abdymanapov, S. A., Toxanova, A. N., Galiyeva, A. H., Muhamedzhanova, A. A., Ashikbayeva, Z. S., & Baidalinova, A. S. (2016). Government Support of Innovative Business in the Republic of Kazakhstan. *IEJME Mathematics Education*, 11(5), 1033–1049.
- Abu Farha, A. (2016). Matching organizational frame of reference and business strategy with contemporary marketing practices: Evidence from Arab world, *International Journal of Emerging Markets*, 11(4), 533-549
- ACCA 2013. (2014). *The growth challenge*. London. Retrieved from www.accaglobal.com
- Acemoglu, D. (2008). *Introduction to Modern Economic Growth*. (1st Ed.). Lagos: Princeton, University Press.
- Acs, Z. (2006). How Is Entrepreneurship Good for Economic Growth? *Innovations: Technology, Governance, Globalization*, 1(1), 97–107.
- Acs, Z. J., Szerb, L., & Autio, E. (2015). *The Global Entrepreneurship and Development Index*.
- Adegbite, S., Ilori, M., Refin, I., Abereijo, I., & Aderemi, H. O. (2007). Evaluation of the Impact of Entrepreneurial Characteristics on the Performance of Small Scale Manufacturing Industry in Nigeria. *Journal of Asia Entrepreneurship and Sustainability*, 3(1), 1–21.
- Adegbuyi, O. A., Ayinde, I. A., & Odularu, G. O. A. (2013). Assessment of E-marketing Strategies Among Agribusiness Firms in Ota Metropolis, Ogun State, Nigeria. *International Journal of Strategic Organization and Behavioural Science*, 3(1), 1–36.
- Adelaja, A. O. (2012). The Importance of Small and Medium Scale Industries in a Developing/Underdeveloped Economy: Nigeria Case Study. *Mechanical Engineering Department, University of Lagos*, (4), 1–17.
- Adeleke, A. (2012). Improving Poverty Alleviation Programmes in Nigeria through Small and Medium Scale Agricultural Development Projects. *European Journal of Business and Management*, 4(11), 109–120.
- Adeniyi, A. O. (2011). *Contemporary Marketing Strategies and Performance of Agricultural Marketing Firms in South-West Nigeria*. Covenant University, Ota, Ogun State, Nigeria.

- Adewale, G., Adesola, M., & Oyewale, I.O. (2013). Impact of Marketing Strategy on Business Performance: A Study of Selected SMEs *Journal of Business and Management*, 11(4), 59–66.
- Adisa, T. A., Abdulraheem, I., & Mordi, C. (2014). The Characteristics and Challenges of Small Businesses in Africa: an Exploratory Study of Nigerian Small Business Owners. *Economic Insights*, 11(4), 1–14.
- Ado, B. M. K., & Aliyu. Mukhtar Shehu. (2014). The Relationship Between Some Determinants Of SME Performance In Nigeria : A Qualitative Approach. *European Journal of Business and Management*, 6(2), 107–114.
- Agwu, M. O. (2014). Issues, Challenges and Prospectsof Small and Medium Scale Enterprises (SMEs) in Port-Harcourt City,. *European Journal of Sustainable Development*, 3(1), 101–114.
- Ahmed, I. A., & Ojong, C. M. (2014). The Role of Government in the Development of MSMEs in Nigeria between 1991 and 2012. *International Journal of Business and Social Research*, 4(12), 16–26.
- Ahuja, G. (2000). Collaboration networks, structural holes and innovation : A longitudinal study. *Administrative Science Quarterly*, 45(3), 425–455.
- Aigbokhan, B. B. E. (2000). Poverty , Growth and Inequality in Nigeria : A Case Study. *African Economic Research Consortium (AERC)*, 4–7.
- Aiyedogbon, J. O., & Ohwofasa, B. O. (2012). Poverty and youth Unemployment in Nigeria , 1987-2011. *International Journal of Business and Social Science*, 3(20), 269–279.
- Ajayi, A. (2016). Impact of External Business Environment on Organisational Performance of Small and Medium Scale Enterprises in Osun State , Nigeria. *International Journal of Business Policy & Governance*, 3(10), 155–166. <http://doi.org/10.19085/journal.sijbpg031002>
- Akanbi, S. T. (2013). Familial Factors, Personality Traits and Self-efficacy as Determinants of Entrepreneurial Intention among Vocational Based College of Education Students in Oyo State, Nigeria. *Journal of the African Educational Research Network*, 13(2), 66–76.
- Al-Ansaari, Y., Bederr, H., & Chen, C. (2015). Strategic orientation and business performance An empirical study in the UAE context. *Management Decision*, 53, 10. <http://doi.org/10.1108/MD-01-2015-0034>
- Al-Dhaafri, H. S., Al-Swidi, A. K., & Yusoff, R. Z. B. (2016). The mediating role of total quality management between the entrepreneurial orientation and the organizational performance. *The TQM Journal*, 28(1), 89–111.

- Alegre, J., & Chiva, R. (2013). Linking Entrepreneurial Orientation an Firm Performance: The Role of Organizational Learning Capability and Innovation Performance. *Journal of Small Business Management*, 51(4), 491–507.
- Ali, Q., Hussain, A., & Jamal, M. (2011). Theoretical Underpinnings Behind Resource Based View: A Marketing Perspective. *Interdisciplinary Journal Of Contemporary Research In Business*, 3(3), 1324–1332.
- Aljanabi, A. R. A. (2017) The mediating role of absorptive capacity on the relationship between entrepreneurial orientation and technological innovation capabilities, *International Journal of Entrepreneurial Behavior & Research*, <https://doi.org/10.1108/IJEBr-07-2017-0233>
- Al-najjar, B. (2014). Medium-Sized Enterprise Cash Holdings : Evidence from the United Kingdom. *Journal of Small Business Management*, 1–18.
- Aminu, I. M., & Shariff, M. N. M. (2014). The relationship between entrepreneurial orientation , market orientation , learning orientation , technology orientation and SMEs performance in Nigeria, 108–116. Retrieved from repo.uum.edu.my
- Aminu, I. M., & Shariff, M. N. M. (2015). Influence of Strategic Orientation on SMEs Access to Finance. *Asian Social Science*, 11(4), 298–309.
- Aminu, I. M., & Sheriff, Mohd, M. N. (2014). Mediating Role of Access to Financial on the relationship between Strategic Orientation and SMEs Performance in Nigeria: A Proposed Research Framework. *International Journal of Management Research & Review*, 4(11), 1023–1035.
- Aminu, M. I., & Mahmood, R. (2016). On the Relationship between Procedural and Declarative Organizational Memory and their Effects on SMEs Performance. *International Business Management*, 10(3), 241–247.
- Amirkhani, A. H., & Reza, A. M. (2015). Investigating the Relationship between Strategic Orientation and Firm ' s Performance Considering the Intermediary Role of Business Strategy. *Journal of Management Sciences.*, 1(8), 152–157.
- Amoros, J. E., & Bosma, N. (2014). *Global Entrepreneurship Monitor*. London, GB. Retrieved from www.gemconsortium.org
- Antoncic, B., & Hisrich, R. D. (2004). Corporate entrepreneurship contingencies and organizational wealth creation. *Journal of Management Development*, 23(6), 518–550. <http://doi.org/10.1108/02621710410541114>
- Anyadike, N., Ikechukwu, E., & Okechukwu, F. U. (2012). Entrepreneurship Development and Employment Generation in Nigeria: Problems and Prospects. *Universal Journal of Education and General Studies*, 4, 88–102.
- Aragon-Sanchez, A., & Sanchez-Marin, G. (2005). Strategic orientation, management characteristics, and performance: A study of Spanish SMEs. *Journal of Small Business Management*, 43(3), 287–308.

- Aravindakshan, A., Rust, R. T., Lemon, K. N., & Zeithaml, V. a. (2004). Customer equity: Making marketing strategy financially accountable. *Journal of Systems Science and Systems Engineering*, 13(4), 405–422. <http://doi.org/10.1007/s11518-006-0173-z>
- Argon-Sanchez, A., & Sanchez-Marin, G. (2005). Strategic Orientation, Management Characteristics, and Performance: A Study of Spanish SMEs. *Journal of Small Business Management*, 43(3), 287–308.
- Atawodi, O. W., & Ojeka, S. A. (2012). Relationship between Tax Policy , Growth of SMEs and the Nigerian Economy. *International Journal of Business and Management*, 7(13), 125–135. <http://doi.org/10.5539/ijbm.v7n13p125>
- Babbie, E. (2013). The Prectice of Social Research. In The Practice of Social Research. <https://doi.org/10.4135/9780857020116>
- Babbie, E. R. (2015). *The Practice of Social Research*. Nelson Education.
- Backman, C. A., Verbeke, A., & Schulz, R. A. (2015). The Drivers of Corporate Climate Change Strategies and Public Policy : A New Resource-Based View Perspective. *sagepub.com/journalsPermissions.nav*, 1–31.
- Bacq, S., & Eddleston, K. A. (2016). A Resource-Based View of Social Entrepreneurship : How Stewardship Culture Benefits Scale of Social Impact. *Journal of Business Ethics*, 10 (4) 564-275
- Baker, W. E., & Sinkula, J. M. (2009). The Complementary Effects of Market Orientation and Entrepreneurial Orientation on Profitability in Small Businesses. *Journal of Small Business Management*, 47(4), 443–464.
- Bangudu, O. (2013). Nigeria's Operating Environment for Businessess has been difficult. Retrieved from <http://www.premiumtimesng.com/business/145725-nigerias-operating-environment-businesses-difficult-lcci.html> (November 20, 2015)
- Barney, J. B. (1986a). Organization Culture: Can it be a Source of Sustained Competitive Advantage? *Academy of Management Review*, 11(3), 656–665.
- Barney, J. B. (1986b). Strategic Factor Market: Expectations, Luck and Business Strategy. *Journal of Management Sciences.*, 32(10), 1231–1241.
- Barney, J. B. (2001). Resource-based theories of competitive advantage : A ten- year retrospective on the resource-based view. *Journal of Management*, 27, 643–650.
- Barney, J. B., & Arikan, A. M. (2001). *The Resource-based View: Origins and Implications* (2nd Ed). Addison-Wesley: Blackwell Publishing Ltd.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.

- Barroso, C., & Picón, A. (2012). Multi-dimensional analysis of perceived switching costs. *Industrial Marketing Management*, 41(3), 531–543.
- Becker, J. M., Klein, K., & Wetzels, M. (2012). Hierarchical Latent Variable Models in PLS-SEM: Guidelines for Using Reflective-Formative Type Models. *Long Range Planning*, 45(5–6), 359–394. <http://doi.org/10.1016/j.lrp.2012.10.001>
- Beleska-spasova, E., Glaister, K. W., & Stride, C. (2012). Resource Determinants of Strategy and Performance: The case of British exporters. *Journal of World Business*, 47(4), 635–647.
- Berthon, P., Mac Hulbert, J., & Pitt, L. (2004). Innovation or customer orientation? An empirical investigation. *European Journal of Marketing*, 38(9/10), 1065–1090.
- Bianchi, C., Glavas, C., & Mathews, S. (2017) "SME international performance in Latin America: The role of entrepreneurial and technological capabilities", *Journal of Small Business and Enterprise Development*, 24(1), 176-195.
- Bo, Z., & Qiuyan, T. (2012). Research of SMEs' Technology Innovation Model from Multiple Perspectives. *Chinese Management Studies*, 6(1), 124–136.
- Bongomin, G. O. C., Munene, J. C., Ntayi, J. M., & Malinga, C. A. (2018) Determinants of SMMEs growth in post-war communities in developing countries: Testing the interaction effect of government support, *World Journal of Entrepreneurship, Management and Sustainable Development*, 14(1), 50-73.
- Boone, L. E., Kurtz, D. E., Mackenzie, H., & Snow, K. (2010). *Contemporary Marketing* (2nd Ed). Canada: Nelson Education.
- Bouri, A., Breji, M., Diop, M., Kempner, R., Klinge, B., & Stevenson, K. (2011). *Report on Support to SMEs in Developing Countries Through Financial Intermediaries*. Washington DC.
- Brady, M., Fellenz, M., & Brookes, R. (2008). Researching the role of information and communications technology (ICT) in contemporary marketing practices. *Journal of Business & Management*, 23(2), 108--114.
- Brady, M., & Fellenz, M. R. (1998). The History of IT in Contemporary Marketing Practices (CMP): The Challenges and Opportunities for Reframing the ICT Dimension within the CMP Framework, 1–31.
- Brady, M., Saren, M., & Tzokas, N. (2002). Integrating information technology into marketing practice. The IT reality of contemporary marketing practice. *Journal of Marketing Management*, 18(5/6), 555–577.
- Brodie, R. J., Coviello, N. E., Brookes, R. W., & Little, V. (2010). Towards a paradigm shift in marketing? An examination of current marketing practices. *Journal of Marketing Management*, 13, 383–406.

- Brodie, R. J., Coviello, N. E., & Winklhofer, H. (2008). Contemporary Marketing Practices research program: a review of the first decade. *Journal of Business & Industrial Marketing*, 23(2), 84–94. <http://doi.org/10.1108/08858620810850191>
- Brodie, R., Winklhofer, H., Coviello, N. E., & Johnston, W. J. (2007). Is E-marketing Coming of Age? An Examination of the Penetration of E-marketing and Firm Performance. *Journal of Interactive Marketing*, 21(1), 1–21.
- Brown, T. E., Davidsson, P., & Wiklund, J. (2001). An operationalization of Stevenson's conceptualization of entrepreneurship as opportunity-based firm behavior. *Strategic Management Journal*, 22(10), 953–968.
- Bruhn, M., Georgi, D., & Hadwich, K. (2008). Customer equity management as formative second-order construct. *Journal of Business Research*, 61(12), 1292–1301. <http://doi.org/10.1016/j.jbusres.2008.01.016>
- Bryman, A., & Bell, E. (2003). *Breaking down the quantitative/qualitative divide. Business Research Method*.
- Bryman, A., & Bell, E. (2015). *Business Research Methods*. USA: Oxford University Press.
- Buli, B. M. (2017). Entrepreneurial orientation, market orientation and performance of SMEs in the manufacturing industry: Evidence from Ethiopian enterprises, *Management Research Review*, 40 (3), 292-309, <https://doi.org/10.1108/MRR-07-2016-0173>
- Bush, R. P., Underwood, J. H., & Sherrell, D. L. (2007). Examining the Relationship Marketing, Marketing Productivity Paradigm: Establishing an Agenda for Current and Future Research. *Journal of Relationship Marketing*, 6(2), 9–32. <http://doi.org/10.1300/J366v06n02>
- Cadogan, J. W., Boso, N., Story, V. M., & Adeola, O. (2016). Export strategic orientation-performance relationship: Examination of its enabling and disenabling boundary conditions *Journal of Business Research*, 4 (2) 459-471
- Cain, M. K., Zhang, Z., Yuan, K.-H., Cho, H. C., Abe, S., Crane, A., Lazar, N. A. (2016). Generalization in quantitative and qualitative research: Myths and strategies. *Organizational Research Methods*, 135(2), 138–162.
- Callaghan, C., & Venter, R. (2011). An investigation of the entrepreneurial orientation context and entrepreneurial performance of inner-city Johannesburg street traders. *Southern African Business Review*, 15(1), 28–48.
- Campos, H. M., & Valenzuela, F. A. A. (2013). The Relationship between Entrepreneurial Orientation, Time Orientation and Small Business Performance: Evidence from Mexico. *Revista Da Micro E Pequena Empresa*, 7(1), 48–63.
- Cavana, R. Y., Dalahaye, B. L., & Sekaran, U. (2001). *Applied business research: Quantitative and qualitative methods*. Australia: John Wiley & Sons.

- Cenfetelli, B. R. T., & Bassellier, G. (2009). Interpretation of Formative Measurement in Information Systems Research. *MIS Quarterly*, 33(4), 689–707.
- Central Bank of Nigeria. (2007). *Annual Report and Statement of Account for the Year Ended..* Abuja, Nigeria.
- Charles, L., Joel, C., & Samwel, K. C. (2012). Market Orientation and firm performance in Manufacturing Sector in Kenya. *European Journal of Business and Management*, 4(2), 20–27.
- Chatzoglou, P., & Chatzoudes, D. (2016). Factors affecting e-business adoption in SMEs: an empirical research. *Journal of Enterprise Information Management*, 29(3), 327–358.
- Chang, S.-J., Van Witteloostuijn, A., Eden, L., & Eden, L. (2010). From the Editors: Common method variance in international business research. *Journal of International Business Studies*, 41(2), 178–184.
- Chang, W., Eun, J., & Chaib, S. (2010). How does CRM technology transform into organizational performance ? A mediating role of marketing capability. *Journal of Business Research*, 63(8), 849–855.
- Chavez, R., Yu, W., Jacobs, M. A., & Feng, M. (2016). Manufacturing capability and organizational performance : The role of entrepreneurial orientation crossmark. *Intern. Journal of Production Economics*, 184, 33–46.
- Chen, Y. Y. K., Jaw, Y. L., & Wu, Y. H. (2016). Effect of Digital Transformation on Organisational Performance of SMEs: Evidence from the Taiwanese Textile Industry's web portal. *Internet Research*, 26(1).
- Chin, W. W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling: Modern Methods for Business Research* (3rd Ed.). New Jersey: Lawrence Erlbaum Associates. Publisher.
- Chin, W. W., Marcolin, E., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: results from a Monte Carlo simulation study and an electronic mail emotion/ adoption study. *Information System Research*, 14(2), 189–217.
- Chow, I. H.-S. (2006). The Relationship Between Entrepreneurial Orientation and Firm Performance in China. *Advanced Management Journal*, 71(3), 11–20.
- Claes Fornell and David F. Larcker. (1981). Equation Algebra Unobservable Error : Variables. *Journal of Marketing Research*, 18(3), 382–388.
- Coase, R. H. (1937). The Nature of the Firm. *Economica, New Series*, 4(16), 386–405.
- Coates, T. T., & Mcdermott, C. M. (2002). An exploratory analysis of new competencies: a resource based view perspective. *Journal of Operations Management* 20, (20), 435–450.

- Collier, J. E., & Bienstock, C. C. (2007). An analysis of how nonresponse error is assessed in academic marketing research. *Marketing Theory*, 7(2), 163–183.
- Collier, P., Soludo, C. C., & Pattillo, C. a. (2008). *Economic policy options for a prosperous Nigeria*. (1st Ed). New York: Palgrave Macmillan Houndmills, Hampshire, New York, N.Y. 10010.
- Coltman, T., Devinney, T. M., Midgley, D. F., & Venaik, S. (2008). Formative versus reflective measurement models: Two applications of formative measurement. *Journal of Business Research*, 61(12), 1250–1262.
- Conner, K. R. (1991). “A Historical Comparison of Resource-Based Theory and Five School of Thought within Industrial Organization Economics”: Do We Have a New Theory of Firm? *Journal of Management*, 17, 97–108.
- Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25(3), 325–334. <http://doi.org/10.1007/s10869-010-9181-6>
- Cook, T. D., Campbell, D. T., & Day, A. (1979). *Quasi-experimentation: Design & analysis issues for field settings*. (351). Boston: Houghton Mifflin.
- Cornelius, B., Landstrom, H., & Persson, O. (2006). Entrepreneurial Studies: The Dynamic Research Front of a Developing Social Science. *Entrepreneurship Theory and Practice*, 375–399.
- Coulthard, M. (2007). The Role of Entrepreneurial Orientation on Firm Performance and the Potential Influence of Relational Dynamism. *Journal of Global Business and Technology*, 3(1), 29–39.
- Coviello, N. E., & Brodie, R. J. (2001). Contemporary marketing practices of consumer and business-to-business firms : how different are they ? *Journal of Business & Industrial Marketing*, 16(5), 382–398.
- Coviello, N. E., Brodie, R. J., Brookes, R. W., & Palma, R. A. (2003). Assessing the role of e-marketing in contemporary marketing practice. *Journal of Marketing Management*, 19(7), 857–881. <http://doi.org/10.1080/0267257X.2003.9728240>
- Coviello, N. E., Brodie, R. J., Danaher, P. J., & Johnston, W. J. (2002). How firms relate to their markets : An empirical examination of contemporary marketing practices. *Journal of Marketing*, 66(3), 33–46.
- Coviello, N. E., Brodie, R. J., & Munro, H. J. (1997). Understanding contemporary marketing: Development of a classification scheme. *Journal of Marketing Management*, 13(1990), 501–522.
- Coviello, N. E., Brodie, R. J., & Munro, H. J. (2000). An Investigation of Marketing Practice by Firm Size. *Journal of Business Venturing*, 15(5), 523–545.

- Coviello, N. E., & Joseph, R. M. (2012). Creating Major Innovations with Customers : Insights from Small and Young Technology Firms. *Journal of Marketing*, 76, 87–104.
- Coviello, N., Milley, R., & Marcolin, B. (2001). Understanding IT-Enabled Interactivity in Contemporary Marketing. *Journal of Interactive Marketing*, 15(4), 18–33.
- Coviello, N., Winklhofer, H., & Hamilton, K. (2006). Marketing Practices and Performance of Small Service Firms An Examination in the Tourism. *Journal of Service Research*, 9(1), 38–58. <http://doi.org/10.1177/1094670506289533>
- Covin, J. G., Green, K. M., & Slevin, D. P. (2006). Strategic Process Effects on the Entrepreneurial Orientation–Sales Growth Rate Relationship. *Entrepreneurship Theory and Practice*, 40(8), 57–81.
- Covin, J. G., & Lumpkin, G. T. (2011). Entrepreneurial Orientation Theory and Research: Reflections on a Needed Construct. *Entrepreneurship Theory and Practice*, 855–872.
- Covin, J.G., & Miller, D. (2014). International Entrepreneurial Orientation: Conceptual Considerations, Research Themes, Measurement Issues, and Future Research Directions, *Entrepreneurship theory and Practice*, 38 (1) 11–44.
- Covin, J. G., & Slevin, D. P. (1990). New Venture Strategic Posture, Structure, and Performance: An Industry Life Cycle Analysis. *Journal of Business Venturing*, 5, 123–135.
- Covin, J. G., & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behaviour.pdf. *Entrepreneurship Theory and Practice*, 16(1), 7–24.
- Covin, J. G., & Wales, W. J. (2012). The Measurement of Entrepreneurial Orientation. *Entrepreneurship Theory and Practice*, 1–26.
- Craig, C. L., Marshall, A. L., Sjostrom, M., Bauman, A. E., Booth, M. L., Ainsworth, B. E., Oja, P. (2002). International Physical Activity Questionnaire: 12-Country Reliability and Validity. *Journal of the American College of Sports Medicine*, 1381–1395.
- Crocker, L., Algina, J., & Smith, J. K. (1987). Review Author (s): Jeffrey K . Smith Review by : Jeffrey K . Smith Source : , Vol . 24 , No . 4 (Winter , 1987), Published by : National Council on Measurement in Education Stable. *Journal of Educational Measurement*, 24(4), 371–374.
- Dahlander, L., & Magnusson, M. (2008). How do Firms Make Use of Open Source Communities? *Long Range Planning*, 41, 629–649.
- Dambaza, A. (2014). Nigeria and Her Security Challenges. *Harvard Business Review*, 35(4), 1–34.

- Dauda, Y. A., & Akinbade, W. A. (2010). Employee's Market Orientation and Business Performance in Nigeria: Analysis of Small Business Enterprises in Lagos State. *International Journal of Marketing Studies*, 2(2), 134–143.
- Dedee, J. K., & Douglas, W. (1998). Retrenchment activities of small firms during economic downturn: An empirical investigation. *Journal of Small Business Management*, 36(3), 46–61.
- Demirbag, M., Koh, S. C. L., Tatoglu, E., & Zaim, S. (2006). TQM and market orientation's impact on SMEs' performance, *Industrial Management & Data Systems*, 106(8), 1206-1228
- Deshpande, R., & Farley, J. U. (1998). Measuring Market Orientation: Generalization and Synthesis. *Journal of Market Focused Management*, 2, 213–232.
- Deshpande, R., Grinstein, A., Snow, K., & Elie, O. (2013). Achievement motivation, strategic orientations and business performance in entrepreneurial firms How different are Japanese and American founders? *International Marketing Review*, 30(3), 231–252.
- Dess, G. G., Lumpkin, G. T., & Covin, J. G. (1997). Entrepreneurial Strategy Making and Firm Performance : Tests of Con. *Strategic Management Journal*, 18(6), 677–695.
- Diamantopoulus, A., Sarstedt, M., Fuchs, C., Wilczynski, P., & Kaiser, S. (2012). Guidelines for choosing between multi-item and single-item scales for construct measurement: A predictive validity perspective. *Journal of the Academy of Marketing Science*, 40 (3), 434-449
- Dijkstra, T. K. (2014). PLS' Janus Face - Response to Professor Rigdon's "Rethinking Partial Least Squares Modeling: In Praise of Simple Methods." *Long Range Planning*, 47(3), 146–153.
- Dijkstra, T. K., & Henseler, J. (2015). Consistent and asymptotically normal PLS estimators for linear structural equations. *Computational Statistics and Data Analysis*, 81, 10–23.
- Dillman, D. A. (2007). *Mail and Internet Survey: The tailored Design Method* (2nd Ed). New York: John Wiley & Sons, Inc.
- Duarte, P. O., Alves, H. B., & Raposo, M. B. (2010). Understanding university image: A structural equation model approach. *International Review on Public and Nonprofit Marketing*, 7(1), 21–36.
- Edoho, F. M. (2015). Entrepreneurship paradigm and economic renaissance in Africa. *African Journal of Economic and Management Studies*, 6(1), 2–16.
- Effodun, O. (2015). The Economic development of Nigeria from 1914 to 2014. Retrieved July 13, 2015, from <http://www.casade.org/economic-development-nigeria-1914-2014/>

- Egena, O., Wombo, D. N., Theresa, E. E., & Bridget, M. N. (2014). Institutional Support for Small and Medium Enterprises in Nigeria: An Empirical Investigation. *International Journal of Economy, Management and Social Sciences*, 3(9), 481–489.
- Eneh, O. C. (2010). Survival Strategies for Entrepreneurs in Dwindling Nigerian Economy. *Asian Journal of Industrial Engineering*, 2(2), 52–62. <http://doi.org/10.3923/ajie.2010.52.62>
- Eniola, A., & Entebang, H. (2015). Government Policy and Performance of Small and Medium Business Management. *International Journal of Academic Research in Business and Social Sciences*, 5(2), 237–248.
- Eze, N. M., Eberechi, O. O., Chibueze, A. Z., Osondu, N. M., & Ayegba, S. F. (2016). Funding Arrangements for Small and Medium Scale Enterprises (SMEs) in Nigeria,. *Journal of Business Theory and Practice*, 4(1), 1–24.
- Fairoz, F. M., Hirobumi, T., & Tanaka, Y. (2010). Entrepreneurial Orientation and Business Performance of Small and Medium Scale Enterprises of Hambantota District Sri-Lanka. *Asian Social Science*, 6(3), 34–41.
- Falola, A., Ayinde, O. E., Mark, M. F., & Ezekiel, I. (2015). Comparative Poverty Status of Users and Non-Users of Micro Credit in Kwara State, Nigeria. In *International Conference on Agricultural Economist*. (1) 1–15.
- Farha, A. A. (2016). Matching organizational frame of reference and business strategy with contemporary marketing practice. Evidence from Arab world. *International Journal of Emerging Markets*, 11(4), 535–549.
- Fashoyin, T. (2012). The Youth Employment Challenge in Nigeria. *E-Journal of International and Comparative Labour Studies*, 1(3), 1–10.
- Fassot, G., Henseler, J., & Coelho, P. (2016). Testing moderating effects in PLS path models with composite variables. *Industrial Management & Data Systems*, 116(9), 1887–1900.
- Fatoki, O. (2011). The impact of human, social and financial capital on the performance of small and medium-sized enterprises (SMEs) in South Africa. *Journal of Social Sciences*, 29(3), 193–204.
- Fatoki, O. (2012). The Impact of Networking on Access to Debt Finance and Performance of Small and Medium Enterprises in South Africa. *Journal of Social Sciences*, 32(2), 121–131.
- Ferdous, A. S., & Hossain, S. (2011) Profiling contemporary marketing practices in Bangladesh, *Journal of Asia Business Studies*, 5(2), pp.161–171
- Ferreira, J. J., Azevedo, S. G., & Ortiz, F. R. (2011). Contribution of Resource-Based View and Entrepreneurial Orientation on Small Firm Growth. *Cuadernos de Gestion*, 11(1), 95–116.

- Finney, R. Z., Lueg, J. ., & Campbell, N. . (2008). Market Pioneers, Late Movers and the Resource-Based View (RBV): A Conceptual Model. *Journal of Business Research*, 61(9), 925–932.
- Fisher, C. M. (2010). *Researching and writing dissertation: An essential guide for business students*. Pearson Education Limited.
- Franco-Santos, M., Kennerley, M., Micheli, P., Martizez, V., Mason, S., Marr, B., ... Neely, A. (2007). Towards a definition of a business performance measurement system. *International Journal of Operations & Production Management*, 27(8), 784–801.
- Frank, A., Kessler, A., & Fink, M. (2010). Entrepreneurial Orientation and Business Performance – A Replication Study. *SBR*, (62), 175–198.
- Frank, A. ., M.N, C., Rebeiro, J. ., & Oliviera, L. . (2016). The effect of innovation activities on innovation outputs in the Brazilian industry: market-orientation vs. technology-acquisition strategies. *Research Gate*, (3), 577–592.
- Frank, J. C. R. (1968). Urban Unemployment and Economic Growth in Africa. *Oxford Economic Papers, New Series*, 20(2), 250–274.
- Gao, G. Y., Zhou, K. Z., & Yim, C. K. (B). (2007). On what should firms focus in transitional economies? A study of the contingent value of strategic orientations in China. *International Journal of Research in Marketing*, 24(1), 3–15. <http://doi.org/10.1016/j.ijresmar.2006.09.004>
- Garba, A. S. (2010). Refocusing education system towards entrepreneurship development in Nigeria: A tool for poverty eradication. *European Journal of Social Sciences*, 15(1), 140–150.
- Garcia-Villaverde, P. M., Ruiz-ortega, M. J., & Canales, J. I. (2013). Entrepreneurial orientation and the threat of imitation : the influence of upstream and downstream capabilities. *European Management Journal*, 1–40.
- Gatington, H., & Xuereb, J.-M. (1997). Strategic orientation of the firm and new product performance. *Journal of Marketing Research*, 1–46.
- Geisser, S. (1974). A Predictive Approach to the Random Effect Model. *Oxford Journals, Biometrika*, 61(1), 101–107.
- George, G., Wood jr, R. D., & Khan, R. (2001). Networking Strategy of Boards: Implications for Small and Medium Sized Enterprises. *Entrepreneurship & Regional Development An International Journal*, 13(3), 269–285.
- Geroski, P. (1994). *Market Structure, Corporate Performance and Innovative Activity*. (4th Ed). London: Oxford University Press.

- Ghavidel, S., Farjadi, G., & Mohammadpour, A. (2011). The Relationship between Entrepreneurship and Unemployment in Developed and Developing Countries. *International Conference On Applied Economics* –, 187–192.
- Gitau, G., Mukulu, E., & Kihoro, J. (2014). Literature Review on Influence of Entrepreneurial Marketing Orientation on competitive Advantage among Mobile Service Providers in Kenya. *International Journal of Social Sciences and Entrepreneurship*, 1(13), 1–22.
- Gorondutse, A. H., Ibrahim, G., Abdullwahab, H. I., & Naalah, M. N. I. (2018). Founder's Syndrome and Firm Performance of Small and Medium Scale Enterprises in Nigeria. *Journal of Health Man & Info*, 5(1): 1-8.
- Grawe, S. J., Chen, H., & Daugherty, P. J. (2009). The relationship between strategic orientation, service innovation, and performance. *International Journal of Physical Distribution & Logistics Management*, 39(4), 282–300.
- Greener, S. (2008). *Business Research Methods*. Ventus Publishing.
- Gregory, G. D., Ngo, L. V., & Karavdic, M. (2017). Industrial Marketing Management Developing e-commerce marketing capabilities and efficiencies for enhanced performance in business-to-business export ventures. *Industrial Marketing Management*. <http://doi.org/10.1016/j.indmarman.2017.03.002>
- Grinstein, A. (2008). The relationships between market orientation and alternative strategic orientations: A meta-analysis. *European Journal of Marketing*, 42(1/2), 115–134.
- Gronroos, C. (1991). The Marketing Strategy Continuum: Towards a Marketing Concept for the 1990. *Management Decision*, 29(1), 7–13.
- Grönroos, C. (2004). The relationship marketing process: Communication, interaction, dialogue, value. *Journal of Business & Industrial Marketing*, 19(2), 99–113. <http://doi.org/10.1108/08858620410523981>
- Grönroos, C. (2016). Internationalization strategies for services: a retrospective. *Journal of Services Marketing*, 30(2), 129–132.
- Groves, R. M. (2006). Nonresponse rates and nonresponse bias in household surveys. *Public Opinion Quarterly*, 70(5), 646–675.
- Groves, R. M., Peytcheva, E., The, S., Opinion, P., Summer, N., & Groves, R. M. (2015). American Association for Public Opinion Research The Impact of Nonresponse Rates on Nonresponse Bias : A Meta-Analysis, 72(2), 167–189.
- Gunasekaran, A., Rai, B. K., & Griffin, M. (2011). Resilience and competitiveness of small and medium size enterprises : an empirical research. *International Journal of Production Research*, 49(18), 5489–5509.

- Gunawan, T., Jacob, J., & Duysters, G. (2013). *Entrepreneurial Orientation and Network Ties: Innovative Performance of SMEs in an Emerging- Economy Manufacturing Cluster* (Working Paper No.2013/28). *Working Paper No. 2013/28*. Netherland.
- Gupta, M., Gao, J., & Aggarwal, C. C. (2013). Outlier Detection for Temporal Data : A Survey Transactions on Knowledge and Data Engineering, 25(1), 1–20.
- Gurbuz, G., & Aykol, S. (2009). Entrepreneurial management, entrepreneurial orientation and Turkish small firm growth. *Management Research News*, 32(4), 3
- Hadiyati, E. (2015). Marketing and Government Policy on MSMEs in Indonesian : A Theoretical Framework and Empirical Study. *International Journal of Business and Management*, 10(2), 128–142. <http://doi.org/10.5539/ijbm.v10n2p128>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th Ed). Edinburgh: Pearson Education Limited.
- Hair, J. F., Money, A. H., & Samuel, P. (2007). *Research Methods for Business*. London: John Wiley & Sons.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–153.
- Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation Modeling in strategic management research: a review of past practices and recommendations for future application. *Long Range Planning*, 45(5/6), 320–340.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414–433.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*. <http://doi.org/10.1016/j.lrp.2013.01.001>
- Hair jr, j. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling PLS-SEM* (5th ed.). USA: SAGA Publication Incorporated.
- Hair jr, j. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling(PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121.
- Halaka, H., & Kohtamaki, M. (2010). The Interplay between Entrepreneurial, technology and customer orientations in software companies. *Journal of Enterprising Culture.*, 18(3), 265–290.

- Halaka, H., & Kohtamaki, M. (2011). Configurations of entrepreneurial- customer- and technology orientation: Differences in learning and performance of software companies. *International Journal of Entrepreneurial Behaviour & Research*, 17(1), 64–82. <http://doi.org/10.1108/13552551111107516>
- Hamel, G., & Prahalad, C. K. (2000). What Drives Your Company's Agenda: Your Competitors' View of the Future or Your Own? *Harvard Business Review*, 122–126.
- Hao, S., & Song, M. (2015). Technology-driven strategy and firm performance : Are strategic capabilities missing links? *Journal of Business Research*. <http://doi.org/10.1016/j.jbusres.2015.07.043>
- Hapenciuc, C. V., Pinzaru, F., Vatamanescu, E.-M., & Stanciu, P. (2015). Converging sustainable entrepreneurship and the contemporary marketing practices. An insight into Romanian start-ups. *Amfiteatru Economic*, 17(40), 938–954.
- Hart, S., & Tzokas, N. (1999). The impact of marketing research activity on SME export performance: Evidence from the UK. *Journal of Small Business Management*, 37(2), 63–75.
- Hartsfield, S., Johansen, D., & Knight, G. A. (2008). Entrepreneurial Orientation, Strategy, and Marketing Capabilities in the Performance of Born Global Firms. *International Business, Research Teaching and Practice Journal of the AIB-SE*, 2(1), 12–38.
- Hathaway, I., & Litan, R. E. (2014). Declining Business Dynamism in the United States: A Look at States and Metros. *Economic Studies at Brookings*, 1–7. <http://doi.org/10.1613/jair.301>
- Helm, S., Eggert, A., & Gamefeld, I. (2010). Modeling the Impact of Corporate Reputation on Customer Satisfaction and Loyalty Using Partial Least Squares. In *Handbook of partial least squares. Concepts, methods and applications* (pp. 515–534). Heidelberg: Springer Berlin.
- Henseler, J., Christian, M. R., & Rudolf, R. S. (2009). The Use of Partial Least Squares Path Modeling in International Marketing. *Advances in International Marketing*, 20(3), 277–319.
- Henseler, J., & Chin, W. W. (2010). A Comparison of Approaches for the Analysis of Interaction Effects Between Latent Variables Using Partial Least Squares Path Modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, 17(1), 82–109.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Calantone, R. J. (2014). Common beliefs and reality about PLS. *Organizational Research Methods*, 17(2), 182–209.

- Henseler, J., Ringle, C., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135
- Herath, H. M. A., & Mahmood, R. (2013). Strategic Orientation Based Research Model of SME Performance for Developing Countries. *Review of Business & Economics Research*, 2(1), 430-440.
- Herath, H. M. A., & Mahmood, R. (2014). Strategic orientations and SME performance: Moderating effect of absorptive capacity of the firm. *Asian Social Science*, 10(13), 95-107.
- Hernández-Perlines, F., Moreno-García, J., & Yañez-Araque, B. (2016). The mediating role of competitive strategy in international entrepreneurial orientation. *Journal of Business Research*. <http://doi.org/10.1016/j.jbusres.2016.04.142>
- Herrington, M., Kew, J., & Kew, P. (2010). *Global Entrepreneurship Monitor South African Report*. Cape Town.
- Hinterhuber, A. (2013). Can competitive advantage be predicted? *Management Decision*, 51(4), 795-812.
- Hooley, G., & Greenley, G. (2007). The Resource Underpinnings of Competitive Positions. *Journal of Strategic Marketing*, 13(2), 93-116.
- Hooley, G. J., Greenley, G. E., Cadogan, J. W., & Fahy, J. (2005). The performance impact of marketing resources. *Journal of Business Research*, 58(1), 18-27. [http://doi.org/10.1016/S0148-2963\(03\)00109-7](http://doi.org/10.1016/S0148-2963(03)00109-7)
- Hoskisson, R. E., Wright, M., Filatotchev, I., & Peng, M. W. (2012). Emerging Multinationals from Mid-Range Economies: The Influence of Institutions and Factor Markets. *Journal of Management Studies*, 50(7), 1295-1321.
- Hult, G. T. M., & Hurley, R. F. (1998). Innovation, Market Orientation and Organizational Learning: An Integrated and Empirical Examination. *Journal of Marketing*, 62, 42-54.
- Hussain, J., Ismail, K., & Shah, F. A. (2015). The effect of market and Entrepreneurial Orientation on Organizational Performance: Study of Malaysian SMEs. *City University Research Journal*, 5(2), 203-218.
- Ibojo, B. O., & Dunmade, O. E. (2016). Impact of Relationship Marketing on Customer Satisfaction: A case study of the undergraduate students in a private university. *International Journal of Economics, Commerce and Management*, 4(2), 698-708.
- Ibrahim, N. I., & Mas'ud, A. (2016). Moderating role of entrepreneurial orientation on the relationship between entrepreneurial skills, environmental factors and entrepreneurial intention: A PLS approach. *Management Science Letters*, 6(3), 225-236. <http://doi.org/10.5267/j.msl.2016.1.005>

- Idar, R., & Mahmood, R. (2011). Entrepreneurial and Marketing Orientation Relationship to Performance: The SME Perspective. *Interdisciplinary Review of Economics and Management*, 1(2), 1–8.
- Ihua, U. B., Olabowale, O. A., Eloji, K. N., & Ajayi, C. (2010). Entrepreneurial implications of Nigeria's oil industry local content policy: Perceptions from the Niger Delta region. *Journal of Enterprising Communities, People and Places in the Global Economy*, 5(3), 223–241.
- Iliya, M. A. (1999). *Income Diversification in the Semi-arid Zone of Nigeria: A Study of Giga, Sokoto, North-west Nigeria* (De-Agrarianisation and Rural Employment Network). Netherlands.
- Imeokparia, P. O., & Ediagbonya, K. (2014). Small and Medium Scale Enterprises (SMEs): A Catalyst in Promoting Economic Development in Nigeria. *Journal of Education and Practice*, 5(33), 92–99.
- Ingram, R., Skinner, S. J., & Taylor, V. A. (2005). "Consumers" evaluation of unethical marketing behaviors: The role of customer commitment. *Journal of Business Ethics*, 62(3), 237–252. <http://doi.org/10.1007/s10551-005-1899-0>
- Inyang, B. J., & Enuoh, R. O. (2009). Entrepreneurial Competencies : The Missing Links to Successful Entrepreneurship in Nigeria. *International Business Research*, 2(2), 62–71.
- Ionita, D. (2012). Entrepreneurial Marketing: A New Approach for Challenging Time. *Academy of Economic Studies*, 7(1), 131–150.
- Irefin, I. A., Abdu-Azeez, I. A., & Tijani, A. A. (2012). An Investigative Study of the Factors Affecting the Adoption of Information and Communication Technology in Small and Medium Scale Enterprises in Nigeria. *Australian Journal of Business and Management Research*, 2(2), 1–9.
- Irwin, D. (2006). Barriers Faced by SMEs in Raising Finance from Banks. *Institute for Small Business & Entrepreneurship*, 3(1), 1–14.
- Ismail, N. A., Saud, M. B., & Md Isa, M. A. (2017). Influencing Factors on Malaysian Manufacturing SMEs' Performance. *International Journal of Accounting, Finance and Business (IJAFB)*, 2(6), 80–92.
- Iyalla, A. J. (2015). Contemporary Marketing Practices in Nigerian Financial Services: The 7ps, Drivers, Enablers and Inhibitors. *British Journal of Marketing Studies*, 3(2), 26–47.
- Iyamu, T. (2013). Underpinning theories: Order-of-use in information systems research. *Journal of Systems and Information Technology*, 15(3), 224–238.
- Izuchukwu, O. (2011). Analysis of the Contribution of Agricultural Sector on the Nigerian Economic Development. *World Review of Business Research*, 1(1), 191–200.

- Jaccard, J., & Wan, C. (1995). Measurement error in the analysis of interaction effects between continuous predictors using multiple regression: Multiple indicator and structural equation. *Psychological Bulletin*, 117(2), 348–357.
- Jantunen, A. R. I., Puumalainen, K., Saarenketo, S., & Kylaheiko, K. (2005). Entrepreneurial Orientation, Dynamic Capabilities and International Performance. *Journal of International Entrepreneurship*, 3, 223–243.
- Jayachandran, S., Sharma, S., Kaufman, P., & Raman, P. (2004). The Role of Relational Information Processes and Technology Use in Customer relationship Management. *Journal of Marketing*, 69(4), 177–192.
- Jerven, M., Kale, Y., Duncan, M. E., & Nyoni, M. (2015). GDP Revisions and Updating Statistical Systems in Sub-Saharan Africa : Reports from the Statistical Offices in Nigeria, Liberia and Zimbabwe. *The Journal of Development Studies*, 1–16.
- Jose, P. E. (2015). Review of doing statistical mediation & moderation. *A Multidisciplinary Journal*, 22(2).
- Kadiri, I. B. (2012). Small and Medium Scale Enterprises and Employment Generation in Nigeria : Kuwait Chapter of Arabian Journal of Business and Management Review, 1(9), 79–94.
- Kale, Y. (2012). The Nigeria Poverty Profile 2010 Report. In *National Bureau of Statistics annual Conference*. Abuja, Nigeria: National Bureau of Statistics.
- Kamyabi, Y., & Devi, S. (2011). Use of Professional Accountants ' Advisory Services and its Impact on SME Performance in an Emerging Economy : A Resource-based View. *Journal of Management and Sustainability*, 1(1), 43–55.
- Kanayo, O., Jumare, F., & Nancy, S. (2013). Challenges of Microfinance Access in Nigeria: Implications for Entrepreneurship Development. *Mediterranean Journal of Social Sciences*, 4(6), 611–618.
- Kantur, D. (2016). Strategic entrepreneurship: mediating the entrepreneurial orientation-performance link. *Management Decision*, 54(1).
- Kapoor, R., & Lee, J. M. (2010). Coordinating and competing in ecosystems: How organizational forms shape new technology investments. *Strategic Management Journal*, 34(3), 274–296. <http://doi.org/10.1002/smj.2010>
- Karacaoglu, K., Bayrakdaroglu, A., & San, F. B. (2013). The Impact of Corporate Entrepreneurship on Firms' Financial Performance: Evidence from Istanbul Stock Exchange Firms. *International Business Research*, 6(1), 163–175.
- Kasim, A., & Altinay, L. (2016). How do Technology Orientation , Organizational Learning , Market Conditions , and firm Growth Connect ? A Preliminary Analysis on Small and Medium Size Hotels in Peninsular, 6(1), 121–126.

- Kasseeah, H., & Thoplan, R. (2012). Access to Financing in a Small Island Economy : Evidence From Mauritius. *Journal of African Business*, 13(3), 221–231.
- Kazungu, I., Panga, F. P., & Mchopa, A. (2015). Impediments To Adoption of E-Marketing By Tanzanian Small and Medium Sized Enterprises : an Explanatory Model. *International Journal of Economics, Commerce and Management*, 3(6), 587–597.
- Kenny, D. A., & Judd, C. M. (1984). Estimating the nonlinear and interactive effects of latent variables. *Psychological Bulletin*, 96(1), 201–210.
- Khan, B., Kamal, S., Raza, J., & Ahmad, S. (2011). An empirical assessment of the relationship between organizational culture and contemporary marketing practices in organizations in Khyber Pakhtunkhwa , Pakistan. *African Journal of Marketing Management*, 3(7), 128–138.
- Kim, S., Kim, E., Suh, Y., & Zheng, Z. (2016). The effect of service innovation on R & D activities and government support systems: the moderating role of government support systems in Korea. *Journal of Open Innovation: Technology, Market, and Complexity*, 2(5), 1–13.
- Kirca, A. H., Jayachandran, S., & Bearden, W. O. (2005). Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance. *Journal of Marketing*, 69(2), 24–41. <http://doi.org/10.1509/jmkg.69.2.24.60761>
- Klarner, P., Sarstedt, M., Hoeck, M., & Ringle, C. M. (2013). Disentangling the effects of team competences, team adaptability, and client communication on the performance of management consulting teams. *Long Range Planning*, 46(3), 258–286.
- Knight, G. A. (1997). Cross-Cultural Reliability and Validity of a Scale to Measure Firm Entrepreneurial Orientation. *Journal of Business Venturing*, 12, 213–225.
- Kocak, A., Carsrud, A., Oflazoglu, S. (2017). Market, entrepreneurial, and technology orientations: impact on innovation and firm performance. *Management Decision*, 55(2), 248–270.
- Kraaijenbrink, J., Spender, J.-C., & Groen, A. J. (2010). The resource-Based View: A Review and assessment of Its Critiques. *Journal of Management*, 36(1), 349–372.
- Krauss, S. I., Frese, M., Friedrich, C., & Unger, J. (2000). Entrepreneurial Orientation: A Psychological Model of Success Among Southern African Small Business Owners. *European Journal of Work and Organizational Psychology*, 49, 1–43.
- Kreiser, P. M., & Davis, J. (2012). Entrepreneurial Orientation and Firm Performance: The Unique Impact of Innovativeness, Proactiveness and Risk-taking. *Journal of Small Business & Entrepreneurship*, 23(1), 39–51.

- Kreiser, P. M., Marino, L. D., Kuratko, D. F., & Weaver, K. M. (2013). Disaggregating entrepreneurial orientation: the non-linear impact of innovativeness, proactiveness and risk-taking on SME performance. *Journal of Small Business and Economics*, 40, 273–291. <http://doi.org/10.1007/s11187-012-9460-x>
- Kreiser, P. M., Marino, L. D., & Weaver, K. M. (2002). Assessing the Psychometric Properties of the Entrepreneurial Orientation Scale: A Multi-Country Analysis. *Entrepreneurship: Theory & Practice*, 26(4), 71.
- Krosnick, J. A., & Morgan, W. D. (1997). Designing rating scales for effective measurement in survey. *Survey measurement and process quality*. (pp. 141–164). London: John Wiley & Sons.
- Kuboye, B. M., & Ogunlobi, S. B. (2013). E-Marketing for Nigeria Agricultural Products. *Journal of Innovative Research in Engineering and Sciences*, 4(1), 455–465.
- Kusumawardhani, A., McCarthy, G., & Perera, N. (2009). Framework of entrepreneurial orientation and networking: a study of SMEs performance in a developing country. *Australian and New Zealand Academy of Management Conference*, 1–16.
- Kuzilwa, J. A. (2005). The Role of Credit for Small Business Success: A Study of the National Entrepreneurship Development Fund in Tanzania. *Journal of Entrepreneurship*, 14(2), 1–32.
- Lan, Q., & Wu, S. (2010). An empirical study of entrepreneurial orientation and degree of internationalization of small and medium-sized Chinese manufacturing enterprises. *Journal of Chinese Entrepreneurship*, 2(1), 53–75.
- Lawal, T., & Oluwatoyin, A. (2011). National development in Nigeria: Issues, challenges and prospects. *Journal of Public Administration and Policy Research*, 3(9), 237–241. <http://doi.org/10.5897/JPAPR11.012>
- Lechner, C., & Gudmundsson, S. V. (2012). Entrepreneurial orientation, firm strategy and small firm performance. *International Small Business Journal*, 32(1), 36–60. <http://doi.org/10.1177/0266242612455034>
- Levy, S. J. (2002). Revisiting the marketing domain. *European Journal of Marketing*, 36(3), 299–304. <http://doi.org/10.1108/03090560210417129>
- Li, J. J., & Zhou, K. Z. (2005). The Formation of Managerial Networks of Foreign Firms in China: The Effects of Strategic Orientations. *Institute for the Study of Business Markets*. <http://doi.org/10.1007/s10490-005-4118-8>
- Li, Y., Liu, Y., & Zhao, Y. (2006). The Role of Market and Entrepreneurship Orientation and Internal Control in the New Product Development Activities of Chinese Firms. *Industrial Marketing Management*, 35, 336–347.

- Li, Y.-H., Huang, J.-W., & Tsai, M.-T. (2009). Entrepreneurial orientation and firm performance: The role of knowledge creation process. *Industrial Marketing Management*, 38(4), 440–449. <http://doi.org/10.1016/j.indmarman.2008.02.004>
- Lieberman, M. B., & Montgomery, D. B. (1998). First-mover (dis) advantages: Retrospective and link with the resource-based view. *Strategic Management Journal*, 19(6), 1111–1125.
- Long, H. C. (2013). The Relationship Among Learning Orientation, Market Orientation, Entrepreneurial Orientation, and Firm Performance of Vietnam Marketing Communications Firms. *Philippine Management Review*, (20) 37–46.
- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *IEEE Transactions on Professional Communication*, 57(2), 123–146.
- Lucky, E. O., & Olusegun, A. I. (2012). Is Small and Medium Enterprises (SMEs) an Entrepreneurship ? *International Journal of Academic Research in Business and Social Sciences*, 2(1), 487–496.
- Lumpkin, G. ., & Dess, G. G. (2001). Linking Two Dimensions of Entrepreneurial Orientation To Firm Performance: the Moderating Role of Environment and Industry Life Cycle. *Journal of Business Venturing* 16, 16, 429–451.
- Lumpkin, G. T., Cogliser, C. C., & Schneider, D. R. (2009). Understanding and Measuring Autonomy: An Entrepreneurial Orientation Perspective. *Entrepreneurship Theory and Practice*, 47–70.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance. *Academy of Management Heview*, 21(1), 135–172.
- Lynn, P. (2004). The use of substitution in surveys. *The survey statisticians*, 49(4), 14–16.
- Lyon, D. W., Lumpkin, G., & Dess, G. G. (2000a). Research Operationalizing and Measuring a Key Strategic Decision Making Process. *Journal of Management*, 26(5), 1055–1085.
- Lyon, D. W., Lumpkin, G. T., & Dess, G. G. (2000b). Enhancing Entrepreneurial Orientation Research: Operationalizing and Measuring a Key Strategic Decision Making Process. *Journal of Management*, 26(5), 1055–1085.
- Mackenzie, S. B., & Podsakoff, P. M. (2012). Commentary on “ Common Method Bias in Marketing: Causes, Mechanisms, and Procedural Remedies.” *Journal of Retailing*, 88(4), 556–562.

- Madhoushi, M., Sadati, A., & Delavari, H. (2011). Entrepreneurial Orientation and Innovation Performance: The Mediating Role of Knowledge Management. *Asian Journal of Business Management* 3(4):, 3(4), 310–316.
- Magaji, M. S., Baba, R., & Entebang, H. (2017). Entrepreneurial Orientation and Financial Performance of Nigerian SMES: The Moderating Role of Environment. A Review of Literature. *Journal of Management and Training for Industries*, 4(1), 25–42.
- Mahmoud, A. O., Ayanniyi, A. A., Lawal, A., & Omolase, C. O. (2011). Survey of medical specialists on their attitudes to and resources for health research in Nigeria. *Annals of African Medicine*, 10(2), 144–149.
- Mahmoud, A. O., Ayanniyi, A. A., Lawal, A., Omolase, C. O., Ologunsua, Y., & Samaila, E. (2012). Survey of Attitudes of Nigerian Ophthalmologists to and Resources for Ophthalmic Research. *Middle East African Journal of Ophthalmology*, 19(1), 123–129.
- Mahoney, J. T., & Pandian, J. R. (1992). The Resource-Based View Within the Conversation of Strategic Management. *Strategic Management Journal*, 13(5), 363–380.
- Makadok, R. (2001). Toward a Synthesis of the Resource-Based and Dynamic-Capability Views of Rent Creation. *Strategic Management Journal*, 22, 387–401.
- Malhotra, N. K., Schaller, T. K., & Patil, A. (2016). Common Method Variance in Advertising Research: When to Be Concerned and How to Control for It. *Journal of Advertising*, 33, 1–20.
- Mambula, C. (2002). Perceptions of SME growth constraints in Nigeria. *Journal of Small Business Management*, 40(1), 58–65.
- Marcellus, I. O. (2009). Development Planning in Nigeria : Reflections on the National Economic Empowerment and Development Strategy 2003-2007. *Journal of Social Sciences*, 20(3), 197–210.
- Matchaba-hove, T., Farrington, S., & Sharp, G. (2015). The Entrepreneurial Orientation - Performance Relationship: A South African Small Business Perspective. *South African Journal of Entrepreneurship and Small Business Management*, 7, 36–68.
- Mazanai, M., & Fatoki, O. (2011). The Effectiveness of Business Development Services Providers (BDS) in Improving Access to Debt Finance by Start-Up SMEs in South Africa. *International Journal of Economics and Finance*, 3(4), 208–216.
- McIvor, R. (2009). How the Transaction Cost and Resource-Based Theories of the Firm Inform Outsourcing Evaluation. *Journal of Operations Management*, 27, 45–63.
- McMillan, J. H., & Schumacher, S. (2001). *A research in education: A conceptual introduction*. (5th Ed). New York: Addison Wesley Longman.

- McMillan, J. H., & Schumacher, S. (2014). *Research in education: Evidence-based inquiry* (7th Ed). London: Pearson Higher Ed.
- Mellahi, K., & Harris, L. C. (2016). Response Rates in Business and Management Research: An Overview of Current Practice and Suggestions for Future Direction. *British Journal of Management*, 27(2), 426–437.
- Mennens, K., Gils, A. V., Odekerken-Schröder, G., & Letterie, W. (2018). Exploring antecedents of service innovation performance in manufacturing SMEs. *International Small Business Journal: Researching Entrepreneurship* 1-12 DOI://doi.org/10.1177/0266242617749687
- Merrilees, B., Rundle-Thiele, S., & Lye, A. (2011). Marketing capabilities: Antecedents and implications for B2B SME performance. *Industrial Marketing Management*, 40(3), 368–375.
- Miller, D. (1983). The Correlates of Entrepreneurship in Three Types of Firms. *Journal of Management Science*, 29(7), 770–791.
- Miller, D., & Friesen, P. H. (1982). Innovation in Conservative and Entrepreneurial Firms: Two Models of Strategic Momentum. *Strategic Management Journal*, 3(1), 1–25.
- Minai, M. S., & Lucky, E. O. (2012). Entrepreneurial Attitude During Economic Downturn. *International Journal of Management .Studies, Statistics & Applied .Economics*, 2(1), 255–270.
- Mintzberg, H., & Waters, J. A. (1982). Tracking Strategy in an Entrepreneurial Firm. *The Academy of Management Journal*, 25(3), 465–499.
- Mokaya, S. O. (2012). Corporate Entrepreneurship and Organizational Performance Theoretical Perspectives, Approaches and Outcomes. *International Journal of Arts and Commerce*, 1(4), 133–143.
- Monteiro, A. P., Soares A. M., & Rua, O. L. (2017) Linking intangible resources and export performance: The role of entrepreneurial orientation and dynamic capabilities, *Baltic Journal of Management*, 12(3), 329-347
- Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(7), 20–38.
- Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial Marketing: a Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives. *Journal of Marketing Theory & Practice*, 10(4),
- Morrish, S. C., Miles, M. P., & Deacon, J. H. (2010). Entrepreneurial Marketing: Acknowledging the Entrepreneur and Customer-centric Interrelationship. *Journal of Strategic Marketing*, 18(4), 303–316.

- Mu, J., & Di Benedetto, C. A. (2011). Strategic Orientations and New Product Commercialization: Mediator, Moderator, and interplay. *R&D Management*, 41(4), 337–359.
- Mugo, D. M., Muathe, S., & Waithaka, S. T. (2017). Moderating Effect of Government Policies on the Relationship between Mobile Technology Services and Performance of Deposit-Taking Saccos in Kenya. *International Journal of Scientific Engineering and Technology*, 2(6), 71–74.
- Mukhtar, S. A. (2013). Small and Medium Enterprises in Nigeria: Problems and Prospects. *International Journal of Management Research & Review*, 3(12), 3857–3860.
- Mwangi, H. W., & Bwisa, H. (2013). The Effects of Entrepreneurial Marketing Practices on the Growth of Hair Salons : A Case Study of Hair Salons in Kiambu Township. *International Journal of Academic Research in Business and Social Sciences*, 3(5), 467–480.
- Mwobobia, F. M. (2012a). Role of Business Management into the Success and Survival of Small Businesses: The Case of Star Learning Centre in Botswana. *International Journal of Business Administration*, 3(1), 112–121.
- Mwobobia, F. M. (2012b). The Challenges Facing Small-Scale Women Entrepreneurs: A Case of Kenya. *International Journal of Business Administration*, 3(2), 112–121. <http://doi.org/10.5430/ijba.v3n2p112>
- Naldi, L., Nordqvist, M., Sjöberg, K., & Wiklund, J. (2007). Entrepreneurial Orientation , Risk Taking , and Performance in Family Firms. *Family Firm Institute, Inc.*, 20(1), 33–47.
- Naranjo-Valencia, J. C., Jimenez-Jimenez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1), 30–41.
- NBS. (2012). *The Nigerian Poverty Profile 2010*. National Bureau of Statistics, Abuja, Nigeria.
- NBS, & SMEDAN. (2010). *Survey Report on Micro, Small and Medium Enterprises (MSMEs) in Nigeria*. Abuja, Nigeria.
- NBS, & SMEDAN. (2013). *Smedan and National Bureau of Statistics Collaborative Survey : Selected Findings*. Abuja, Nigeria.
- Nevilla, H., & Sidney, T. (2001). *Strtified sampling*. London: Conventry University.
- Newbert, S. L. (2007). Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research. *Strategic Management Journal*, 28, 121–146. <http://doi.org/10.1002/smj.573>

- Nguyen, T. H., Alam, Q., Perry, M., & Prajogo, D. (2009). The Entrepreneurial Role of the State and SME Growth in Vietnam. *Joaag*, 4(1), 60–71.
- Njinyah, S. Z. (2017). The effectiveness of government policies for export promotion on the export performance of SMEs cocoa exporters in Cameroon, *International Marketing Review*, <https://doi.org/10.1108/IMR-05-2016-0103>
- Noble, C. H., Sinha, R. K., & Kumar, A. (2002). Market Orientation and Alternative Strategic Orientations: A Longitudinal Assessment of Performance Implications. *Journal of Marketing*, 66(4), 25–39. <http://doi.org/10.1509/jmkg.66.4.25.18513>
- NPC. (2007). *Nigerian Census Figures, 2006*. National Population Commission, Abuja, Nigeria.
- Nwachukwu, B. I. (2016). Consolidating the Dividends of Democracy at Grassroots: Which Way for Human Resource Practitioners. *International Journal of Current Research and Academic Review*, 4(1), 171–177.
- Nwannekanma, B. (2009). SMEs Contributes 37% to GDP says SMEDAN. Retrieved June 3, 2015, from <http://www.thenigeriabusiness.com/smmedbus35.html>
- Nwoye, U. J., Obiorah, J. N., & Ekesiobi, C. (2015). Effect of Nigeria Macroeconomic Environment on the Performance of the National Economy: Implications. *International Journal of Academic Research in Business and Social Sciences*, 5(6), 42–51. <http://doi.org/10.6007/IJARBS/v5-i6/1708>
- O'Driscoll, A. (2006). Reflection on Contemporary Issues in Relationship Marketing: Evidence from a Longitudinal Case Study in the Building Materials Industry. *Journal of Marketing Management*, 22(1–2), 111–133.
- Obaji, N. O., & Olugu, M. U. (2014). The Role of Government Policy in Entrepreneurship Development. *Science Journal of Business and Management*, 2(4), 109–115. <http://doi.org/10.11648/j.sjbm.20140204.12>
- Oboreh, J. S., Francis, U. G., & Ogechukwu, A. D. (2013). SMES in Nigeria and the use of Relationship Marketing Strategy a Survey Study of IGBO SMES in Nigeria. *Global Journal of Management and Business Research Marketing*, 13(7), 49–75.
- Odondo, M. O., Okibo, W. B., & Odhiambo, P. R. (2017). Effect of Technology Orientation on Performance of Micro , Small and Medium- Scale Agro-Food Processing Enterprises in Nairobi County , Kenya, (1), 483–494.
- Ogechukwu, A. D. (2011). The Role of Small Scale Industry in National Development in Nigeria. *Universal Journal of Management and Social Sciences*, 1(1), 1–11.
- Ogujiofor, M. A., & Deemua, G. A. (2013). Terrorism in Northern Nigeria: Effects on Sports Development. *Academic Research International*, 4(2), 292–298.

- Ogunsiji, A. S., & Ladanu, K. W. (2010). Entrepreneurial Orientation as a Panacea for the Ebbing Productivity in Nigerian Small and Medium Enterprises: A Theoretical Perspective. *International Business Research*, 3(4), 192–199.
- Okafor, C. (2015). Buhari Reiterates Commitment for Steady Power Supply to SMEs. Retrieved October 20, 2015, from <https://www.google.com/#q=Buhari+reiterate+commitment+for+steady+power+supply+to+SMEs> (November 20, 2016)
- Okeke, M. N., Onuorah, A. N., & Oboreh, J. C. (2015). Eradicating Poverty Through Entrepreneurial Development Strategy. *Global Journal of Applied, Management and Social Sciences*, 10(9), 81–88.
- Okojie, C. E. E. (2002). *Gender and education as determinants of household poverty in Nigeria* (No. 2002/37). United Nation.
- Okonjo-Iweala, N. (2014). Transforming the Nigerian Economy: Opportunities and Challenges. Retrieved October 20, 2015, from <http://finance.gov.ng/index.php/news-media/news-archive/164-transforming-the-nigerian-economy-opportunities-and-challenges>
- Okpara, J. O. (2011). Factors constraining the growth and survival of SMEs in Nigeria Implications for poverty alleviation. *Management Research Review*, 34(2), 156–171. <http://doi.org/10.1108/01409171111102786>
- Olawale, F., & Garwe, D. (2010). Obstacles to the growth of new SMEs in South Africa: A principal component analysis approach. *Journal of Business Management*, 4(5), 729–738.
- Olomu, M. O., & Irefin, I. A. (2016). E-marketing Adoption and Performance in the Nigerian Paints Industry. *International Journal of Economics, Commerce and Management*, 4(2), 235–252.
- Olu, O. (2009). Impact of microfinance on entrepreneurial development: The case of Nigeria. In *The International Conference on Administration and Business* (pp. 536–545).
- Omonobi, K., & Bivbere, G. (2016). Customs Re-imposed Ban on Rice Importation. Retrieved May 6, 2016, from <http://www.vanguardngr.com/2016/03/customs-re-imposes-ban-rice-importation/>
- Omotosho, M. (2015). Dynamics of religious Fundamentalities: A Survey of Boko Haram Insurgency in Northern Nigeria. *The Dynamics*, 4(2), 1–8.
- Ong, J. W., Ismail, H., & Yeap, P. F. (2010). Malaysian small and medium enterprises: The fundamental problems and recommendations for improvement. *Journal of Asia Entrepreneurship and Sustainability*, 6(1), 39–51.

- Oni, E. O., & Daniya, A. A. (2012). Development of Small and Medium Scale Enterprises: The role of Government and other Financial Institutions. *Arabian Journal of Business and Management Review (OMAN Chapter)*, 1(7), 16–29.
- Osinbajo, Y. (2015a). Buhari offer Concessionary Funding to SMEs. Retrieved April 24, 2015, from <http://thenewsnigeria.com.ng/2015/09/buhari-to-offer-concessionary-funding-to-smes/>
- Osinbajo, Y. (2015b). Federal Government and United State to Support SMEs with Funding. Retrieved May 20, 2015, from <http://www.firstafricannews.ng>
- Osinubi, T. S. (2005). Macroeconometric Analysis of Growth, Unemployment and Poverty in Nigeria. *Review Pakistan Economic and Social Review*, 43(2), 249–269.
- Osotimehin, K.O., Jegede, C. A, Akinlabi, B. H, Olajide, O. T. (2012). An Evaluation of the Challenges and Prospects of Micro and Small Scale Enterprises Development in Nigeria. *American International Journal of Contemporary Research*, 2(4), 174–185.
- Osunde, C. (2014). Entrepreneurs and Entrepreneurship in Developing Countries: The Nigerian Experience. *The Standard International Journals*, 2(2), 26–32.
- Othman, B., Shaarani, S. M., & Bahron, A. (2017) The influence of knowledge, attitude and sensitivity to government policies in halal certification process on organizational performance, *Journal of Islamic Marketing*, 8(3), 393-408, <https://doi.org/10.1108/JIMA-09-2015-0067>
- Pallant, J. (2001). *SPSS survival manual: A step by step guide to data analysis using SPSS for Windows* (1st ed). Buckingham: Open University Press.
- Pallant, J. (2010). *SPSS Survival manual: a step by step guide to data analysis using SPSS* (4th ed). New York: Open University Press.
- Palmer, A., & Koenig-Lewis, N. (2009). An Experiential, Social Network-baesd Approach to Direct Marketing. *An International Journal*, 3(3), 162–176.
- Paura, L., & Arhipova, I. (2012). Advantages and Disadvantages of Professional and Free Software for Teaching Statistics. *Information Technology and Management Science*, 15(1), 9–14. <http://doi.org/10.2478/v10313-012-0001-z>
- Payne, A., & Frow, P. (2013). A strategic Framework for Customer Relationship Management. *Journal of Marketing*, 69(4), 167–176.
- Pels, J., Moller, K., & Saren, M. (2009). Do we really understand business marketing ? Getting beyond the RM and BM matrimony. *Journal of Business & Industrial Marketing*, 24(5/6), 322–336. <http://doi.org/10.1108/08858620910966219>

- Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, 30(6), 467–480.
- Penrose, E. T. (1959). Profit Sharing Between Producing Countries and Oil Companies in the Middle East. *The Economic Journal*, 69(274), 238–254.
- Penrose, E. T. (1959). *Theory of Growth of the Firm*. New York: John Wiley & Sons.
- Peterson, R. a, & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. *The Journal of Applied Psychology*, 98(1), 194–8.
- Phillips, A. W., Reddy, S., & Durning, S. J. (2015). Improving response rates and evaluating nonresponse bias in surveys: *AMEE Guide. Medical Teacher*, (102), 1–12.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2011). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569.
- Polat, I., & Mutlu, H. M. (2012). The Impacts of Market Orientation, Entrepreneurial Orientation, Environmental Uncertainty and Internationalization Speed on Firm Performance. *European Researcher*, 27(8–2), 1248–1254.
- Pratono, A. H. (2016). Strategic orientation and information technological turbulence'', Contingency perspective in SMEs. *Business Process Management Journal*, 22(2), 368–382.
- Pratono, A. H., & Mahmood, R. (2015). Mediating effect of marketing capability and reward philosophy in the relationship between entrepreneurial orientation and firm performance. *Journal of Global Entrepreneurship Research*, 5(5), 1–12.
- Quy, N. H. (2016). Legislative Policy in Support of Vietnam SMEs: Analysis and Propositions. *International Journal of Economics and Finance*, 8(2), 226–233. <http://doi.org/10.5539/ijef.v8n2p226>
- Rauch, A., Wiklund, J., Lumpkin, G. ., & Frese, M. (2009). Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future. *Entrepreneurship Theory and Practice*, 33(3), 761–787.
- Raudsaar, M., Paes, K., & Mets, T. (2015). Global Entrepreneurship Monitor (GEM) – outcomes of societal meaning in Estonia. *Management of Organizations: Systematic Research*, 74(2014), 103–120.

- Ray, G., Barney, J. B., & Muhanna, W. A. (2004). Capabilities, business processes, and competitive advantage: Choosing the dependent variable in empirical tests of the resource-based view. *Strategic Management Journal*, 25(1), 23–37.
- Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A critical look at the use of PLS-SEM. *MIS Quarterly (MISQ)*, 36(1), 111–116
- Ritthaisong, Y., M. Johri, L., & Speece, M. (2014). Sources of sustainable competitive advantage: the case of rice-milling firms in Thailand. *British Food Journal*, 116(2), 272–291. <http://doi.org/10.1108/BFJ-01-2012-0003>
- Robichaud, Y., LeBrasseur, R., & Nagarajan, K. V. (2010). Necessity and Opportunity-driven Entrepreneurs in Canada: An Investigation into their Characteristics and an Appraisal of the Role of Gender. *Journal of Applied Business and Economics*, 11(1), 59–79.
- Rocks, S., & Gilmore, A. (2005). Developing strategic marketing through the use of marketing networks Developing strategic marketing through the use of marketing networks. *Journal of Strategic Marketing*, 13(2), 81–82.
- Rosa, P. J., Kodithuwakku, S., & Balunywa, W. (2006). Entrepreneurial Motivation in Developing Countries: What Does “Necessity” and “Opportunity” Really Mean? *Frontiers of Entrepreneurship Research*, 26(20), 1–15.
- Rose, R. C., Abdullah, H., & Ismad, A. I. (2010). A review on the relationship between organizational resources, competitive advantage and performance. *The Journal of International Social Research*, 3(11), 488–498.
- Rua, O., França, A., & Ortiz, R. F. (2018) Key drivers of SMEs export performance: the mediating effect of competitive advantage, *Journal of Knowledge Management*, <https://doi.org/10.1108/JKM-07-2017-0267>
- Ruiz-ortega, M., Parra-Requena, G., Rodrigo-Alarcon, J., & Garcia-Villaverde, P. (2013). Environmental dynamism and entrepreneurial orientation: The moderating role of firm’s capabilities. *Journal of Organizational Change Management*, 26(3), 475–493. <http://doi.org/10.1108/09534811311328542>
- Rumelt, R. P. (1984). “Towards a Strategic Theory of the Firm” *Competitive Strategic Management*. London: Prentice- Hall.
- Rumelt, R. P. (1991). How Much Does Industry Matter? *Strategic Management Journal*, 12(3), 167–185.
- Rusetski, A. (2011). Getting Proactive: Cultural And Procedural Drivers Of Managerial Motivation To Act. *Journal of Business & Economics Research*, 9(1), 111–120.
- Salavou, H. (2005). Do Customer and Technology Orientations Influence Product Innovativeness in SMEs? Some New Evidence from Greece. *Journal of Marketing Management*, 21(3–4), 307–338. <http://doi.org/10.1362/0267257053779082>

- Sambajee, P., & Dhomon, M. Z. A. (2015) "Government and SMEs in the Maldives and Mauritius", *International Journal of Entrepreneurial Behavior & Research*, 21(6), 778-795, <https://doi.org/10.1108/IJEBR-12-2014-0230>
- Santos-vijande, L., Sanzo-Perez, M., Gutiérrez, J. A. T., & Rodríguez, N. G. (2012). Marketing Capabilities Development in Small and Medium Enterprises: Implications for Performance. *Journal of CENTRUM Cathedra*, 5(1), 24-43.
- Sanusi, J. O. (2003). *Overview of Government's Efforts in the Development of SMEs and the Emergence of Small and Medium Industries Equity Investment Scheme (SMIEIS)*. Lagos, Nigeria.
- Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., & Gudergan, S. P. (2016). Estimation issues with PLS and CB-SEM: Where the bias lies! *Journal of Business Research*, 69(10), 3998-4010.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2014a). PLS-SEM: Looking Back and Moving Forward. *Long Range Planning*, 47(3), 132-137.
- Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014b). On the Emancipation of PLS-SEM: A Commentary on Rigdon (2012). *Long Range Planning*, 47(3), 154-160.
- Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair, J. F. (2014c). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, 5(1), 105-115.
- Sarstedt, M., Wilczynski, P., & Melewar, T. C. (2013). Measuring reputation in global markets-A comparison of reputation measures' convergent and criterion validities. *Journal of World Business*, 48(3), 329-339.
- Saunders, M. N. (2011). *Research methods for business students* (5th Ed). India: Pearson Education Limited.
- Saunders, M. N., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. London: Pearson Education Limited.
- Sauro, J. (2010). A practical guide to measuring usability. Should you use 5 or 7 point scales? Retrieved from <http://www.measuringu.com/blog/scale-point.php>
- Schwarz, A., Rizzuto, T., Carraher-Wolverton, C., Roldán, J. L., & Barrera-Barrera, R. (2017). Examining the Impact and Detection of the "Urban Legend" of Common Method Bias. *The Data Base for Advances in Information Systems*, 48(1), 93-119.
- Sekaran, U., & Bougie, R. (2010). *Research Methods for Business: A skill building approach*. (5th Ed). United Kingdom: John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2013). *Research Methods for Business: A Skill-Building Approach* (6th Ed). United Kingdom: John Wiley & Sons Ltd.

- Semrau, T., Ambos, T., & Kraus, S. (2016). Entrepreneurial orientation and SME performance across societal cultures: An international study. *Journal of Business Research*, 69(5), 1928–1932.
- Shan, P., Song, M., & Ju, X. (2015). Entrepreneurial orientation and performance : Is innovation speed a missing link ? *Journal of Business Research*.
- Shariff, M. N. M., Peou, C., & Ali, J. (2010). Moderating Effect of Government Policy on Entrepreneurship and Growth Performance of Small-Medium Enterprises in Cambodia. *International Journal of Business and Management Science*, 3(1), 57–72.
- Sharma, N. (2003). The Role of Pure and Quasi-Moderators in Services: An Empirical Investigation of Ongoing Customer –Service-Provider Relationships. *Journal of Retailing and Consumer Services*, 10, 253–262.
- Shehu, A. M., & Mahmood, R. (2014). A Pilot Study on the Relationship between determinants of SME Performance in Nigeria. *Journal of Asian Scientific Research*, 4(10), 597–602.
- Shariff, M. N. M., Peou, C., & Ali, J. (2010). Moderating Effect of Government Policy on Entrepreneurship and Growth Performance of Small-Medium Enterprises in Cambodia. *International Journal of Business and Management Science*, 3(1), 57–72.
- Shariff, M.N.M, Ahmad, N. R, Hafeez, M. H. (2017). Moderating Role of Access to Finance on Entrepreneurial Orientation, Market Orientation, Learning Orientation and SMEs Performance of Gem and Jewelry Industry in Thailand: A Proposed Model. *Journal of Business and Social Review in Emerging Economies*. 3(1), 109–120
- Sherrell, D. L., & Bejou, D. (2007). Assessing the Productivity of Relationship Marketing : Moving Toward a Paradigm. *Journal of Relationship Marketing*, 6(2), 3–7.
- Sheth, J. N., Parvatiyar, A., & Sinha, M. (2015). The Conceptual Foundations of Relationship Marketing : Review and Synthesis 1. *Economic Sociology -The European Electronic Newsletter*, 16(2), 119–149.
- Shneor, R., Jenssen, J. I., & Vissak, T. (2016). Introduction to the Special Issue: Current Challenges and Future Prospects of Entrepreneurship in Nordic and Baltic Europe. *Baltic Journal of Management*, 11(2), 134–141.
- Siemsen, E., Roth, A., & Oliveira, P. (2010). Common method bias in regression models with linear, quadratic, and interaction effects. *Organizational Research Methods*, 13(3), 456–476. <http://doi.org/10.1177/1094428109351241>
- Simón-moya, V., Revuelto-taboada, L., & Ribeiro-soriano, D. (2016). Influence of economic crisis on new SME survival : reality or fiction ? *Entrepreneurship & Regional Development An International Journal*, 28(1–2), 157–176.

- Sin, L. M., Tse, A. B., Yau, O. M., Lee, J. Y., & Chow, R. (2002). The Effect of Relationship Marketing Orientation on Business Performance in a Service-Oriented Economy. *Journal of Services Marketing*, 16(7), 656–676.
- Slater, S. F., & Narver, J. C. (2000). The Positive Effect of a Market Orientation on Business Profitability: A balanced Replication. *Journal of Business Research*, 48, 69–73.
- SME Corporation Malaysia. (2014). Definition of SMEs. Retrieved February 16, 2016, from <http://www.smecorp.gov.my/index.php/en/policies/2015-12-21-09-09-49/sme-definition>
- SMEDAN. (2012). *Survey Report on Micro, Small and Medium Enterprises (MSME) in Nigeria*. Abuja, Nigeria.
- Smith, A. D., & Rupp, W. T. (2002). Communication and loyalty among knowledge workers: a resource of the firm theory view. *Journal of Knowledge Management*, 6(3), 250–261.
- Sok, P., Snell, L., Jin, W., Lee, T., & Sok, K. M. (2017). Linking entrepreneurial orientation and small service firm performance through marketing resources and marketing capability A moderated, mediation model. *Journal of Service Theory and Practice*, 27(1), 231–249.
- Song, L., & Jing, L. (2017). Strategic orientation and performance of new ventures: empirical studies based on entrepreneurial activities in China. *International Entrepreneurship and Management Journal*. <http://doi.org/10.1007/s11365-017-0433-z>
- Somoye, R. C. (2013). The Impact of Finance on Entrepreneurship Growth in Nigeria: A Cointegration Framework. *ACRN Journal of Entrepreneurship Perspectives*, 2(2), 21–45.
- Sorooshian, S., Aziz, N. F., Ahmad, A., Jubidin, S. N., & Mustapha, N. M. (2016). Review on Performance Measurement Systems. *Mediterranean Journal of Social Sciences*, 7(1), 123.
- Sotubo, J. (2016). Full Text of the President's Speech at the Opening Ceremony of National Economic Council Retreat. Retrieved July 16, 2016, from <http://pulse.ng/local/buhari-read-full-text-of-president-s-speech-at-opening-ceremony-of-national-economic-council-retreat-id4830400.html>
- Spanjol, J., Qualls, W. J., & Rosa, J. A. (2011). How many and what kind? The role of strategic orientation in new product ideation. *Journal of Product Innovation Management*, 28(2), 236–250.
- Spector, P. E. (2006). Method Variance in Organizational Research: Truth or Urban Legend? *Organizational Research Methods*, 9(2), 221–232.

- Spector, P. E., Rosen, C. C., Richardson, H. A., Williams, L. J., & Johnson, R. E. (2017). A New Perspective on Method Variance: A Measure-Centric Approach, 20(10), 1–26. <http://doi.org/10.1177/0149206316687295>
- Stam, W., & Elfring, T. O. M. (2008). Entrepreneurial Orientation and New Venture Performance: the Moderating Role of Intra- and Extraindustry Social Capital. *Academy of Management Journal*, 51(1), 97–111.
- Staniewski, M. W., Nowacki, R., & Awruk, K. (2016). Entrepreneurship and innovativeness of small and medium-sized construction enterprises. *International Entrepreneurship and Management Journal*, 1–17.
- Steensma, K. H., Marino, L. D., Weaver, M. K., & Dickson, P. H. (2000). The Influence of National Culture on the Formation of Technology Alliances by Entrepreneurial Firms. *Academy of Management Journal*, 43(5), 951–973.
- Stoop, I. A. L. (2005). The Hunt for the Last Respondent (5th ed). Netherlands: Social and Cultural Planning Office (SCP).
- Straub, D., Boudreau, M.-C., & Gefen, D. (2004). Validation Guidelines for Positivist. *Communications of the Association for Information Systems* (Vol. 13).
- Suliyanto. (2011). Effect of Entrepreneurship Orientation and Marketing-Based Reward System towards Marketing Performance. *International Journal of Business and Social Science*, 2(6), 168–174.
- Sultan, F., & Rohm, A. J. (2004). The Evolving Role of the Internet in Marketing Strategy: An Exploratory Study. *Journal of Interactive Marketing*, 18(2), 6–19.
- Swierczek, F. W., & Ha, T. T. (2003). Entrepreneurial orientation , uncertainty avoidance and firm performance. *Entrepreneurship and Innovation*, 46–58.
- Tabachnick, B., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th Ed). USA: Pearson Education Limited.
- Tang, J., Tang, Z., Marino, L. D., Zhang, Y., & Li, Q. (2008). Exploring an Inverted U-Shape Relationship between Entrepreneurial Orientation and Performance in Chinese Ventures. *Entrepreneurship Theory and Practice*, 32(1), 219–239.
- Tang, Z., & Tang, J. (2012). Entrepreneurial Orientation and SMEs Performance in China's Changing Environment: The moderatin effects of strategies. *Asia Pacific Journal of Management*, 29(2), 409–431.
- Tata, J., & Prasad, S. (2008). Social Capital , Collaborative Exchange and microenterprise Performance:The Role of Gender. *International Journal of Entrepreneurship and Small Business*, 5(3/4), 373–388.
- Tende, S. B. (2014). Government initiatives toward entrepreneurship development in Nigeria. *Global Journal of Business Research*, 8(1), 109–120.

- Tenenhaus, M., Amato, S., & Esposito Vinzi, V. (2004). A global goodness-of-fit index for PLS structural equation modelling. *In XLII SIS Scientific Meeting*, 739–742.
- Thanasegaran, G. (2003). Reliability and Validity Issues in Research. *Integration & Dissemination*, 35–40.
- Trainor, K. J., Andzulis, J., Rapp, A., & Agnihotri, R. (2013). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201–1208.
- Trainor, K. J., Rapp, A., Beitelspacher, L. S., & Schillewaert, N. (2011). Integrating information technology and marketing: An examination of the drivers and outcomes of e-Marketing capability. *Industrial Marketing Management*, 40(1), 162–174.
- Trang, S. T. N., Zander, S., De Visser, B., & Kolbe, L. M. (2015). Towards an importance-performance analysis of factors affecting e-business diffusion in the wood industry. *Journal of Cleaner Production*, 1(11), 121–131.
- Tsai, H.-T., & Bagozzi, R. P. (2014). Contribution behavior in virtual communities: Cognitive, emotional, and social influences. *MIS Quarterly*, 38(1), 143–163.
- Tyson, E., & Schell, J. (2011). *Small Business for Dummies*, (4th Ed). New Jersey: John Wiley & Sons, Inc.
- Udih, M. (2016). The Creation and Development of Job in Nigeria: Entrepreneurship Enlightenment. *Journal of Arts, Science & Commerce*, 7(1), 96–100.
- Udo, B., & Adebayo, H. (2015). Nigria Open for Business says Buhari as He Presents 2016 Budget. Retrieved January 15, 2016, from <http://www.premiumtimesng.com/business/business-news/195583-nigeria-open-for-business-says-buhari-as-he-presents-2016-budget.html>
- UNDP. (2012). *Nigeria's path to sustainable development through green economy*. United Nation.
- Urban, B., & Barreria, J. (2010). Empirical Investigations Into Firm Technology Orientation and Entrepreneurial Orientation. *International Journal of Innovation and Technology Management*, 7(4), 329–351.
- Urbano, D., & Aparicio, S. (2015). Entrepreneurship Capital types and economic growth: International evidence. *Technological Forecasting & Social Change*, 1–11.
- Valos, M. J., Habibi, H. F., Casidy, R., Driesener, C. B., & Maplestone, V. L. (2016). Exploring the integration of social media within integrated marketing communication frameworks: Perspectives of services marketers. *Marketing Intelligence & Planning*, 34(1), 19–40.

- Vink, J. M., & Boomsma, D. I. (2008). A comparison of early and late respondents in a twin-family survey study. *Research and Human Genetics*, 11(2), 165–173. <http://doi.org/10.1375/twin.11.2.165>
- Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (2010). *Handbook of Partial Least Squares: Concepts, Methods and Applications*. Berlin, Germany: Springer Berlin. <http://doi.org/10.1007/978-3-642-16345-6>
- Voorhees, C. M., Brady, M. K., Calantone, R., & Ramirez, E. (2015). Discriminant validity testing in marketing: an analysis, causes for concern, and proposed remedies. *Journal of the Academy of Marketing Science*, 44(1), 119–134.
- Voss, G. B., & Voss, Z. G. (2000). Strategic Orientation and Firm Performance in an Artistic Environment. *Journal of Marketing*, 64(1), 67–83.
- Wakili, I. (2016). Nigeria Can Survive without Oil. Retrieved June 28, 2016, from <http://www.dailytrust.com.ng/news/general/nigeria-can-survive-without-oil-osinbajo/131850.html>
- Wernerfelt, B. (1984). A Resource-Based View of a Firm. *Strategic Management Journal*, 5(2), 171–180.
- Wijetunge, W. A. D. S., & Pushpakumari, M. (2014). Entrepreneurial Orientation and Business Performance of Small and Medium Scale Enterprises of Western Province in Sri-Lanka. *Kelaniya Journal of Management*, 2(2), 51–67.
- Wiklund, J., Shepherd, D. (2003). Knowledge-based resources, Entrepreneurial Orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24(13), 1307–1314. <http://doi.org/10.1002/smj.360>
- Wiklund, J. (1999). The Sustainability of the Entrepreneurial Orientation-Performance Relationship. *Entrepreneurship Theory and Practice*, 24(1), 37–48.
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: A configurational approach. *Journal of Business Venturing*, 20(1), 71–91. <http://doi.org/10.1016/j.jbusvent.2004.01.001>
- Williams, L. J., & McGonagle, A. K. (2016). Research Designs and a Comprehensive Analysis Strategy for Investigating Common Method Variance with Self-Report Measures Using Latent Variables. *Journal of Business and Psychology*, 31(3), 339–359. <http://doi.org/10.1007/s10869-015-9422-9>
- Williamson, O. E. (1979). Organizational Forms and Efficiency: Markets and Hierarchies - Some Elementary Considerations. In *Proceedings of the Eighty-fifth Annual Meeting of the American Economic Association* (Vol. 63, pp. 316–325). USA: American Economic Association.
- World Atlas. (2016). Map of Nigeria. Retrieved February 23, 2016, from <http://www.worldatlas.com/webimage/countrys/africa/ng.htm>

- World Bank. (2013). *Doing Business 2013 Smarter Regulations for Small and Medium-Size Enterprises* (10th Ed). Washington, DC: World Bank IFC 2013.
- World Bank. (2014). Nigeria Economic Report: Improved Economic Outlook in 2014, and Prospects for Continued Growth Look Good. Retrieved September 12, 2015, from <http://www.worldbank.org/en/country/nigeria/publication/nigeria-economic-report-improved-economic-outlook-in-2014-and-prospects-for-continued-growth-look-good>
- World Investment Report. (2013). *Global Value Chains: Investment and Trade for Development*. New York and Geneva.
- Wu, B., Wan, Z., & Levinthal, D. A. (2011). Complementary Assets as Pipes and Prisms: Innovation Incentives and Trajectory Choices. *Strategic Management Journal*, 35, 1257–1278.
- Xiang, D., & Worthington, A. C. (2017) "The impact of government financial assistance on the performance and financing of Australian SMEs", *Accounting Research Journal*, 30(4), 447-464, <https://doi.org/10.1108/ARJ-04-2014-0034>
- Yaacob, N. M., Mahmood, R., Zin, S. M., & Puteh, M. (2014). Factors Affecting the Performance of Small Business Start-up under Tunas Mekar Programme. *Asian Entrepreneurship Conference*. Singapore: Springer Singapore.
- Yoon, J., & Solomon, T. (2017). A curvilinear relationship between entrepreneurial orientation and firm performance: The moderating role of employees' psychological safety. *International Entrepreneurship and Management Journal*, 1–18. <http://doi.org/10.1007/s11365-017-0448-5>
- Yuksel, A. (2017). A critique of "Response Bias" in the tourism, travel and hospitality research. *Tourism Management*, 59, 376–384.
- Yu, W., Ramanathan, R., & Nath, P. (2014). The Impacts of Marketing and Operations Capabilities on Financial Performance in the UK Retail sector: A resource-Based Perspective. *Industrial Marketing Management*, 43(0), 25–31.
- Yusuf, A., & Schindehutte, M. (2000). Exploring entrepreneurship in a declining economy. *Journal of Developmental Entrepreneurship*, 5(1), 41–56.
- Zacca, R., Dayan, M., & Ahrens, T. (2015). Impact of network capability on small business performance. *Management Decision*, 53(1), 2-23.
- Zacher, H. (2014). Career adaptability predicts subjective career success above and beyond personality traits and core self-evaluations. *Journal of Vocational Behavior*, 84(1), 21–30. <http://doi.org/10.1016/j.jvb.2013.10.002>
- Zahra, S. A. (1996). Governance , Ownership , and Corporate Entrepreneurship: The Moderating Impact of Industry Technological Opportunities. *Academy of Management Journal*, 39(6), 1713–1735.

- Zahra, S. A., & Covin, J. G. (1994). The Financial Implications of Fit between Competitive Strategy and Innovation Types and Sources. *The Journal of High Technology Management Research*, 5(2), 183–211.
- Zahra, S. a., & Covin, J. G. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing*, 10(1), 43–58.
- Zehir, C., Can, E., & Karaboga, T. (2015). Linking entrepreneurial orientation to firm performance : the role of differentiation strategy and innovation performance. *Procedia - Social and Behavioral Sciences*, 2 (1), 358–367.
- Zhang, Y., & Zhang, X. (2012). The effect of entrepreneurial orientation on business performance A role of network capabilities in China. *Journal of Chinese Entrepreneurship*, 4(2), 132–142. <http://doi.org/10.1108/17561391211242744>
- Zhao, Y., Li, Y., Lee, S. H., & Chen, L. B. (2009). Entrepreneurial Orientation, Organizational Learning, and Performance: Evidence From China. *Entrepreneurship Theory and Practice*, 35(2), 293–317.
- Zhou, K. Z., & Li, C. B. (2010). How strategic orientations influence the building of dynamic capability in emerging economies. *Journal of Business Research*, 63(3), 224–231. <http://doi.org/10.1016/j.jbusres.2009.03.003>
- Zhou, K. Z., Yim, C. K. (B)-, & Tse, D. K. (2005). The Effects of Strategic Orientations on Technology- and Market-Based Breakthrough Innovations. *Journal of Marketing*, 69(2), 42–60.
- Ziaul Hoq, M. (2009). Innovativeness : Its Antecedents and Impact on SME Business Performance. *International Journal of Business and Management*, 4(11), 100–110.
- Zikmund, W. G., Babin, B. J., Carr, J., & Griffin, M. (2013). *Business Research Methods*. London: Cengage Learning.

APPENDICES

Appendix A: Questionnaire



Research Title: The Relationship between Entrepreneurial Orientation, Technology Orientation and Contemporary Marketing on Small and Medium Enterprise Performance in Nigeria: The Effect of Government Support.

Target Respondents: SME OWNER-MANAGERS

Dear Sir/Madam

I am a PhD (Entrepreneurship) research student from the School of Business Management, College of Business. I am conducting a research on the topic as mentioned above under the supervision of Assoc. Prof. Dr. Ooi Yeng Keat assisted by Dr. Shamsul Huda binti Abd Rani. Attached here with, a self- explanatory questions that will take a little much of your time to answer. Your kind cooperation, participation and response to this survey questionnaire is highly appreciated and all data will be kept confidential for research purpose only. Please feel free and answer all questions honestly and objectively as possible, as this will contribute towards the achievement of the purpose of this study.

Please do not hesitate to contact the researcher for any enquiry or clarification related to the questionnaire.

Thank you.

Maryam Imam Ibrahim (900650)

Mobile Telephone numbers:

+60143831749

+2348036497877

E-mail: botulbe@gmail.com

Section A

Please tick (✓) as appropriate.

Section B: Entrepreneurial Orientation

The following statements describe the extent to which your enterprise is entrepreneurial in terms of the EO dimensions of innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy.

Please circle accordingly from 1 to 7 that matches your view or level of agreement in each question.

1 = Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 1. | Our enterprise promote creative thinking in searching for new processes, techniques, and/or product idea. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | In our enterprise, top management is innovative and take creative decisions to difficult problems. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | In our enterprise, top management believe in developing new product and services. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | Our enterprise think that bold and wide-ranging acts are needed to achieve our goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | Our enterprise sometime emphasize risk-taking instead of being careful | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | In our enterprise the term "risk-taking" is considered as a positive attribute | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | Our enterprise is intensely competitive. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | Our enterprise take bold approach when competing. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | Our enterprise typically adopts a very competitive "undo-and out-maneuver the competitors" posture. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | Our enterprise always try to take the initiative in every situation.. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | Our enterprise identify opportunities in the market and response promptly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. | Our enterprise initiate actions to which other respond. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. | In our enterprise, employees are permitted to act and think without interference. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. | In our enterprise, employees are given freedom and independence to decide on their own how to go about doing their work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | In our enterprise, employees are given freedom to communicate without interference | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | In our enterprise, employees are given authority and responsibility to act alone if they think it to be in the best interests of the business. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. | In our enterprise, employees have access to all vital information. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Technology Orientation

The following statements describe the technology orientation that takes place in your enterprise in terms of technological ability and innovative capability to improve on existing product or developing new product/procedures.

Please circle accordingly from 1 to 7 that matches your view or level of agreement in each question.

1 = Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 1. | Our enterprise is very active in developing new technologies | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | We intend to develop new technologies in order to respond to the changing expectations of our customers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | Our enterprise has built a large and strong network of relationships with suppliers of technological equipment. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | Our enterprise allocate resources for research and development in the area of technology. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | We have better technological knowledge than our competitors | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | Our product development programs are more ambitious than our competitors | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | Our enterprise acquire and uses technologies to position itself ahead of competitors | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | Our enterprise frequently improves internal processes such as speed, reliability and information management | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | Our enterprise believe spending on research and development will be a major priority for new products | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | Our enterprise allocate resources for investments in latest technologies and future forecasted technological changes | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Contemporary Marketing

The following statements describe the extent to which your enterprise adopt the contemporary marketing dimensions of transaction marketing, database marketing, network marketing, e-marketing and interaction marketing.

Please circle accordingly from 1 to 7 that matches your view or level of agreement in each question.

1 = Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

- | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| 1. | Our enterprise purpose is to generate profit or other financial measures. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | Our enterprise meet with our customers mainly at a formal business level | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | Our enterprise marketing activities are intended to attract new customers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | Our enterprise marketing planning is focused on our product/brand/service offering | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | Our marketing resources are invested in the 4 Ps of marketing | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

6.	Our marketing activities are intended to create and retain existing customers	1	2	3	4	5	6	7
7.	When dealing with our market, our attention is on acquiring customer information	1	2	3	4	5	6	7
8.	Our contact with our primary customer is somewhat personalized	1	2	3	4	5	6	7
9.	When a customer buys our products, we believe they expect some future personalized contact	1	2	3	4	5	6	7
10.	Our marketing resources (e.g. people, time, money) are invested in technology to improve communication with our customers	1	2	3	4	5	6	7
11.	Our communication is targeted at specifically identified segments	1	2	3	4	5	6	7
12.	Our marketing activities are intended to coordinate activities between ourselves, customers and other parties in our wider marketing system	1	2	3	4	5	6	7
13.	Our marketing planning is focused on the network of relationships between individuals and organisations in our wider marketing systems	1	2	3	4	5	6	7
14.	When dealing with our market, our focus is on forming a strong relationships with a number of organizations in our market(s) or wider marketing system	1	2	3	4	5	6	7
15.	When a customer buys our products, we believe they expect ongoing one-to-one personal contact with people in our organisation and wider marketing system	1	2	3	4	5	6	7
16.	Our marketing resources (e.g. people, time, money) are invested in developing our organization's network relationships within our market(s) or wider marketing system	1	2	3	4	5	6	7
17.	Our communication is through senior managers networking with other managers from a variety of organizations across the market or wider marketing system	1	2	3	4	5	6	7
18.	Overall, our general approach to our primary customers involves positioning the firm in a wider organisational system/network	1	2	3	4	5	6	7
19.	When dealing with our market, our purpose is to create information generating dialogue with many identified buyers	1	2	3	4	5	6	7
20.	Our enterprise use technology to communicate with and possibly among many individual customers	1	2	3	4	5	6	7
21.	Our enterprise contact with our primary customers is interactive via technology such as internet	1	2	3	4	5	6	7
22.	The type of relationship with our customers is characterized as technology-based interactivity that is ongoing and real time	1	2	3	4	5	6	7
23.	Our marketing activities is intended to create two-way technology-enable dialogue with our customers	1	2	3	4	5	6	7
24.	Our marketing planning is focused on managing information technology	1	2	3	4	5	6	7
25.	Our marketing communication involves individual at various levels in our organization personally interacting with their individual customers	1	2	3	4	5	6	7
26.	Our enterprise relationship with customers is interpersonal interaction that is ongoing	1	2	3	4	5	6	7
27.	Our enterprise meet with our customers at both a formal business level and informal social level on a one-to-one basis	1	2	3	4	5	6	7
28.	Our marketing activities are intended to develop cooperative relationship with our customers	1	2	3	4	5	6	7
29.	Our marketing resources are invested to establish and build personal relationship with customers	1	2	3	4	5	6	7

Section C: Government Support

The following statements describe the extent to which your enterprise enjoys government support.

1 = *Strongly disagree*; 2 = *Somewhat disagree*; 3 = *Slightly disagree*; 4 = *Undecided*;

5 = *Agree Slightly agree*; 6 = *Somewhat agree*; 7 = *Strongly agree*.

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. Government support for the provision of incentives on innovation and R&D among SMEs will encourage our enterprise to enhance its operation | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Government's provision of enabling environment will encourage us to engage in innovative and creative ideas | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Government's commitments towards SMEs development encourage our enterprises to explore more risky opportunities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Government invest heavily in technological R&D and provide incentives for SMEs to be more innovative | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Relevant government agencies assist SMEs in maintaining and expanding their businesses through the provision of soft loans training and capacity building | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Our enterprise have engage in government initiative on commercialization of R&D results, upgrade and enhance the application of indigenous technologies through technology business incubation | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Our enterprise enhances its operation with adequate infrastructure provide by government to support e-marketing | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Our enterprise enjoyed incentives from government in the areas of technology enhancement, provision of stable electricity and up to date ICT training in order to maintain our customer database | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Our enterprise collaborate with others (networking) in order to enjoy some incentives from government. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. Government support programs to facilitate SMEs growth through low-interest funding improve organizational performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Government provide tax incentives (for exporters and promotion of "made in Nigeria" goods. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. Provision of adequate infrastructure (power, transportation, technological equipment, ICT) improves SMEs performance | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. Banning importation (of certain goods) by government can stimulate our enterprise to explore the opportunities in the market | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Section D: Performance

Please score the following performance measures in terms of their **importance** to your business and your **satisfaction** with your business' performance over the last three years:

1 = *Strongly disagree*; 2 = *Somewhat disagree*; 3 = *Slightly disagree*; 4 = *Undecided*;
5 = *Agree Slightly agree*; 6 = *Somewhat agree*; 7 = *Strongly agree*.

1.	Our enterprise's return on investment has improved in the last three years.	1	2	3	4	5	6	7
2.	Our enterprise's net profit has increased in the last three years.	1	2	3	4	5	6	7
4.	Our enterprise's market share has improved in the last three years.	1	2	3	4	5	6	7
5.	Our enterprise's product/service cycle time has increased in the last three years.	1	2	3	4	5	6	7
6.	Our enterprise's customer services level has improved in the last three years.	1	2	3	4	5	6	7
7.	Our enterprise's technological utilization has improved in the last three years.	1	2	3	4	5	6	7
8.	Our enterprise's resource utilization has improved in the last three years.	1	2	3	4	5	6	7
9.	Our enterprise's sales growth has increased in the last three years.	1	2	3	4	5	6	7
10.	Our enterprise's sales volume has increased in the last three years.	1	2	3	4	5	6	7
11.	Our enterprise's image/reputation has increased in the last three years.	1	2	3	4	5	6	7

Thank you for your co-operation



UUM
Universiti Utara Malaysia

Appendix B: Total Variance Explained (CMV)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	45.796	57.969	57.969	45.796	57.969	57.969	17.660	22.354	22.354
2	5.434	6.878	64.847	5.434	6.878	64.847	10.641	13.470	35.824
3	2.682	3.395	68.242	2.682	3.395	68.242	9.617	12.173	47.997
4	1.786	2.261	70.503	1.786	2.261	70.503	9.140	11.570	59.567
5	1.624	2.056	72.560	1.624	2.056	72.560	8.293	10.497	70.064
6	1.213	1.535	74.094	1.213	1.535	74.094	2.814	3.562	73.626
7	1.062	1.344	75.439	1.062	1.344	75.439	1.371	1.735	75.362
8	1.006	1.273	76.712	1.006	1.273	76.712	1.067	1.350	76.712
9	.837	1.060	77.772						
10	.795	1.006	78.778						
11	.714	.904	79.682						
12	.686	.869	80.551						
13	.606	.767	81.318						
14	.591	.748	82.066						
15	.563	.713	82.778						
16	.551	.698	83.476						
17	.505	.639	84.115						
18	.481	.609	84.725						
19	.470	.596	85.320						
20	.452	.573	85.893						
21	.441	.558	86.451						
22	.428	.542	86.993						
23	.409	.517	87.510						
24	.397	.503	88.013						
25	.394	.498	88.511						
26	.381	.483	88.994						
27	.356	.450	89.445						
28	.346	.438	89.883						
29	.336	.425	90.307						
30	.330	.418	90.725						
31	.318	.402	91.127						
32	.309	.391	91.518						
33	.291	.368	91.887						
34	.281	.356	92.242						

35	.272	.345	92.587				
36	.259	.328	92.916				
37	.250	.317	93.233				
38	.244	.308	93.541				
39	.235	.297	93.838				
40	.226	.286	94.124				
41	.219	.277	94.401				
42	.213	.269	94.670				
43	.208	.263	94.933				
44	.199	.252	95.185				
45	.183	.232	95.417				
46	.181	.229	95.647				
47	.180	.227	95.874				
48	.169	.213	96.087				
49	.163	.206	96.294				
50	.161	.204	96.498				
51	.156	.197	96.695				
52	.147	.186	96.882				
53	.145	.184	97.066				
54	.144	.182	97.248				
55	.134	.170	97.418				
56	.134	.169	97.588				
57	.129	.164	97.752				
58	.123	.155	97.907				
59	.117	.148	98.055				
60	.115	.146	98.201				
61	.113	.143	98.344				
62	.111	.140	98.484				
63	.099	.126	98.610				
64	.096	.121	98.731				
65	.093	.117	98.849				
66	.092	.116	98.964				
67	.087	.110	99.075				
68	.084	.106	99.180				
69	.081	.103	99.283				
70	.078	.098	99.382				
71	.071	.090	99.472				
72	.062	.078	99.550				
73	.060	.076	99.626				
74	.056	.071	99.697				
75	.054	.069	99.766				
76	.051	.064	99.830				
77	.048	.061	99.891				
78	.045	.057	99.948				
79	.041	.052	100.000				

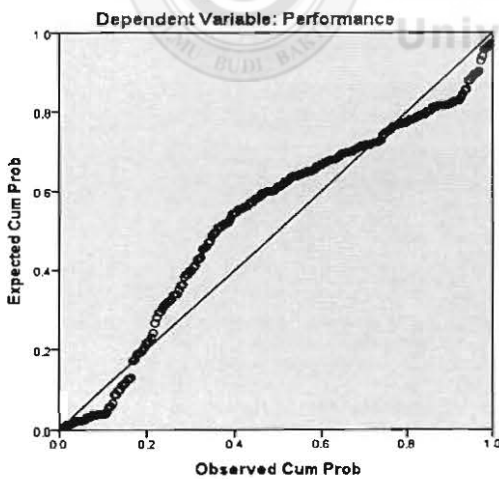
Extraction Method: Principal Component Analysis.

Appendix C: Missing Values

	Result Variables	No of Replaced Missing Values	Case Number of Non-Missing Values		No of Valid Cases	Creating Function
			First	Last		
1	INN1_1	4	1	245	245	SMEAN(INN1)
2	RT2_1	3	1	245	245	SMEAN(RT2)
3	PRA1_1	2	1	245	245	SMEAN(PRA1)
4	AUT4_1	5	1	245	245	SMEAN(AUT4)
5	TO3_1	1	1	245	245	SMEAN(TO3)
6	GSP4_1	4	1	245	245	SMEAN(GSP4)
7	PER3_1	5	1	245	245	SMEAN(PER3)
8	PER10_1	3	1	245	245	SMEAN(PER10)
9	DM1_1	3	1	245	245	SMEAN(DM1)

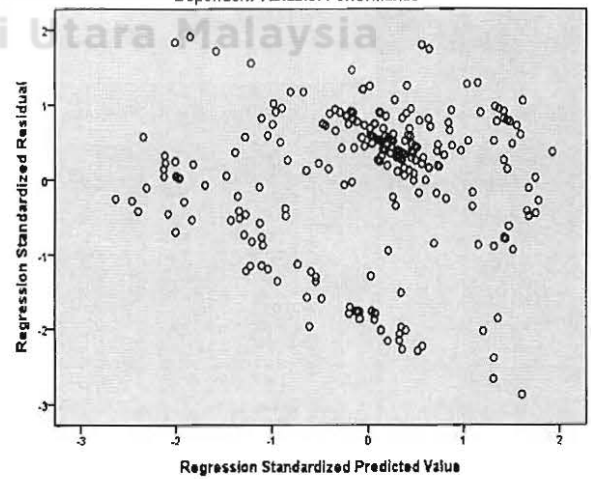
Appendix D: Normality Test

Normal P-P Plot of Regression Standardized Residual

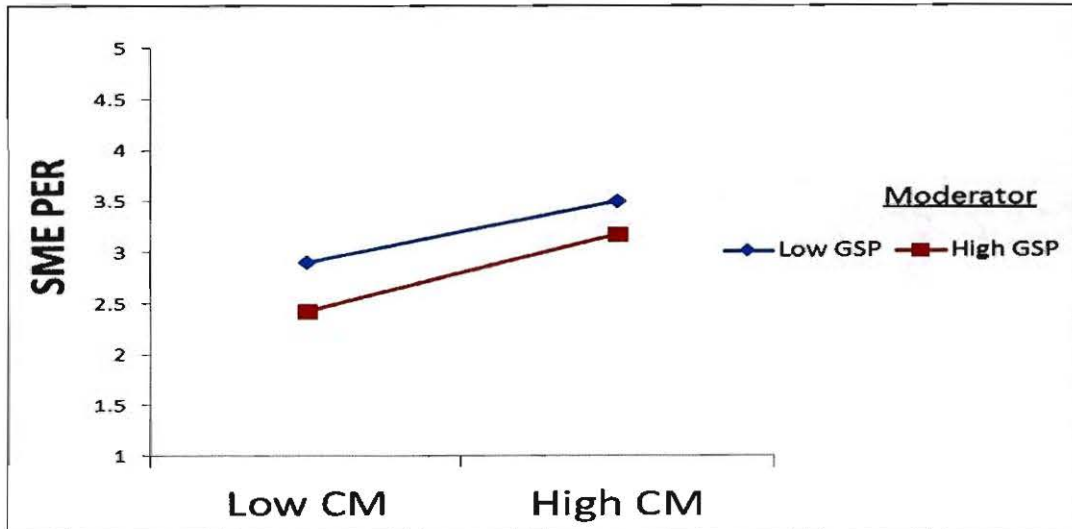


Scatterplot

Dependent Variable: Performance



Appendix E: Interaction Effect for Moderation Relationship (CM)



GSP dampens the positive relationship between CM and SME PER.

Appendix F: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
INNO	240	1.67	7.00	5.1659	1.22898	-.959	.157	.356	.313
RT	240	2.33	7.00	5.2395	1.11591	-.900	.157	.294	.313
CA	240	2.00	7.00	5.2250	1.16605	-.903	.157	.326	.313
PRA	240	1.33	7.00	5.1948	1.22884	-1.020	.157	.624	.313
AUT	240	1.80	7.00	5.1933	1.18700	-.961	.157	.430	.313
TO	240	2.00	7.00	4.9633	1.29700	-.628	.157	-.683	.313
TM	240	2.20	7.00	5.3433	1.02085	-.929	.157	1.213	.313
DM	240	2.33	7.00	5.3020	1.03084	-1.015	.157	.775	.313
NM	240	2.29	7.00	5.1976	1.05038	-.847	.157	.722	.313
EM	240	2.17	7.00	5.2257	1.06085	-.821	.157	.687	.313
IM	240	2.00	7.00	5.3508	1.02671	-1.039	.157	1.187	.313
GSPs	240	2.08	7.00	5.3855	1.10029	-1.251	.157	.826	.313
PER	240	2.10	7.00	4.6608	1.28454	-.428	.157	-1.036	.313
Valid N (listwise)	240								