# EFFECT OF EXTERNAL BUSINESS ENVIRONMENT ON ORGANISATIONAL PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN NIGERIA: A CASE STUDY OF SME'S IN LAGOS, NIGERIA

**AYOADE HABIB OLAYEMI** 

(18PAB01884)

# EFFECT OF EXTERNAL BUSINESS ENVIRONMENT ON ORGANISATIONAL PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN NIGERIA: A CASE STUDY OF SME'S IN LAGOS, NIGERIA

 $\mathbf{BY}$ 

#### AYOADE, HABIB OLAYEMI

(18PAB01884) B.Tech Accounting, Ladoke Akintola University of Technology, Ogbomoso

A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE IN BUSINESS ADMINISTRATION IN THE DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY.

SEPTEMBER, 2021

## **ACCEPTANCE**

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the Degree of Masters of Business Administration (MBA) in Business Administration in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota.

Mr. John A. Philip	
(Secretary, School of Postgraduate Studies)	Signature and Date
Prof. Akan B. Williams	
(Dean, School of Postgraduate Studies)	Signature and Date

### **DECLARATION**

I, AYOADE, HABIB OLAYEMI (18PAB01884) declare that this research was carried out by me under the supervision of Dr. Augusta Amaihian of the Department of Business Administration, College of Business and Social Sciences, Covenant University, Ota, Nigeria. I attest that the dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

AVOADE HADID OF AVENT	
AYOADE, HABIB OLAYEMI	Signature and Date

### **CERTIFICATION**

This is to certify that this research study titled "EFFECT OF EXTERNAL BUSINESS ENVIRONMENT ON ORGANISATIONAL PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN NIGERIA: A CASE STUDY OF SME'S IN LAGOS, NIGERIA" is an original research work carried out by AYOADE, HABIB OLAYEMI (18PAB01884) in the Department of Business Administration, College of Business and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Augusta Amaihian. We have examined and found that this work is acceptable as part of the requirements for the award of the Degree of Masters of Business Administration (MBA) in Business Administration.

Dr. Augusta Amaihian	••••••
(Supervisor)	Signature and Date
Professor Anthonia A. Adeniji	
(Head of Department)	Signature and Date
Professor Adedoyin O. Ologunde	
(External Examiner)	Signature and Date
Professor Akan B. Williams	
(Dean, School of Postgraduate Studies)	Signature and Date

# **DEDICATION**

This research work is dedicated to God Almighty for His unwavering grace, mercy, and strength.

#### **ACKNOWLEDGEMENTS**

First, I would like to thank God for his never-ending grace and mercies. The success of this research project has been made possible by the Most Gracious God, the Father of lights, in whom there is no shadow of turning and His mercies that endures forever towards me.

My gratitude goes to Bishop David O. Oyedepo the founder and Chancellor of covenant University for his visionary leadership. I am grateful to the University management under the competent leadership of Professor Humphrey Abiodun Adebayo (The Vice-Chancellor), Professor Akan Williams Dean School of Postgraduate Studies (SPS), Dr. Emmanuel O. Amoo (Sub-Dean School of Postgraduate Studies) and the Registrar Pastor Oluwasegun Omidiora. I deeply appreciate the support of Professor Uwalomwa Uwuigbe (Dean, College of Management, and Social Sciences). Special thanks to the Sub-Dean, Professor Obinna Nwinyi, for their leadership by example and continual support. I sincerely appreciate the efforts of the Head of Department Business Management, Professor Antonia Adeniji. May the Lord reward your labour of love and selflessness in Jesus name.

I gratefully acknowledge my supervisor, Dr. Augusta Amaihian for the constructive criticism, guidance, and relentless effort towards the success of this research. Your inputs were invaluable to me. I also want to say a very big thank you to all my friends and colleagues for their support and encouragement throughout the program. The Lord will continue to grant you speed beyond your expectations. My heartfelt thanks go to my wife, a special woman in my life-Morayo 'Mo', thank you for your admirable encouragement and love.

I am equally grateful to my wonderful siblings Adeola, Mujeeb 'Mjay' and Muiz. Your spirit, supportive and caring friendship has always kept me going.

Fulfilling this dream would never have been possible for me without the constant support of my amazing parents Mr. and Mrs. Gbadebo Ayoade. I am deeply grateful.

## TABLE OF CONTENT

ACCEPTANCE	iii
DECLARATION	iv
CERTIFICATION	v
DEDICATION	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENT	viii
LIST OF TABLES	X
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of Research Problem	5
1.3 Objectives of the Study	7
1.4 Research Questions	7
1.5 Research Hypothesis	7
1.6 Significance of the Study	8
1.7 Scope of the Study	8 9
<ul><li>1.8 Operationalization of Research Variables</li><li>1.9 Overview of Methodology</li></ul>	10
1.10 Limitation of the Study	10
1.11 Organisation of the Study	10
CHAPTER TWO	11
LITERATURE REVIEW	
	<b>11</b> 11
2.1 Conceptual Review 2.1.1 Business Environment	11
2.1.2 External Business Environment	18
2.1.2 External Business Environment 2.1.3 Concept of SME's, types and importance	23
2.1.4 Business Environment of SMEs in Nigeria	27
2.1.5 Performance Measurement of SME's	32
2.1.6 External Environment on SME's performance	36
2.2 Theoretical Review	40
2.2.1 Contingency Theory	40
2.2.2 Resource Based View Theory	40
2.2.3 Stakeholder Theory	41
2.3 Empirical Review	43
2.4 Gaps in Literature	50
CHAPTER THREE: METHODOLOGY	52
3.1 Research Methods	52
3.2 Research Design	52
3.3 Study Population	53
3.4 Sample Size Determination	53
3.5 Sampling Techniques	54
3.6 Sources of Data Collection	54
3.7 Data Collection Method	55
3.8 Validity of Research Instrument 3.9 Reliability	55 55
3.9 Kenapiniy	

3.10	Data Analysis	56
CHAP'	TER FOUR: RESULTS AND DISCUSSIONS	57
4.1 Presentation of Data		57
4.2 P	4.2 Presentation of Demographic Information of Respondents	
4.3 E	Data Presentation of Respondents Responses to Question Items	62
4.4 H	Hypotheses Testing Hypothesis One	82
4.5 E	Empirical Findings	93
CHAP'	TER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	96
5.0	Preamble	96
5.1	Summary of Work	96
5.2	Research Findings	97
5.3	Theoretical Findings	97
5.3	3.1 Contingency theory	97
5.3	3.2 The Resource-based view theory	97
5.3	3.3 The stakeholders' theory	98
5.4	Empirical Findings	98
5.5	Conclusions	99
5.6	Recommendation	100
5.7	Limitation of the Research Work	101
5.8	Suggestions for Further Study	101
5.9	Contribution to Knowledge	102
REFRI	ENCES	103
APPEN	NDIX I	124

## LIST OF TABLES

Table 4.1: Number of Respondents	56
Table 4.2: Presentation of Demographic Information of Respondents	57
Table: 4.2.1: Gender	57
Table: 4.2.2: Age	57
Table: 4.2.3: Marital Status	58
Table: 4.2.4: Highest educational qualifications	58
Table 4.2.5: Designation	59
Table 4.2.6: Years of working experience	60
Table 4.2.7: Duration of the company	60
Table 4.3.1: SME'S require availability of infrastructural facilities to operate	61
Table 4.3.2: Despite the shortfall in power supply, SME'S still strives	62
Table 4.3.3: Good road network can open up new markets for SME'S	62
Table 4.3.4: Social amenities are required to support SME'S business activities	63
Table 4.3.5: Availability of good roads will increase business activities and create mor	re jobs
for the people	64
Table 4.3.6: Access to social amenities will expand SME'S operations leading to more m	narkets
requiring sales personnel	64
Table 4.3.7: Availability of regular power supply will lead to uninterrupted process rec	luiring
more personnel to work continuously	65
Table 4.3.8: Safe business environment indices smooth operation leading to demand for	r more
personnel to accomplish the task	66
Table 4.3.9: Tax rate are unfair to SME'S	66
Table 4.3.10: Taxation affects business operations	67
Table 4.3.11: Possible impact of tax is corresponding increase in prices of goods	68
Table 4.3.12: The regressive nature of taxes on SME'S reduce their revenue	68
Table 4.3.13: Government taxation policy on SME'S does not consider much of the se	cale of
operation hence adversely affects their sales revenue	69
Table 4.3.14: Most SME'S do not hold portfolio in their operations and are thus prone to	_
risks of taxation and hence weak sales revenue	70
Table 4.3.15: The uncertainty of taxes paid by SME'S interferes with their inventory	cycle
hence breaks and jumps in their tax remittances and reduced revenue base	70
Table 4.3.16: Sound policy protects SME'S property right	71
Table 4.3.17: Existence of statutory legal framework protects SME'S activities	72
Table 4.3.18: Legal framework is required in business operations	72
Table 4.3.19: Statutory guidelines are necessary in business operations	73
Table 4.3.20: Statutory policies improves SME'S operations	74
Table 4.3.21: Legal framework ensures that standards are adhered to	74
Table 4.3.22: Regulatory bodies ensure that SME'S follow the total policy requirement is	
operations	75
Table 4.3.23: Adherence to stipulated standard measures is a major SME'S strate	
competitive advantage	75
Table 4.3.24: Financing is needed for SME'S operations	76
Table 4.3.25: SME'S funding increase their business activities.	77
Table 4.3.26: Smooth operations of SME'S is dependent of financing support	77
Table 4.3.27: SME'S thrive on funding from financial institutions	78
Table 4.3.28: Banking sector should give support loans/credits for SME'S development	79
Table 4.3.29: Loans granted but Banking sector has the possibility of accelerating develo	-
	79

Table 4.3.30: SME'S ply a significant role in economic growth and deve	lopment of a nation
	80
Table 4.3.31: The growth and development of SME'S can be elevated by	by finding form the
banking institutions	81
Hypothesis testing (Hypothesis One)	
Table 4.4.1.1: Model summary	81
Table 4.4.1.2 ANOVA	82
Table 4.4.1.3: Coefficients Hypothesis Two	83
Table 4.4.2.1: Model summary	84
Table 4.4.2.2: ANOVA	85
Table 4.4.2.3: Coefficients	86
Hypothesis Three	
Table 4.4.3.1: Model summary	87
Table 4.4.3.2: ANOVA	88
Table 4.4.3.3: Coefficients	89
Hypothesis Four	
Table 4.4.4.1: Model summary	90
Table 4.4.4.2: ANOVA	92
Table 4.4.4.3 Coefficients	92

#### **ABSTRACT**

The external business organisation operates on a highly dynamic, chaotic, fluctuating, and complex environment. The business organisation is subject to swift and unpredictable changes in the external environment. This environment constitutes an important role in the formation and advancement of the business enterprise. To this end the objective of this study was to assess the effect of external business environment on entrepreneurial performance of Small and Medium Enterprises in Lagos State. This research adopted the quantitative research method as the researcher intended to measure respondent's opinion on the subject matter by quantifying their responses using data, which was analyzed statistically. This study adopted both explanatory and descriptive research design. Therefore, target population figure for this study comprised 6,602 micro and small enterprises in Lagos drawn from manufacturing, wholesale/retail trading and services. The sample size for this study was 118 micro and small enterprises in Lagos State. This study adopted multistage sampling method using the purposive, stratified and simple random sampling technique which were deemed suitable for representativeness of the sample. Data retrieved from this study survey was analyzed using descriptive and inferential statistics. Regression analysis was deemed suitable for confirming the study hypotheses because it helped to examine the strength, degree and direction of association between the study variables. The results of this study supported the direct effect of infrastructural facility on job creation, significant effect of Taxation policies on sales revenue of SMEs, government policies significantly improve product quality of SME's and a significant contribution of financial institution on growth of SMEs. The study recommended that there is need for government and governing agencies to create policies and regulations that creates an enabling environment for the support, growth and development of the SME sector in the country.

Keywords: Business Environment; Entrepreneurial Performance; Small Scale

Enterprises; Lagos State