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Thank you

The Editor

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INFLUENCE OF MARKETING ENVIRONMENTAL FACTORS ON THE PERFORMANCE OF SMALL AND MEDIUM SCALE FIRMS IN KADUNA STATE

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ABSTRACT

Nigerian business firms are operating in a stormy and harsh environment and this is having serious impact on their operational activities and this has led to the collapsed of some of these firms both big and small ones. As a result of this fierce operating environment, firms that operating are below installed production capacity and in fact many are on the verge of closing shop. Hence, the study specifically aims at examining the influence of marketing environmental factors on the performance of SMEs in Kaduna state. The study essentially sourced its data through secondary and primary sources of data and selected 116 SMEs owners out of 1156 registered SMEs on the list of Kaduna state ministry of commerce directory of business. These 116 SMEs owners were selected through purposeful sampling method from six local government areas across the three senatorial districts in the state. The study used mean rating and chi-square to analyze the data collected from the respondents. The result of the study revealed that marketing environmental factors has significant influence on the performance of SMEs in Kaduna state. Based on its findings, the study recommends that government should create enabling environment for these SMEs owners by making provision for infrastructural facilities, policies and regulations that are SMEs driven and ensuring that SMEDAN effectively implements disbursement of financial supports met for SMEs.

Keywords: Marketing, Environmental Factors, Performance, Small and Medium Scale Firms.

Introduction

The issue of environment in the overall performance and continued existence of business organizations has drawn a lot of attentions among writers or scholars in the fields of management, business as well as economics. These scholars have tried in their respective studies to examine the influence of environmental factors on organizational performance. For instance, Osuagwu (2009) said marketing environment is a salient determination of both strategy and organization performance while Baker (1982) posits that marketing environment is the ultimate constraints upon a company's marketing strategy. The environment therefore, establishes the parameters within which companies must operate, but their success is a function of their interaction with each other as upon their interpretation of, and adaptation to the general environment (Baker, 1992). It stems from these facts that for any organization to be able to attain its set objectives such organization must be able to carefully analyes and monitor the environment in which it carries out its business. These monitoring and analysis are important if the organization is to be able to anticipate change and turn it to its advantage as a marketing opportunity rather than be surprised by it when the change occurs and perceives it as a threat. The ability to do this characterizes the growth and success of firms which will succeed in the turbulent business conditions in our economy (Baker, 1992).

However, Nigeria business firms (i.e. big, medium, small) are operating in a stormy and harsh environment and this is having serious impact on their operational activities. The impact of environmental factors on business activities in Nigeria is so severe that Abdulsalam (2008) pointed out that Nigeria government is not resting on its oar as it is poised to initiate a bail-out plan for the moribund business industries that collapsed as a result of fierce operating environment. Layi (2010) affirmed this when he pointed out that a survey conducted by Manufacturing Association of Nigeria (MAN) as part of its membership operational audit in 2010, the result revealed that a total of 834 manufacturing companies closed shop in 2009 as a result their in ability to continue to cope with the challenges posed by the harsh operating environment in Nigeria. Out of these, 176 firms became terminally sick and collapsed in the Northern area which comprises manufacturing firms from Kano and Kaduna axis.

It is in the view of the present sordid state of this sector which suppose to be the hub of economic growth and development of every nation that interests this paper to investigate the influence of marketing environmental factors on the performance of small and medium scale firms (SMEs) in Kaduna.

The paper is made up of five sections. The first is introduction, section two is statement of the problem, three is literature review, section four is methodology, five is data analysis and discussion and the last chapter is conclusion and recommendations.

Statement of the Problem

Small and Medium Scale Enterprises(SMEs) are known to have played significant roles in the developmental process of most developed nations and have proved to be one of the most viable sectors with high growth potentials. Indeed, World Bank (2006) estimated that

SMEs contribute an average of 51.5 percent Gross Domestic Product (GDP) in high income countries but 15.6 percent in low income countries. SME are primarily considered to be the bedrock of economic development of any country, for instance, in USA Small Business Sector has about 22 million enterprises, generating more than a half of the country's GDP, employing about 53% of the total private workforce and is responsible for creating vast majority with new jobs. In China, SMEs employed 22.3% of the total rural labor force (Ogunleye, 2001). In Nigeria Small businesses account for about 50% of employed workforce and about 45% of all goods sold (Osuala, 2004). Supporting this claim Kadir (2007) said that SMEs can boast of being the major employers of labour if compared to the major industries including multi-nationals while Peterise (2003) maintained that SMEs in formal and informal sectors employ over 60% of labour force in Nigeria.

Furthermore, SMEs help in the achievement of improvement in rural infrastructure, improved living standard of rural dwellers, employment generation, utilization of indigenous technology, production of intermediate technology and increase in revenue base of the government e.t.c (Wahab and Ijaya, 2006, Nnanna, 2001 and Odubanjo, 2000).

It is evident from the above that SMEs play valuable role in employment generation, wealth creation and all these result to economic growth and development of local government areas, states and nations. However, the present conditions in Nigeria and by extension Kaduna state is threatening the continuing existence of these firms. This is because, SMEs are operating in a tough environment and this is impacting on the level of attainment of the stated goals of these firms. In fact, the environmental factors in the operating environment of these firms is so dynamic that any business owner that wants to succeed must adequately keep track of the number, extent and pace of changes in their operating environment according to Cook (1995). The Nigerian SMEs are highly vulnerable to environmental risks which include infrastructural decay, shortage of energy, unfavourable government policies, changing consumer needs, change in technology, intense competition and rivalry and other social and politico economic malaise which are taking their toll on small and medium scale industry.

Since SMEs have been found by many studies to be one of the key industries required to drive any nations' economic growth and development, how then can Nigerian and by extension Kaduna state SMEs be able to perform this much needed role in view of the fact that the industry is operating in a stormy environment? And the fact that it has been hypothesized by Baker (1982) that environmental factors are major determinants of the behavior and performance of business firms. The zeal to provide answer to these questions interest this study to investigate the influence of marketing environmental factors on the performance SMEs using Kaduna State as case study.

The objectives of this study are;

i. To identify marketing environmental factors that influence the performance of SMEs in Kaduna State.
ii. To determine the influence of marketing environmental factors on the performance of SMEs in Kaduna state and

Conceptual Framework

Business organization and their environment are in mutually inter-dependent interaction with one another. A business organization exists in the world of resources, opportunities, and limits. It can survive and thrive only when the environment desires its output of goods and services and is prepared to approve and endorse its activities.

Imaga (2003) and Ilesanmi (2000) pointed out that business organizations do not exist in a vacuum. They live within the environment and can only survive, grow and expand when they continuously adapt and respond on time to their environment. While Kotler (1980) said a firm's marketing environment is made up of the sectors, factors and forces outside its marketing functions, which affects the ability of marketing management function to develop and maintain an efficient, effective, and successful exchange relationship with target market.

From the above, marketing environment can be seen as the sum of all the exchanges between business organisation and the society in which it operates. The exchange could be in terms of sourcing human and natural resources required to carry out its operations and also in disposing off its finished goods.

There is consensus among writers in fields of management, marketing as well as business on the fact that business environment can be categorized into two and these are;

i. Internal Environment or micro environment.
ii. External environment or Macro Environment

Internal environment or macro environment.

Organizations' internal environment includes the factors that affect the firm's performance from within its boundaries. In fact, Oyelami (1991), Ilesanmi (2000), and Anugwom (2005) saw internal environment as controllable environmental factors which are internal to the enterprises. They further stated that it refers to those strengths and weaknesses within the organization itself which can be controlled in the long run. On their part Kotler (2003), Kotler and Amstrong (1994) and Wilson et al (1992) maintained that the micro-environment consist of those factors which are closest to the marketing firm and which impact the greatest and has most direct influence on the firm's ability to deal with its customers, suppliers, marketing channels, competitors and publics.

Therefore, the concept of micro-environment includes the firm itself, its distribution networks, and the public at large. Business firm can always manipulate, control and manage these factors to the optimum benefit of the organization. The ability to manage the internal factor will affect the activities of business organizations.

External environment or Macro Environment

According to Anugwom (2005), Kotler, (2003), Ilesanmi, (2000), Ekponubi (2008) and Osuagwu (2009) an organization must be in tune with its external environment to be successful overtime. There must be a strategic fit between what the environment wants and what the firm has to offer as well as between what the firm needs and what the environment can

provide.

In the view of Kotler (2003) and Wilson et al (1992) macro environment consists of broader set of factors which have bearing upon the company, including economic, demographic, technological, political and legal, socio-cultural factors. Together these factors of the environment form the uncontrollable factors in the environment, which in many ways act as constraint or inducement on strategic marketing practice.

Environmental uncertainty is a threat to business managers because it hampers their ability to develop long run range plans and to make strategic decision to keep the company in equilibrium with its external environment. Environmental uncertainty refers to the combination of the degree of complexity and the degree of change in the organization's environment (Ekpunobi, 2008).

Based on the views of these authorities; Osuagwu, (2009), Ekpunobi, (2008), Anugwon (2005), Kotler (2003), Imaga (2003), Nickels, McHugh and McHugh (2002), Stoner, greeman and Gilbert (2002), Ilesanmi (2000) Kotler and Amstrong (1994), Wilson, et al (1992) and Oyelami (1991) external environmental factors that influence operations of business organization can be categorized into economic factors, socio-cultural factors, political and legal factors, technological factors, demographic factors etc.

- **Economic factors:** This consists of factors that affect consumer purchasing power and spending patterns as well as the stage the economy in its economic cycle. Marketers should be aware of the major economic trends such as change income of consumers, changing consumer spending pattern, changing fiscal and monetary policies.
- **Socio-cultural factors:** This is made up of institutions and other forces that affect society's basic values, perceptions, preferences, and behaviors. People grew up in a particular society that shape their basic beliefs and values. Marketing managers should know the culture and its changing patterns for them serve their market well.
- **Political and Legal factors:** This also consists of laws, government agencies and pressure groups that influence and limit various organizations and individual activities in a given society.
- **Technological factors:** This environment is perhaps the most dramatic factor now shaping our destiny. Technology is the process of transforming scientific discoveries into realities. This environment is highly dynamic as new technologies render old ones obsolete while it also creates market and opportunities. Therefore, marketers should keep track with the changes in technological environment.
- **Demographic factors:** The demographic environment is of major interest to every marketers because it involves people and it is people that make markets. Essentially, this environment has to with knowledge of human population in terms of size, density, location, age, gender, race, occupation, and other statistics.

Small and Medium Scale Enterprises (SMEs)

There is no universally accepted definition of these terms, the terms Small, Medium

and Micro are relative and differ from Industry to Industry and country to Country (Obitayo, 1991). It is also important to recognize that the definition changes over time due to changes in price levels, advances in technology, level of employment among other variables (Udeh, 1999). The European Union defines a Medium Size enterprises as one with a head count of 250 and a small firm as one with a headcount of 50 and a micro- enterprises as one with a maximum of 10 employees. To qualify as an SME in the European Union, a firm must have an annual turnover of Euro 40 million or less and/or a balance sheet valuation not exceeding Euro 27 million, while the annual turnover of micro-enterprises must not exceed Euro 2 million.

However, several attempts have been made in Nigeria to define and classify Small and Medium Scale Enterprises. In 1991, the Central Bank of Nigeria (CBN) guidelines to banks classified SMEs as those with capital investment not exceeding N2 million (excluding cost of land) or maximum turnover of not more than N5 million. While citing Ekpenyong , Ejifor (1989) upholds that Small Scale Enterprises as those Enterprises that have relatively little capital investment that produces in Small quantities and as a result control a Small share of the market, that employ not more than 50 workers and in which management, marketing and entrepreneurial functions are netted in the proprietor. Also, Olokoyo (2001) sees small scale enterprises as industry with a total capital employed of not more than N50 million including working capital but excluding cost of land, and a labour sizes of 11-100 workers.

Methodology

1279 business firms were registered on the list of Kaduna State directory of business establishments published by Ministry of Commerce and Industry as at 2006 and it is still the latest edition as at 2010. Out of 1279 business firms 1230 are functional while 49 are closed down. 74 out of 89 big business firms are in operation. 1156 out of 1195 Small and Medium Scale Enterprises are functional. Hence, these 1156 functional registered Small and Medium Scale enterprises constitute the population of the study. However, the impossibility surrounding the inclusion of all the elements of the population in a study made sampling essential in this study like many others. The study will determine its sample size by adopting Roscoe (1975) 10% rule of thumb which says that 10% of a study population is enough as sample size. This study used 10% of the 1156 registered Small and Medium Scale enterprises on the list of the Kaduna State Ministry of Commerce and Industry as the study's sample size. This is calculated thus;

$$\frac{10 \times 1156}{100} = 115.6$$

This figure is approximated to 116; therefore, the owners of 116 registered Small and Medium Scale enterprises constitute the sample size of the study. The 116 registered Small and Medium Scale enterprises are selected through purposeful sampling method from six Local Government areas (LGAs) in the state. These six LGAs were taken across the three senatorial districts in the state. The choice of these LGAs is born out of the fact that the LGAs are hub of economic activities in the state and three of out the six LGAs are located within the state

capital. These LGAs are Kaduna North, Kaduna South, Chikun, Zaria, Sabon-Gari, and Jama'a. The first three are located within Kaduna metropolis respectively.

This study sourced its data through the primary and secondary sources. The data was sourced through questionnaires that were administered on 116 Small and Medium Scale business owners across the six LGAs. The questionnaire has two sections, that is A and B. Section A seeks demographic information while section B elicits response from the target elements on the influence of marketing environmental factors on the performance of SMEs in Kaduna state. The questionnaire comprises of a set of multiple choice as well as Likert scale questions. It has five alternative options which is scored in the following order, 5 points is Strongly agree, 4 points is for Agree , 3 points for Undecided, 2 points for Disagree, 1 point for Strongly Disagreed. The higher the total points, the higher the influence of marketing environmental factors on the performance of Small and Medium Scale Enterprises in Kaduna state. For each environment factor variable, a mean rating is estimated by estimating the total rating and dividing this total by the total frequency. The mean rating is used to make decision concerning the respondents' agreement. If the rating is 3.49 and below the respondents do not agree. But if the mean value is above 3.50, it is assumed that the respondents have agreed. The overall table of chi- square test is used to test the hypothesis which was formulated to guide this work.

The hypothesis is: Marketing environmental factors do not have significant influence on the performance of Small and Medium Scale Enterprises in Kaduna State.

The essence of testing this hypothesis is to provide answer to the main question of this study. 5% or 0.05 level of significance will be used. The decision rule is to accept the null hypothesis if the calculated chi-square value is less than the critical value (χ^2), otherwise, the null hypothesis is rejected.

Reliability and Validity Test

The reliability of the items on the questionnaire was tested through Cronbach's alpha statistics. The Cronbach's alpha (α) for the 9 items on the questionnaire pooled into a single aggregate measure is .765 as shown in the table below. According to Nunally (1978), alpha (α) values above 0.7 indicate sound and reliable measure. Hence, there is internal consistency in the measurement of the instrument. Also, the content of the questionnaire was pretested on six SME owners to check the face validity of the measure and this improves the research instrument.

Reliability Statistics

Cronbach's Alpha	N of Items
.765	108

Presentation of Data and Analysis

This section presents and analyses the data collected through the questionnaire. 116 respondents were selected as sample size for the purpose of questionnaire administration. At the end of the administration of questionnaires, 108 questionnaires were completed and returned and 8 questionnaires were not returned. Hence, the study's analysis is based on these 108 respondents who have filled their questionnaire properly.

Table 1: Influence of Marketing Environmental Factors on Small and Medium Scale Enterprises (SMEs) Kaduna state.

Enterprises (SMEs) Kaduna state.

ITEMS	SA	A	UD	D	SD	TOTAL
Change in customers taste	50	27	8	3	20	108
Differences in customers believes & values system	57	23	6	12	10	108
Inadequate infrastructural facilities	60	20	9	9	10	108
Inadequate legal provision to protect Smes	47	30	3	15	13	108
Unstable govt. Policies	52	33	8	9	6	108
Lack of govt. support for indigenous technology	45	30	10	10	13	108
Competitors marketing activities	45	25	5	18	15	108
Inadequate access to financial institutions	75	20	5	4	4	108
Ineffectiveness of Smedan	65	30	5	6	2	108

Source: Field Survey, 2010

Table 2: Computation for Mean Rating

ITEMS	SA	A	UD	D	SD	TOTAL	MEAN	REMARK
1	250	108	24	6	20	408/108	3.8	Agreed
2	285	92	18	24	10	429/108	4.0	Agreed
3	300	80	27	18	10	435/108	4.0	Agreed
4	235	120	9	30	13	407/108	3.8	Agreed
5	260	132	24	18	6	440/108	4.1	Agreed
6	225	120	30	20	13	408/108	3.8	Agreed
7	225	100	15	32	15	387/108	3.6	Agreed
8	375	80	15	8	4	482/108	4.5	Agreed
9	325	120	15	12	2	474/108	4.4	Agreed

Source: Authors' Computation.

Findings and Discussion

The response from demographic data reveals that 68% (73) of the total respondents are males while 35 which represent 32% are females. 45 (42%) of the SME owners are educated up to secondary schools level, 33 (31%) are OND/NCE holders, 25 (23%) are HND/BSc/BA holders and the remaining 5 (4%) SME owners hold Post Graduate degrees. The responses on the number of years in business indicates that 30(28%) of these SME owners have been in the business for 1-5 years, 41 (38%) for 6 10 years, 24(22%) for 11 45 years and 13(12%) are in business for 16 and above years. (see appendix).

This information shows that these groups of SME owners are well educated and knowledgeable to provide insightful responses on the subject matter.

As shown in Table 1 above all the 108 respondents agreed with all items on the questionnaire because the mean score for the responses were above the cutoff point which is 3.49

The first item has a mean score of 3.8 and this shows agreement among SME owners that changes in tastes and preferences of individual customer's affects the operations of SMEs. This implies that tastes and preferences of individual customers as variables of socio-cultural factors in business environment affect the activities of SME owners in Kaduna state.

Item 2 on the table also have a mean score of 4.0 and this shows agreement among the respondents that the beliefs and value system of SMEs customers as a socio-cultural factor do affect their business activities.

Item 3 which has a mean score of 4.0 suggests that SMEs owners in Kaduna states agreed that inadequate and deteriorated nature of infra structural facilities such as energy supply, roads, pipe borne water is having its toll on their business operations.

For the item 4 and 5, which addresses the impact of Political/legal factors on SMEs in Kaduna, the respondents agreed that government policies and regulations are not stable as their mean scores is 3.8 and 4.1 respectively.

Item 6 with a mean score of 3.8 shows that SME owners in Kaduna State agreed that lack of support from government affect their efforts in transforming their indigenous technologies into modern technologies. The implication of this is that SMEs might not be able to compete technologically with other firms using modern technologies.

The mean score of item 7 is 3.6, even though the lowest, it's agreed that competitors' activities in the marketing decision areas affects marketing activities of the SME owners in Kaduna state. This implies that these firms are in their own ways trying to outperform their rivals in the markets for the purpose of maintaining and winning new customers.

The last two items on the questionnaire bother on the accessibility of SMEs to finance from formal financial institutions as well as financial incentives from government agencies. Item 8 has the highest mean score of 4.5 and this indicates a unanimous agreement among SMEs owners in Kaduna State that formal financial institutions is not providing them adequate access to loans facilities and this is affecting their business activities as they all said that they

depend mainly on their individual personal sources of finance.

Item 9 has a mean score of 4.4 which shows agreement among SME owners on the Issue of ineffectiveness of government agencies such as Small and Medium scale Enterprises Development Agency of Nigeria (SMEDAN) in disbursing financial incentives that are met to promote the activities of SMEs. This implies that SME owners have to depend mostly on their individual ability through personal saving, support from family, friends etc

Table 3: Contingency of Marketing Environmental Factors

O	E	O-E	$(O-E)^2$	$\frac{(O-E)^2}{E}$
50	55.1	- 5.1	0.2601	0.00472
27	26.4	0.6	0.36	0.01364
8	6.6	1.4	1.96	0.29697
3	9.6	- 6.6	43.56	4.5375
20	10.3	9.7	94.00	9.1262
57	55.1	+ 1.9	3.61	0.06551
23	26.4	- 3.4	11.56	0.43788
6	6.6	- 0.6	0.36	0.05455
12	9.6	2.4	5.76	0.6
10	10.3	- 0.3	0.09	0.00874
60	55.1	+ 4.9	24.01	0.4358
20	26.4	- 6.4	40.96	1.55151
9	6.6	2.4	5.76	0.8727
9	9.6	- 0.6	0.36	0.0375
10	10.3	- 0.3	0.09	0.00874
47	55.1	- 8.1	65.61	1.19074
30	26.4	3.6	12.96	0.4909
3	6.6	- 3.6	12.96	1.96364
15	9.6	5.4	29.16	3.0375
13	10.3	2.7	7.29	0.7078
52	55.1	- 3.1	9.61	0.17441
33	26.4	6.6	43.56	1.65
8	6.6	1.4	1.96	0.29697
9	9.6	- 0.6	0.36	0.0375
6	10.3	- 4.3	18.49	1.79514
45	55.1	- 10.1	102.01	1.85136
30	26.4	3.6	12.96	0.49091
10	6.6	3.4	11.56	1.75152
10	9.6	0.4	0.16	0.01667
13	10.3	2.7	7.29	0.70777
45	55.1	- 10.1	102.01	1.85136
25	26.4	- 1.4	1.96	0.07424
5	6.6	- 1.6	2.56	0.38788
18	9.6	8.4	70.56	7.35
15	10.3	4.7	22.09	2.1447
75	55.1	19.9	396.01	7.1871
20	26.4	- 6.4	40.96	1.55151
5	6.6	- 1.6	2.56	0.38788
4	9.6	- 5.6	31.36	3.26667
4	10.3	- 6.3	39.69	3.8534
65	55.1	9.9	98.01	1.77877
30	26.4	3.6	12.96	0.49091
5	6.6	- 1.6	2.56	0.3879
6	9.6	- 3.6	12.96	1.35
2	10.3	- 8.3	68.89	6.6883

Total = 72.524

Source: Authors Computatio n.

Test of the hypothesis

The hypothesis formulated for this study as stated earlier is: Marketing environmental factors do not have significant influence on the performance of Small and medium scale enterprises in Kaduna State.

Based on the 32 degree of freedom and above, the critical chi-square value (X^2) at 5% level of significance is 43.77 and chi-square(X^2) is usually one tail test. The computed chi-square value is 72.52. This means that the computed chi-square value falls in the rejection region. We therefore reject the null hypothesis and accept the alternative hypothesis which says Marketing environmental factors have significant influence on the performance of Small and medium scale enterprises in Kaduna state.

Conclusion and recommendations

In view of the above findings the following conclusion are drawn, that;

The majorities of SMEs owners under investigation are educated and have been running their businesses for reasonable number of years to assess the influence of marketing environmental factors on their business activities.

Social cultural variables such as customers' tastes, beliefs, preferences, and value systems have considerable influence on the activities of SMEs in Kaduna state.

Inadequate supply of power and pipe bore water as well as deteriorating state of roads network is affecting the activities of SMEs in Kaduna State.

Those political and legal factors such as policies, laws, regulations within the operating area of SMEs in Kaduna State are unstable.

SMEs in Kaduna State are not getting required support from government to aid transformation of their indigenous technologies to modern ones.

Stiff competition among rival firms in the market affects efficient operations of SMEs in Kaduna State.

Lastly, SMEs owners are not getting adequate access to finances from the formal financial institutions to aid their activities and government agency such as Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) established to provide succour to SMEs is not effective in disbursing financial incentives that are met to cushion the operation of SMEs owners' activities.

Recommendations

Based on the findings of this study, the following recommendations are made which are to guide the activities of the SMEs owners in Kaduna state and other states in the nation in dealing with marketing environmental variables in their operating environment.

SMEs owners should know that marketing environmental factors are dynamic; hence, they should put up an effective marketing intelligence gathering system that will enable them to efficiently monitor changes in their business operating environment.

SMEs owners should be proactive in their marketing activities to enable them keep

abreast of the changes in consumers' needs, tastes and preferences.

In addition, SMEs owners should ensure there is healthy rivalry among themselves in carrying out their business activities.

Government should as a matter of urgency make adequate provision for the supply of power and pipe bore water and try to repair bad roads as well as construct new ones to ease movement of goods and services.

Government should make provision for policies, rules and regulations that will be SMEs centered to protect them and encourage their owners to keep being business in spite competition from bigger local firms and foreign ones.

Government should closely monitor the activities of its agencies saddled with the responsibility of promoting, regulating, and protecting the operations of SMEs in Nigeria.

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APPENDIX A
RELIABILITY TEST

Case Processing Summary

		N	%
Cases	Valid	972	100.0
	Excluded[a]	0	.0
	Total	972	100.0

a. Listwise deletion based on all variables in the procedure.

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Item Means	3.507	2.013	5.000	2.987	2.483	4.460

APPENDIX B

O	50	27	8	[illegible]	20	108
E	55.1	26.4	6.6	[illegible]	10.3	108
O	57	23	6	[illegible]	10	108
E	55.1	26.4	6.6	9.6	10.3	108
O	60	20	9	9	10	108
E	55.1	26.4	6.6	9.6	10.3	
O	47	30	3	15	13	108
E	55.1	26.4	6.6	9.6	10.3	
O	52	33	8	9	6	108
E	55.1	26.4	6.6	9.6	10.3	
O	45	30	10	10	13	108
E	55.1	26.4	6.6	9.6	10.3	
O	45	25	5	18	15	108
E	55.1	26.4	6.6	9.6	10.3	
O	75	20	5	4	410.3	108
E	55.1	26.4	6.6	9.6		
O	65	30	5	6	2	108
E	55.1	26.4	6.6	9.6	10.3	
TOTAL	496	238	59	86	93	972

Source: Authors Computation.

Appendix C

Marketing Environmental factors Impact on small and medium scale enterprises (SMEs).

Please kindly tick () the option that best suit your opinion that best suit your opinion:

SA = Strong Agree, A = Agree, U = Undecided, D = Disagree, SD = Strongly Disagree

S/N		SA	A	U	D	SD
1.	Changes in tastes and preferences of individual customers affect the operations of small and medium scale enterprises (SMEs).					
2.	Differences in believe and value system of customers the operations of small and medium scale enterprises (SMEs).					
3.	Inadequate & deteriorated nature of the state infrastructural facilities such as road, pipe bore water and energy supply affects the operations of SMEs.					
4	Inadequate legal provisions to regulate and protect the conduct of business activities affect the operations of SMEs.					
5.	Instability of government policies and economic programs met to support SMEs activities affect their operations					
6.	Lack of support on the part of govt to transform indigenous technologies to modern technologies affects the operations of small and medium scale enterprises (SMEs).					
7.	Competitors activities on marketing decision areas (i.e. product, price, place and promotion) affect the operations of small and medium scale enterprises (SMEs					
8.	Restricted access of SMEs to finance from formal financial institution s (i.e banks) hampers your operational activities .					
9.	Ineffectiveness of Small & Medium Enterprises Development Agency of Nigeria (SMEDAN) does not allow SMEs to benefit from government financial incentives met to promote SMEs.					