



Determinants of Survival and Sustainability Growth of SMEs in Kano State - Nigeria

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Abstract

Small and medium enterprises (SMEs) are considered as an important pillar in developing any economy. Both in the developed and the emerging nations have undeniably acknowledged the cardinal role the SMEs plays in their development. This study analyse the determinants of survival and sustainability growth of SMEs in Kano state. Data was collected from 260 small and medium enterprises using questionnaires. The study uses descriptive statistics and logistic regression to analyse the data collected. The result shows that the variable of funds for business has the highest coefficient among the independent variables and therefore, becomes the highest factor that motivate business operation. From the logistic regression, the result reveals that survival of business was significantly influenced by access to market, product promotion, funding for the business, training of workers and government role. The study therefore, recommends among other implication are provision of funds and basic infrastructures to SMEs, more government participation towards encouraging youth's participation in SMEs businesses and capacity building in entrepreneurship.

Keywords: Business Survival, Sustainable Growth, Small and Medium Enterprises

JEL Code: M21, L26, P23.

Contribution/Originality:

This paper provides an empirical evidence on the factors that determines the survival and sustainable growth of SMEs. Government support, infrastructures and product promotion are central to SMEs operations in Kano State.

1.0 Introduction

The global attention on Small and Medium Enterprises (SMEs) development is primarily becoming a center of concern due to their role to improve trade and industrialization in the developed nations' economy (OECD, 2004). Small and medium enterprises are generally considered as a driving force for economic growth, job creation and poverty reduction in an underdeveloped countries. They have become a source of achieving rapid industrialization and accelerated economic growth (Haris and Gibson, 2006). Despite the significant role of SMEs in attaining growth and development but

entrepreneurs are facing many challenges that limit their chances in long term survival and development. Studies on SMEs have shown that the rate of failure in developing countries is higher than in the developed countries (Arinaitwe, 2002).

Small and medium enterprises have known to exist in Nigeria prior to Structural Adjustment Programme (SAP) that were introduced in 1980. However, SMEs play an important role in the growth and development of the country. Study by the International Finance Cooperation (IFC) shows that

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almost 96 percent of Nigerian businesses are SMEs in nature (Oyeyinka, 2010). These businesses represent 90 percent manufacturing and industrial sector in the country. However, these businesses contribution to GDP is only about 1 percent (Gbandi & Amissah, 2014). Similarly, there is lack of information about their number and the people they employ in the country. Some studies shows that almost all the enterprises that were studied have performed far below expectation due to certain problems which ranges from attitude and habits of the SMEs themselves, environmental related problems to instability and frequent changes in the government policy (Basil, 2005).

In order to facilitate the development and promotion of efficient SMEs sector that will enhance sustainable economic development in Nigeria, the Small and Medium Enterprises Development Agency (SMEDAN) was established in 2003. In the year 2010, SMEDAN and National Bureau of Statistics (NBS) conducted a study on SMEs in Nigeria and find out that, 17.28 million SMEs are operating in the country, providing 32.41 million jobs (NBS, 2015). Similar study was conducted by Enterprise Baseline in 2012 which reveals that there are 17 million SMEs in Nigeria which contributes 46.54 percent to its GDP and over 25 percent of employment in the country (Afolabi, 2015). Government at both federal, state and local through budgetary allocation, policy pronouncement, other fiscal incentives, grants, bilateral and multilateral agency support were all geared toward making the SMEs sub-sector vibrant and efficient (Gbandi & Amissah, 2014).

The impending benefits of the SMEs to Nigerian economy includes an increase in output of goods and services, creation of jobs, reduction in income disparities and development of a pool of skills and strategies for survival (Afolabi, 2015). Some SMEs in Nigeria are thriving well despite the challenging environment while others have ceased to exist. This indicates that SMEs are

encountering numerous problems which hinders their growth and survival in the country. These challenges are financial constraints, lack of viable entrepreneurial skills, lack of adequate credit traceable to the reluctance of the banks to extend credit facility and poor documentation. Therefore, SMEs are said to face with major financial problem due to lack of access to institutional credits which make them to encounter high financing cost and prospective failure. This problem appear to be more prevalent among Nigerian SMEs. Therefore, the study focuses on the determinants of survival and sustainability growth of SMEs in Kano state. The paper is divided into five sections. The first section is the introduction, literature review is the second and third section is the methodology. The fourth section is the discussion of results and the fifth section is conclusion and policy recommendations.

2.0 Literature Review

There seems to be a consensus in most of the studies reviewed, that SMEs when adequately funded will contribute significantly to its survival and growth. Akingunola (2011) assess specific financing options available to SMEs in Nigeria and their contribution to economic growth via investment level. Using Spearman rank correlation, he found that there is significant positive relationship between SMEs financing and economic growth in Nigeria via investment level. He opined that availability to relative low interest rate financing should be provided to SMEs in order to enhance growth of the SMEs. This study was supported by the works of Anga (2014) for small and medium enterprises in Nigeria that access to finance has positive and significant effect on growth. He also found that management skills and micro environment positively and significantly affect growth. Derese (2014) identify and analysed factors that affect the growth of SMEs in Ethiopia. The study found that age has significant inverse relation with enterprise growth and initial size of an enterprises was found to be negative and statistically not



significant. The study concludes that the impact of environmental factors are weak due to geographical proximity between enterprises and its direct environmental similarity.

Furthermore, Kitisha (2013) applied Pearson product of moment correlation coefficient to assess the influence of education, training, peer influence, entrepreneurs' innovativeness, registration process, physical infrastructure and license on growth and development in Kenya. The study found that there is positive relationship between growth and development of small and medium enterprises and education, training, business registration process, innovativeness and physical infrastructure. Murathe (2016) investigate factors affecting growth of micro and small family business in Nairobi. The study found that leadership style significantly influences growth of family owned business and succession planning, business conflicts, government structure were statistically significant on growth. The study concludes that majority of the leaders in family businesses across Nairobi, have total control in their business and they have trust their employees and involve them in decision making thereby setting goals for their employees to attain organizational goals.

Similarly, Mbugua (2013) also identify the factors affecting growth of micro and small enterprises, a case of tailoring and dressing enterprises in Eldoret Kenya. Contrary to many studies, the findings revealed that number of years in self-employment increased growth of business enterprises. He also, found that there was significant relationship between marketing, finance and motive of going to self-employment with growth of business enterprises which is contrary to Woldie, Patricia and Adebimpe (2008). It is expected that number of employees makes an enterprises to produce more products, hence such a firm will become more productive compare to one such employees are not many.

The study of Woldie, *et al* (2008) conducted a study to examine factors influencing small and medium enterprises in Nigeria. They found that

the size of the firm, firm sector, legal status and number of employees where the factors that influence the growth of the firms. Muthini (2015) find out factors that influence the performance of micro, small and medium enterprises owned by women in Nairobi Kenya. The study found that majority of the respondents 165 borrow from among themselves, 60 percent of the respondents acquire basic education which is key to business management and performance, hence imparting skills in entrepreneurship. On domestic commitment about 52 percent of the respondent have 3 to 5 years in the business. More so, 38 percent of the respondents shows that there is high cost of finance which is the most significant key to completion. The findings of the study is relevant despite some variables are omitted such as market share and capital availability.

Hove and Chikungwa (2013) assessed the internal factors affecting the successful growth and survival of small and micro agri-business firms in Alice communal area of South Africa. They found that factors like business plan, marketing strategy, mission/vision and finance are the factors influencing the survival of small and micro agri-business firms. This is similar to the findings of Chittithaworn, Anchtenhagen, and Naldi (2011) and they acknowledge that market and customer played an important role in ensuring successes of small and medium enterprises business.

Another study conducted by Uddin & Bose (2013) determine the factors affecting the success of SMEs in Bangladesh, evidence from Kulna City. The study found that success of SMEs is influenced by business plan, channel of distribution, management skills, use of technology, government support, access to capital and customer management whereas, improved product and services have a negative correlation with success of SMEs. Similar to the work of Muhammad, Omotesho, and Oyedemi (2017) and that technology usage is also another factor capable of enhancing business success. Additionally, Sherifat, Andrew, and Adewole (2013) examine whether there is difference

between factors that influence small scale business performance among the female and male enterprises of formal economy in Lagos state Nigeria. They found that women considered the ability to combine family and work together as the motivation for starting business, while men considered business achievement as their motivation. Although, this study did not specifically show the method of its data analysis as evidence in its result.

Bokoro (2016) applied logistic regression to critically analyze the likelihood of SMEs long survival in a competitive market in Ethiopia. The study utilized panel data and found that 86.4 percent of the total failed firms ceased operation during the first two years of operation and only 91 percent of all failed firms ceased operation after their 5th year of operation. However, this study is considered not suitable for assessing the survival of SMEs as survival analysis requires firm's characterization and their nature of market selection. Therefore, this study focuses on the determinants of survival and sustainability growth of SMEs in Kano state Nigeria.

3.0 Methodology

The study was carried out in Kano state among 260 respondents who were randomly selected using simple random sampling technique from the total population 84293 entrepreneurs who were identified in a preliminary survey. The research utilizes both primary and secondary sources of data collection. The primary data were collected using structured questionnaire while the secondary data were obtained from relevant textbooks, internet sources, newspaper and magazines, journals and bulletins.

The data were analyzed using descriptive statistics (frequency, ratios, percentages, pie chart and mean) and the logistic regression for the survival analysis. The logistic regression was chosen due to its binary component that show two different outcomes in a model.

3.1 Logistic Model for Survival of SMEs

Survival analysis is analogous to logistic regression analysis but follows a longitudinal or follow up study design. Survival data analysis is performed by using the duration of operation of SMEs as survival time (T) and the variable δ as an indicator of censoring for each of the SMEs in the study. The value for δ is 1 for all SMEs that ceased to operate (failed businesses) and the value of δ is 0 for all SMEs that survive (economically viable businesses).

The cumulative density function $f(t)$ of time under risk or survival time (T) is expressed as:

$$F(t) = P(T \leq t), t \geq 0$$

Where t is a specific value of T

The survival function (S) is defined as the probability of surviving past time t :

$$S(t) = 1 - F(t) = P(T > t)$$

Due to the right censoring of survival time, in most applications the prime interest is in the hazard function which is the probability of failure in short time interval change t conditional on survival unit t .

The study logistic regression model is specify as follows:

$$Y_t = \beta X_t + e_t$$

The model can therefore be presented as follows:

$$\begin{aligned} S_t = & \beta_0 + \beta_1 YOB + \beta_2 BKC + \beta_3 NOW \\ & + \beta_4 TPP + \beta_5 BAI + \beta_6 ATM \\ & + \beta_7 POP + \beta_8 FFB + \beta_9 PSS \\ & + \beta_{10} TFW + \beta_{11} MKP \\ & + \beta_{12} UOM + \beta_{13} GOV + e_t \end{aligned}$$

Where:

S_t = Binary categorical dependent variable and represent success or failure of business

YOB = Years of Business

BKC = Bank Credit

NOW = Number of Workers



TPP = Type of Product

MKP = Market for Product

BAI = Basic Infrastructures

UOM = Use of Machinery

ATM = Access to Market

GOV = Government Role

POP = Promotion of Product

e_t = Error term which is assumed to follow both normal and logistic distribution for the logit model. A prior expectation of this logistic regression is that: $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8, \beta_9, \beta_{10}, \beta_{11}, \beta_{12}, \beta_{13} > 0$

FFB = Fund for the Business

PSS = Power Supply

TFW = Training for Workers

4.0 Results and Discussion

Table 1 Summary statistics of Demographic Variables of Respondents

Variable	Obs.	Mean	Std. Dev.
Age	260	29.38077	8.484668
Years of Experience	260	8.90384	2.717451
Year of Business	260	8.553846	3.018761
Family Workers	260	8.615385	2.36736

Source: Source: Computed by authors using STATA 13 .

From table 1 above a total number of 260 questionnaire were returned and the analysis of the result revealed that the mean age of the respondents is 29. This result implies that the youth within the age bracket of 30 – 40 years occupied the highest percentage of the SMEs in the study areas. This can be attributed to the high rate of unemployed youth in every part of the country seeking for sources of livelihood in almost every sector available. The results further implies that majority of the respondents are within the active age group and that they can make positive contribution towards improving the SMEs in the study area when the available infrastructure are put in place.

The result revealed that the mean of years of experience is 8.9 years. This result shows that majority of the respondents had business experience as a result of which business holders are able to make sound decisions that are technically feasible as regards to the profitability of the business.

The result revealed that the mean years in business is 8 years. This shows that majority of the respondents have been in the business for 8 years which indicates a high rate of survival of the business. This is in contrast with the works of Aremu and Adeyemi (2011) which claimed that most SMEs in Nigeria dies within the first five years of existence.

Table 2 Forms of Business Ownership

Variable	Level	Frequency
Business Ownership	Sole Proprietorship	137



Partnership	94
Private Limited Liability Co.	6
Cooperatives	21
Others	2
Total	260

Source: Source: Computed by authors using STATA 13.

The respondents were asked the form of ownership of their businesses. There were varieties of forms of ownership of the SMEs but the dominant among them is sole proprietorship as revealed in the result of table 2 above with 137 businesses. However, SMEs that operate as limited liability companies have the least number

of respondents which was found to be 6 businesses. This outcome could be due to the fact that majority of SMEs in the study are solely owned and managed. This is similar to the findings of Adebeye (2011) were 38.7 percent of the enterprises operated by the principal owner of the business as self-employed sole business owner.

Table 3 Level of Education of Respondents

Variable	Level	Frequency
Level of Education	Non-formal education	7
	Primary	13
	Secondary	59
	Tertiary	180
	None	1
Total		260

Source: Source: Computed by authors using STATA 13.0

The above table 3.0 revealed that majority of the respondents acquired tertiary education where the result shows 180 respondents have tertiary education. This findings is in line with the

findings of Wordie, Patricia and Adebimpe (2008) which states that those with higher qualification tends to have higher growth compares to others with other forms of education.

Table 4 Source of Capital for Starting the Business

Variable	Level	Frequency
Source of startup capital	Personal Savings	97
	Loan	12
	Family Sources	109



Corporative	36
Grants	6
Total	260

Source: Source: Computed by authors using STATA 13.

From the 260 respondents, 109 respondents and 97 source their start-up capital from family and personal saving respectively. This results indicates that access to bank loan and available finance are among the most obvious problems that are contributing to the collapse of many businesses at an earlier stage of establishment as only 12 respondents have access to loan. 36 respondents source their capital from corporative while only 6 of the respondents source their start-

up capital from grant. Available finance is needed in establishing business that have good future prospects and majority of the respondents' opinion revealed their dominant source of capital for their business is through their families and personal savings which shows that government and other related non-governmental organization are required to support and make funds available to the potential SMEs.

Table 5 Number of Workers Employed

Variable	Level	Frequency
Number of workers	10 – 50	62
	51 – 100	61
	101 – 150	37
	151 – 200	100
Total		260

Source: Source: Computed by authors using STATA 13.

From table 5 above, it can be seen that 100 Small and medium scale enterprises have 151 – 200 workers while 62 SMEs employed 10 – 50 workers. 61 SMEs employed 51 – 100 workers and 37 SMEs have 101 – 150 number of workers. This findings shows that SMEs business serves as a very good source of youth employment. This conforms to the works of Mwarari and Ngugi

(2013) were they found that SMEs in Kenya are responsible for about 80 percent of employment generation and contribute about 40 percent to Kenyan GDP. They further argued that these statistics demonstrate that SMEs are an integral part of the economy and are critical in spurring socio-economic development in Kenya.

Table 6 Logistic Estimation of Survival and Marginal Effect

VARIABLES	ODDS RATIO	STD ERR	Z	P> Z	MARGINAL EFFECT
Years of business	.9434179	0.86205	-0.64	0.524	-.0038223
Bank credit	1.493404	.8839489	0.68	0.498	.0255309



Number of workers	1.382202	.3150301	1.42	0.156	.0212411
Basic infrastructures	2.269543	1.695589	1.10	0.273	.0702345
Type of product	1.442523	.3656253	1.45	0.148	.0240443
Access to Market	.3403515	.2099315	-1.75	0.081***	-.0631749
Promotion of product (s	2.516384	1.34586	1.73	0.083***	.0664435
Funds for the business	250.6673	184.544	7.50	0.000*	.7305542
Power supply	1.686163	.8829636	1.00	0.318	.360918
Training for workers	.290258	.1601807	2.24	0.025**	-.0696427
Market for products	1.061909	.5326219	0.12	0.905	.0039729
Use of machinery	.7724633	.4035444	-0.49	0.621	-.0167122
Government role	3.505558	2.072403	2.12	0.034**	.0922964
Cons	.0463132	.0780032	-1.82	0.068	
Log Likelihood = -60.206764		Number of obs = 260, LR chi ² (7) = 169.78 Prob > chi ² = 0.000, pseudo R ² = 0.5851			

*** Significant at 1%; ** significant at 5%, * significant at 10% confidence level.

Source: Computed by authors using STATA 13.

From the logistic result in table 6 above, pseudo R² is 0.585, which implies that 59 percent variation in SMEs can be explained by all the independent variables and 41 percent fluctuation can be influence by other variables not captured by the model. From the result, years of business was found to have negative relationship with business operation and was not statistically significant. The result shows that if years of business increase by 1 percent, business operation will decrease by 94.34 percent. The result fits the a priori expectation and was not rejected. This findings is in line with the findings of Sherifat, Andrew and Adewole (2013) that years of business has negative relationship with business operations (survival of business).

Bank credit was found to have a positive relationship with business operation and was not statistically significant. The result shows that 1 percent increase in the bank credit will lead to

14.93 percent increase in business operation. The result meet with the a priori expectation. The finding is similar to the findings of Chittithaworn et al (2011) which found that access to bank credit enable the business success of SMEs in Thailand. As a determinant factor, number of workers was found to have positive relationship with business operation and was not statistically significant. The result shows that 1 percent increase in the number of workers will lead to 13.82 percent increase in the business operation. This findings is supported by the work of Uddin and Bose (2013).

Basic infrastructure was found to have positive relationship with business operation. The result shows that 1 percent increase in basic infrastructure will lead to 22.69 percent increase in business operation. This finding is in line with the findings of Ktisha (2013). Product produce was found to have positive relationship with



business operation and was not statistically significant. The result shows that 1 percent increase in the type of product produce will bring 14.42 percent increase in the business operation. Access to market was found to have negative relationship with business operation and was found to be statistically significant at 10 percent level. The result shows that 1 percent increase in market access will bring 34.03 percent decrease in business operation. This findings contradict the findings of Chittithaworn et al (2011) that found access to market had positive effect towards business success of SMEs.

Promotion of product was found to have positive relationship with business operation and was significant at 10 percent level. The result shows that 1 percent increase will lead to a 28.16 percent increase in business operation. Funds for business were found to have positive relationship with business operation and was statistically significant at 1 percent level of significance. The result shows that 1 percent increase in fund will bring 250.67 percent increase in business operation. This implies that SMEs with more funds tend to operate more in the business. This finding is similar to that of Chittithaworn et al (2011) and Uddin and Bose (2013).

Power supply was found to have a positive relationship with business operation and was not statistically significant. The result shows that 1 percent increase in power supply will lead to 16.86 percent increase in business operation and was statistically significant at 5 percent level. The result implies that more power supply will help in busting the business operation of SMEs. Training of workers was found to have negative relationship with business operation and was statistically significant at 5 percent level. The result shows that 1 percent increase in training of workers will lead to 29.02 percent decrease in business operation and therefore this hypothesis was rejected.

The use of machinery was found to have negative relationship with business operation and was not statistically significant. The result shows that 1

percent increase in the use of machinery will lead to 77.25 decrease in business operation. This finding is in line with the study of Uddin and Bose (2013)

which found that the use of technology have negative correlation with the success of SMEs. The role of government in SMEs was found to have a positive relationship with business operation and was statistically significant at 5 percent level. The result shows that 1 percent increase in government participation in SMEs will lead to 35.06 percent increase in business operation. This implies that government can play a significant role in business operation and as such can influence its success. This findings contradict the work of Uddin and Bose (2013).

5.0 Conclusion and Recommendations

Small and Medium Scale Enterprises (SMEs) are crucial catalyst for economic growth and development in both developing and developed economies. They contribute in the areas of job creation, poverty reduction and income generation particularly in under developing countries Nigeria inclusive. However, these SMEs are confronted with several challenges in their operations that makes them cease operation in the first year of their existence. These challenges ranges from lack of credit, poor infrastructures to lack of government support. This study examines the determinants of survival and sustainable growth of SMEs in Kano state. The paper utilizes descriptive statistics and logistic regression model to determine the factors that affect success or failure of SMEs in the study area.

The findings reveals that bank credit, basic infrastructures, promotion of product and power supply are positively related with business operation. While, years in business, access to market, training of workers and type of machinery use have negative relationship with business operation in the study area. The study recommends that government with other stake holders should restructure and strengthen policy



in favour of a rapid growth and development of SMEs, provision of sources of finance, basic infrastructures, training and capacity building to entrepreneurs. This will enable them to make more contribution to the nation's economic development especially in the area of poverty alleviation, job creation, wealth and capital accumulation and general economic vitality in the state.

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