



EFFECT OF EXTERNAL ENVIRONMENTAL FACTORS ON BUSINESS PERFORMANCE OF SMALL-SIZED RICE MILLS ENTERPRISES WITHIN BAUCHI METROPOLIS

Sagir Abubakar

(sagirmaikobi@gmail.com/sabubakar3@atbu.edu.ng)

+2348067961313

Department of Management and Information Technology, Abubakar Tafawa Balewa University, Bauchi-Nigeria

&

Muhammed Auwal Umar

muahmad88@gmail.com

+2348038996190

Department of Management and Information Technology, Abubakar Tafawa Balewa University, Bauchi-Nigeria

Abstract

This research delved into the intricate dynamics of how external business environment affect the performance of small-sized rice mills. The main objective of the study is to investigate the effect of external environmental factors on business performance of small-sized Rice Mills enterprises within Bauchi Metropolis, Nigeria. The independent variable is external environmental factors [political, socio-cultural and economic environment] while the dependent variable is the performance of SMEs. The study used survey research and population of this study comprises of 79 small-sized rice mills enterprises in Bauchi metropolis, Nigeria. The study sampled 46 respondents and utilized purposive sampling to select small-sized rice mills firms within Bauchi metropolis. Data were collected through a structured questionnaire administered to 46 respondents who are owners of small-sized Rice Mills enterprises in Bauchi Metropolis of Nigeria. Descriptive statistics and multiple regression analysis were employed to rigorously analyze the gathered data. The findings reveal that both the economic and socio-cultural environments exerted a statistically significant influence on the performance of small-sized rice mills enterprises. In contrast, the political environment was not found to have a significant impact on the performance of these enterprises. The study concludes that understanding and effectively managing the economic and socio-cultural dimensions of the external environment are crucial for enhancing the performance of small-sized rice mills in Bauchi metropolis. However, the political environment which is an integral aspect did not emerge as a significant factor influencing their performance. To bolster the performance of small-sized rice mills, it is recommended that these enterprises proactively adapt strategies to navigate and capitalize on economic and socio-cultural factors. Additionally, ongoing engagement with political stakeholders is advised to foster a more conducive political environment that aligns with the needs of these enterprises.

Keywords: Political Environment, Economic Environment, Socio-Cultural Environment, Small-Sized Rice Mills.

1. INTRODUCTION

Business organizations are institutions deliberately designed to achieve and accomplish certain goals. The activities in these organizations are affected by both the situations within the organization and also, the situations within the larger society or environment in which they operate.



Currently, business environment is perceived to have been rarely exceeded in complexity, turbulence and rapid in change. Organizations in Nigeria, large or small, should pay greater to their environments when formulating and implementing policies and strategies in order to survive and grow (Hassan, 2009). Organization that did not take into cognizance the significance of external environment, is destined to fail in any competitive business environment. Notwithstanding the various advantages associated with being mindful of external environmental forces, in terms of good policies, economic stability of the country as well as the level of purchasing habits of customers, but still small and medium-sized enterprises (SMEs) are struggled to make ground in their industry. There is growing concern about political instability which resulted to unfavorable policies, rules and regulation imposed on SMEs, the challenges of economic variables as well as the purchasing power of citizenry (Albulushi, Irtaimah & Alkhasawaneh, 2020; Akinlabi, Olalekan & Olaide, 2021; Liman, Burah & Jabir, 2021). Therefore, the study aims at bridging the gap identified, that is, to investigate those factors that determine the effect of external environment, that is, political, economic and socio-cultural environment on the performance of SMEs, specifically the small-sized rice mills firms.

The political environment plays a crucial role in shaping the business landscape, particularly for small-sized enterprises. Political stability, government policies, and regulations directly impact the operations and growth of businesses. In the context of Nigeria, political instability can lead to unfavorable policies and regulatory challenges for SMEs (Albulushi *et al.*, 2020; Aniedi, Joseph & Markanthony, 2021; Akinlabi *et al.*, 2021; Liman *et al.*, 2021). Understanding and navigating the political environment is essential for small-sized rice mills to thrive and adapt to changing circumstances.

The economic environment is a critical factor influencing business performance. Economic variables, such as inflation, exchange rates, and overall economic stability, significantly affect the financial health of enterprises. For small-sized rice mills in Bauchi Metropolis, challenges related to economic variables can impact their cost structures, pricing strategies, and overall competitiveness in the market (Dvorsky, Gavurova, Cepel & Cervinka, 2020; Albulushi *et al.*, 2020; Akinlabi *et al.*, 2021; Liman *et al.*, 2021).

The socio-economic environment encompasses factors related to the social and cultural context in which businesses operate. Understanding the purchasing habits of customers and the overall socio-cultural dynamics is essential for small-sized rice mills. Challenges related to the purchasing power of the citizenry can influence market demand and consumer behavior, directly impacting the performance of these enterprises (Onu, Tanko & Dindul, 2020; Albulushi *et al.*, 2020; Akinlabi *et al.*, 2021; Liman *et al.*, 2021).

Business organizations, especially Small and Medium-sized Enterprises (SMEs), operate within a dynamic environment shaped by various factors. Among these, the political, economic, and socio-cultural environments play pivotal roles in influencing the performance and sustainability of SMEs. Political stability is fundamental, as it directly impacts the formulation of policies and regulations that can either facilitate or impede the operations of SMEs (Albulushi *et al.* 2020). In Nigeria, a country marked by its diverse economic landscape, the political environment holds significant sway over the business sector. The government's role in creating an enabling



environment is crucial, as evidenced by studies highlighting the impact of political instability on SMEs (Albulushi *et al.*, 2020).

Furthermore, the economic environment plays a critical role in shaping the fate of SMEs, with economic variables such as inflation rates and exchange rates directly impacting their cost structures and market competitiveness (Hassan, 2009). In this context, the Nigerian government and Non-Governmental Organizations (NGOs) have a vital role in fostering economic stability. Government policies, including those related to taxation and economic development, can significantly impact the trajectory of SMEs within the nation (Hassan, 2009). NGOs, on the other hand, often contribute by providing support in the form of financial aid, training programs, and advocacy to create an environment conducive to SME growth.

The socio-cultural environment is equally integral, influencing consumer behavior and purchasing patterns, thereby affecting the market demand for SME products or services (Albulushi *et al.* 2020). Understanding and navigating these socio-cultural dynamics are crucial for SMEs to tailor their strategies effectively.

Empirically, previous studies [Onu *et al.*, 2020; Liman *et al.*, 2021; Aniedi *et al.*, 2021] have investigated the impact of environmental factors on business performance and the results produced mixed findings due to the scope of study. The scope consists of the place, period and proxy of the study. Onu *et al.* (2020) found a positive and significant effect of the socio-cultural environment on SMEs' performance in Kano, Nigeria. However, the research sampled 25 SMEs owners in Kano. Liman *et al.* (2021) showed that economic environment has a positive and significant impact on the performance of SMEs. But the study sampled 300 SMEs in Kano. Aniedi *et al.* (2021) indicated that political environment has a substantial effect on the performance of SMEs in Federal Capital Territory (FCT), Abuja-Nigeria. However, the research sampled 294 respondents operating SMEs in FCT, Abuja-Nigeria. These are the gaps identified that this study wants to fill by examining the Effect of external environmental factors on business performance of small-sized Rice Mills enterprises within Bauchi Metropolis. The independent variable is external environmental factors [political, socio-cultural and economic environment] while the dependent variable is the performance of SMEs.

Hence, the study proposes to test the following alternate hypothesis.

H1: Political environment has significant effect on the performance of small-sized rice mills enterprises in Bauchi metropolis.

H2: Economic environment has a significant effect on the performance of small-sized rice mills enterprises in Bauchi metropolis.

H3: Socio-cultural environment has a significant effect on the performance of rice mills SMEs in Bauchi metropolis.

2. LITERATURE REVIEW AND THEORY

2.1 Business Performance

Business performance as indicated by Suliyanto and Rahab (2012) is the comprehensive evaluation of an organization's effectiveness in attaining its objectives and goals. This multifaceted assessment encompasses financial outcomes, operational efficiency, customer satisfaction, market share, innovation, and overall competitiveness. Bontis (1998) and Bontis *et al.* (2000) emphasize perceived measures of business performance, indicating the reliability and correlation between



financial and non-financial indicators. These findings are corroborated by research conducted by Dess and Robinson (1984), Lyles and Salk (1996), and Bart *et al.* (2001), substantiating the credibility of perceived measures as viable approaches to assess business performance.

2.2 External Environmental Factors

Upon establishment, a business forms connections with its environment through customers, suppliers, employees, and the general surroundings (Hassan, 2009). As the business thrives, it increases its contacts, attracting competitors, heightened government interest, and tapping into new opportunities. Bello (2011) defines the general environment as a set of broad forces shaping and influencing firm activities, including economic, political and legal, technological, social and cultural, ecological, and international factors.

2.2.1 Political Environmental (PE)

Political Environment (PE) encompasses national or international political factors that can significantly impact SMEs, including government subventions, security controls, and migration boundaries (Johnson *et al.*, 2008). Studies by Hassan (2009), John and Johnson (2015), Zonouz *et al.* (2020), Aniedi *et al.* (2021), and Akinlabi *et al.* (2021) collectively affirm the influence of political factors on SMEs, emphasizing their role in organizational performance and the challenges posed by the unpredictable nature of political risks.

2.2.2 Economic Environment (EE)

The economic environment significantly influences SMEs, impacting their willingness to trade or invest. Economic conditions, including GDP, per capita income, market availability, and government economic policies, are critical factors (Hassan, 2009). Titus (2015), Dvorsky *et al.* (2020), Liman *et al.* (2021), provide empirical evidence of the positive correlation between financial performance and the business environment, highlighting the impact of macroeconomic factors on SMEs.

2.2.3 Socio-Cultural Environment (SCE)

The socio-cultural environment profoundly influences human behavior, affecting spending patterns, language, food choices, clothing styles, housing preferences, and societal views (Bello, 2011). Studies by Onu *et al.* (2020), Koe and Abdul Majid (2014), and Ibijoji and Akeke (2022) support the positive and significant effect of the socio-cultural environment on SMEs, emphasizing the need for businesses to adapt to evolving societal values.

2.3. Review of Empirical Literatures

2.3.1 Political Environmental (PE) and Business Performance

Several empirical studies have explored the direct effect of the political environment (PE) on business performance. In a study by Johnson *et al.* (2008), which focused on the national and international political factors affecting SMEs, the authors examined government subventions, security controls, and migration boundaries as influential aspects. Their research, conducted with a diverse sample size, found that political factors had both positive and negative impacts on organizational performance. Similarly, Hassan (2009) emphasized the validity of the political environment as a determinant factor in organizational success, citing its influence on improving organizational performance and accomplishing organizational goals. A later study by Zonouz *et al.* (2020) conducted in Tehran with 300 respondents found a significant influence of political



environment on SMEs' performance. Additionally, Aniedi *et al.* (2021) surveyed 294 respondents in the Federal Capital Territory (FCT) of Nigeria, concluding that political environment has a substantial effect on SMEs in the region. These studies collectively suggest a consistent trend across different contexts and industries, reinforcing the hypothesis that political environment significantly influences the performance of small-sized rice mills enterprises.

2.3.2 Economic Environment (EE) and Business Performance

Empirical studies examining the direct effect of economic environment (EE) on business performance have provided valuable insights. Hassan (2009) identified economic conditions, including factors such as GDP, per capita income, and the availability of capital, as key elements influencing business organizations. In a study by Titus (2015) conducted in Lagos, Nigeria, with 228 respondents, a highly positive correlation was found between financial performance and the business environment. Dvorsky *et al.* (2020) extended this inquiry by surveying 258 companies in the Czech Republic and Slovakia, revealing a clear impact of macroeconomic factors on the quality of the business environment. Liman *et al.* (2021) conducted a survey of 300 Nigerian respondents, concluding that the economic environment has a positive and significant impact on the performance of SMEs. These studies collectively underscore the importance of economic conditions in shaping business performance across diverse industry contexts and geographical locations.

2.3.3 Socio-Cultural Environment (SCE) and Business Performance

Empirical investigations into the direct effect of the socio-cultural environment (SCE) on business performance reveal noteworthy patterns. Bello (2011) emphasized how the SCE affects various aspects of human behavior, influencing spending patterns, language, food choices, clothing styles, housing preferences, and societal views. Onu *et al.* (2020), in a study conducted in Kano, Nigeria, with 25 SMEs as respondents, found a positive and significant effect of the SCE on SMEs' performance. Koe and Abdul Majid (2014) conducted an empirical study on 404 Malaysian SMEs, concluding that the socio-cultural environment significantly influences intentions toward sustainable entrepreneurship. Similarly, Ibijoji and Akeke (2022) conducted a study in southwest Nigeria with 400 managers of SMEs as respondents, revealing a positive and significant effect of the SCE on SMEs' performance. These studies collectively highlight the importance of adapting to socio-cultural changes for sustained business success.

The above review identified the scope gaps. This study wants to fill the gaps in order to contribute to the frontier of knowledge by examining the effect of external environmental factors on business performance of small-sized Rice Mills enterprises within Bauchi Metropolis of Nigeria. The independent variable is external environmental factors [political, socio-cultural and economic environment] while the dependent variable is the performance of SMEs.

2.4 Research Framework

Based on the literature reviewed, a research framework is developed to explore the relationship between the various constructs of this study. The proposed research framework is as shown in Figure 1. The model consists of three independent variables namely: political environment, economic environment, and socio-cultural environment. The dependent variable is SMEs performance.

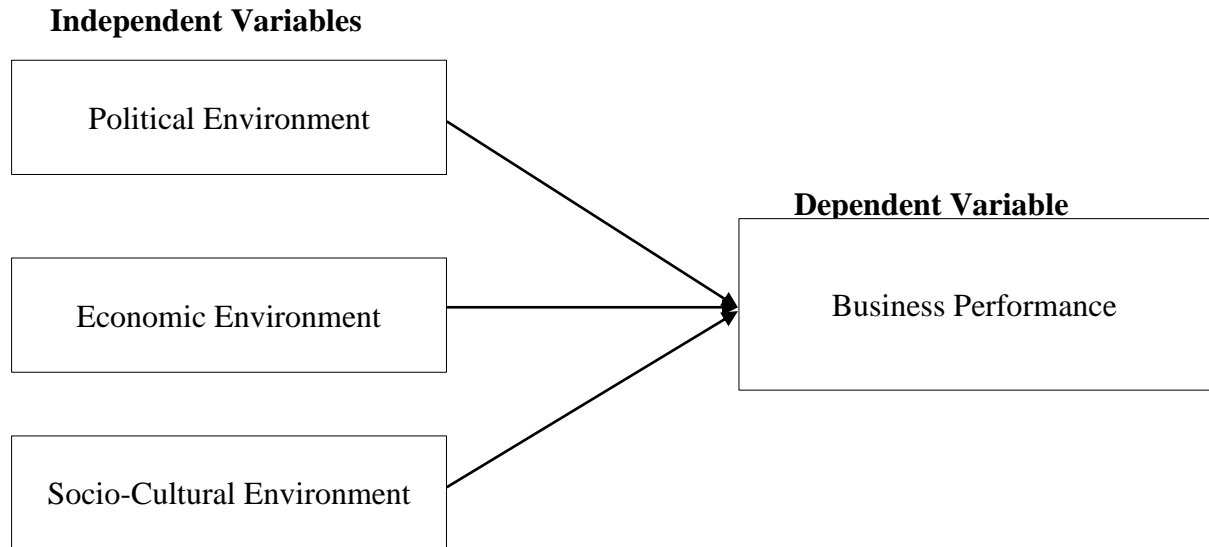


Figure. 1 Conceptual Model

2.5 Underpinning Theory

The relationship between the influence of external environmental forces on business performance is seen through the research- Based View (RBV). The RBV theory argues that businesses are heterogeneous in terms of their resources and capabilities (Warnerfelt, 1995). These resources and capabilities can provide businesses with a competitive advantage, which can lead to improved performance (Wernerfelt,1995). The RBV theory posits that the external environment can affect business performance by providing opportunities and threats that businesses can exploit or mitigate, depending on their resources and capabilities. For example, a business operating in a growing economy may have more opportunities to expand its operations and increase its sales. However, a business operating in declining economy may face more challenges, such as decreased demand for its products or services. The business's ability to adapt to these changes will depend on its resources and capabilities.

Similarly, a business operating in a stable political environment may have more certainty about the regulatory landscape and overall business climate. This can make it easier for the business to plan for the future and make strategic decisions. However, a business operating in a volatile political environment may face more uncertainty and risk. The business's ability to manage these risks will depend on its resources and capabilities. Finally, a business operating in a society with a strong cultural emphasis on entrepreneurship and innovation may have more opportunities to develop new products and services. But a business operating in a society with a strong cultural emphasis on tradition and conformity may face more challenges in introducing new products or services. The business's ability to overcome these challenges will depend on its resources and capabilities.

3. METHODOLOGY

3.1 Research Design, Population, Sample and Sampling Technique

The study used survey research and the population for this study comprises of 79 small-sized rice mills enterprises in Bauchi metropolis, Nigeria. The population of study is known for vibrant



agricultural activities in Bauchi metropolis located in the Northern Region of Nigeria. The choice of 79 small-sized rice mills aligns with the focus on enterprises that play a crucial role in the local economy and are susceptible to the dynamics of external environmental factors. Yamane's formula was used to determine sample size of 66 elements of the population. The purposive sampling technique further ensured that the selected element of population possessed the requisite knowledge and experience relevant to the study, enhancing the credibility and relevance of the gathered data. The total of 66 copies of questionnaires were distributed by the researcher to respondents which 46 copies were filled completely and returned. The return rate is 69.7 percent of 66 copies of questionnaires administered to respondent who are owners of small-sized Rice Mills enterprises within Bauchi Metropolis of Nigeria.

3.2 Instrument Development

The first part of the questionnaire involves nominal and ordinal scale items which covers demographic information consisting of gender, designation, experience and qualifications. The second part of the questionnaire includes the main constructs in the research framework which were measured using five-point Likert scales, ranging from (1) “strongly disagree” to (5) “strongly agree”. All the items in the questionnaire were adapted from Gemino *et al.* (2007) and Miller and Doyle (1987).

3.3 Model Specification

The multiple regression model estimated was presented in equation (1)

$$BP = \alpha + \beta_1 PE + \beta_2 EE + \beta_3 SE \dots\dots\dots \text{eqn (1)}$$

Where

α = Interceptor

$\beta_1 \dots \beta_3$ = Beta Coefficients

BP = Business performance

PE=Political environment,

EE=Economic environment,

SCE=Socio-cultural environment.

Therefore, the research hypotheses H1 and H3 were supported and therefore accepted. Meaning that EE and SCE all have significant influence on the performance of small-sized rice mills enterprises within Bauchi metropolis. While hypothesis H2 is not supported and therefore rejected. Meaning that PE has no significant influence on the performance of small-sized rice mills in the metropolis.



4. RESULTS AND DISCUSSIONS

The outputs of regression are discussed in this section.

4.1 Results

This part presents the result of data collected to test the hypotheses and draw conclusions.

Table 1 Profile of the Respondents

S/N	Variable		Frequency	Percentage
1	Gender	Male	32	69.6
		Female	14	30.4
		Total	46	100
2	Designation	Manager	14	30.4
		Owners	6	13.0
		Units Heads	17	37.0
		Employees	9	19.6
		Total	46	100
3	Work Experience	1-5 years	3	6.5
		6-10 years	26	56.5
		11-15 years	15	32.6
		Above 16 years	2	4.3
		Total	46	100

Source: Regression Output, 2023.

Table 1 presents the descriptive results for the respondent profile. The results show that male respondents are higher with 32 (69.6%) as against female counterpart with 14 (30.4%). The result of the area of designation of the respondents shows that 14 (30.4%) of the respondents are in the managerial positions, 6(13.0%) represent enterprises owners, 17 (37.0%) of the respondents are unit heads, 9(19.6%) of the respondents are normal employees. With regard to the working experience of the respondents the result indicates that 3 (6.5%) of the respondents have 1-5 years' experience, 26 (56.5%) of the respondents have working experience between 6 – 10 years, 15 (32.6%) of the respondents have between 11 – 15 years working experience, while 2(4.3%) of the respondents have more than 16 years working experience.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	.261	.208	.51197

Source: Regression Output, 2023.

**TABLE 3** Regression Analysis results for the constructs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.386	1.670		2.027	.049
1 EE	.675	.325	.291	2.077	.044
PE	-.133	.147	-.127	-.904	.371
SCE	-.611	.253	-.357	-2.409	.020

PE=Political Environment, EE=Economic Environment, SCE=Socio-Cultural Environment.

Source: Regression Output, 2023

The services of multiple regression [$BP = 3.386 - 0.133PE + 0.675EE - 0.611SE$] analysis is used to ascertain the significant factors of external environment on business performance and the findings were also used to test the hypotheses. The result of the regression model as depicted in Table 2 shows the coefficient of determination, R^2 with 0.261, meaning that only 26.1 percent of the changes in business performance can be explained by the three independent variables used in the study. The 73.9% will be explained by other independent variables that were not captured in this study. The regression analysis shown on Table 3 indicates that the Economic Environment (EE) has positive and significant effect on the business performance, ($B=0.675, t=2.07, p=0.044$) and socio-cultural environment (SCE) has negative and significant on business performance ($B=-0.611, t=-2.41, p=0.020$) respectively. However, result of the regression analysis also indicates that Political Environment (PE) does not have significant effect on business performance.

4.2 Discussion of Findings

As indicated by the findings of this study, Economic Environment (EE) was found to have a positive and significant influence on business performance. The result is in line with the findings of Titus (2015); Dvorsky *et al.* (2020); and Liman *et al.* (2021) who also found that EE to be significantly and positively affected the SMEs performance. When pressure of economic environment increases, business performance of small-sized rice mills also increases accordingly.

Conversely, socio-cultural environment was found to have a negative and significant influence on business performance of small-sized rice mills enterprises in the metropolis. The finding is in contrast to that of Onu *et al.* (2020) but similar to Koe and Abdul Majid (2014), and Ibijoji and Akeke (2022) who also found that SCE have a negative effect on the performance of SMEs. When socio-cultural pressure rises the business performance of small-sized rice mills dropped and when the pressure subsides, the business performance goes up.

Surprisingly, the study did not identify a significant impact of the political environment (PE) on business performance. This outcome aligns with the findings of Albulushi *et al.* (2020), who similarly observed that the political environment did not exert a significant influence on the performance of SMEs. However, this result contradicts the conclusions drawn by Zonouz *et al.* (2020) whose study indicates a noteworthy influence of the political environment on SMEs' performance.



The term "political environment" refers to the prevailing political conditions in a nation where SMEs operate, and this factor was deemed non-significant in our study. This finding may be attributed to the ineffective management of the political environment in Bauchi metropolis, potentially hindering SMEs from tapping into new revenue streams through market access and collaborative ventures. In essence, without proper management, these opportunities could be perceived as hazardous. Consequently, the consistent nature of this effect on SMEs in Bauchi metropolis may stem from the inadequacies in managing the political environment, impacting their ability to thrive in the market.

It is noteworthy that the perception of SMEs regarding the significance of the political environment's effect depends on their experiences, encompassing both positive and negative impacts. In the context of Bauchi metropolis, where the political environment has consistently provided positive outcomes, SMEs may not perceive its influence as significant. This assumption arises from their sustained enjoyment of a favourable political environment, which may lead them to overlook or downplay its potential impact on their business performance.

5. CONCLUSIONS AND RECOMMENDATIONS

The main objective of the study was to analyze the factors that influence external environment among small-sized rice mills enterprises in Bauchi metropolis. Political Environment (PE), Economic Environment (EE), Socio-cultural Environment (SCE), were used as factors influencing their business performance. Result shows that, EE and SCE were found to have a significant influence on the performance. Based on the conclusion reached that is, external environmental factors were relevant in influencing business performance of small-sized rice mills enterprises in Bauchi metropolis, it is therefore recommended that: from managerial point of view, regulatory authorities must integrate EE and SCE in any policy formulation that deals with SMEs within Bauchi metropolis.

Considering the finding that the political environment does not significantly impact the business performance of rice mills SMEs in Bauchi metropolis, a key recommendation is to establish and strengthen collaborative platforms for continuous engagement between SMEs and political authorities. This involves creating forums, advisory committees, or industry-government partnerships that facilitate transparent communication, enabling SMEs to express their needs, concerns, and insights regarding the political environment.

References

- Akinlabi, B. H., Olalekan, A. & Olaide, M. (2021) The effect of external business environment on performance of SMEs in Nigeria. *International Journal of Advances in Engineering and Management*, 3(1),762-774.
- Albulushi, I. A., Irtaimah, H. J., & Alkhasawaneh, M. M. (2020). The impact of external environment factors on business continuity management to promoting the higher education excellence in Oman. *European Journal of Scientific Research*, 156 (3), 327-340
- Aniedi, L. M., Joseph, D. D., & Markanthony I. O. (2021). Effect of political environment on the performance of small and medium scale enterprises in FCT. *Journal of Sociology*, 3(1), 305-322.
- Bart, C., Bontis, N., & Taggar, S. (2001). A model of the impact of mission statements on firm performance. *Management Decision*, 39(1) 19-35.



- Bontis, N., & Chua, C. K., & Richardson, S. (2000). Intellectual capital and business performance in Malaysian industries. *Journal of Intellectual Capital*, 1(1), 85-100
- Bontis, N. (1998). Intellectual capital: an exploratory study that develops measures and models. *Management Decisions*, 36(2), 63-67.
- Bello, M. (2011). Strategies for sustainable business environment in Nigeria: A paper presented at *National Conference on Economic Transformation Agenda* held in Abuja October.
- Dess, G. G., & Rabinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately -held firm and conglomerate business unit. *Strategic Management Journal*, 5(3), 265-274.
- Dvorsky, J., Gavurova, B., Cepel, M. & Cervinka, M. (2020). Impact of selected economic factors on the business environment: The case of selected east European Countries. *Polish Journal of Management Studies*, 22(2), 96-110.
- Gemino, A. Reich, B. H. & Sauer, C. (2007). The impact of size and volatility on it project performance. *Magazine Archive*, 24(3), 9-44.
- Hassan, M. (2009). *Business management*. Kaduna: Joyce Publishers
- Ibijoji, T.R., & Akeke, N. I. (2022). Effect of cultural value on the performance of small and medium-sized Enterprises in Southwest Nigeria. *Fuoye Journal of Management, Innovation and Entrepreneurship*, 1(1), 67-77.
- John, M., & Johnson, N, N., (2015). Impact of political environment on business performance of multinational companies in Nigeria. *An International Multidisciplinary Journal, Ethiopia*, 9(3), 1-10.
- Johnson, G., Scholes, K., & Whittington, R., (2008). *Exploring corporate strategy: Text and cases*. Pearson education publishers.
- Koe, W. & Abdul Majid, I. (2014). Socio-cultural factors and intention towards sustainable entrepreneurship. *Eurasian Journal of Business and Economics*, 7(13),145-156.
- Liman, M., Burah, B., & Jabir, I. J. (2021). Effects of external business environment on performance of small and medium scale enterprises in Yobe State. *International Journal of Innovative Finance and Economic Research* 9(2), 156-166.
- Lyles, M. A., & Salk, J. E., (1996). Knowledge acquisition from foreign parents in international joint ventures: An empirical examination in the Hungarian context. *Journal of International Business Studies*, 27(5), 877-904.
- Onu, O. M., Tanko, A. A., & Dindul, N. (2020). Implication of socio-cultural environment on the performance of selected SMEs in Kano State, *Nigeria. International Journal of Social Sciences and Management Review*, 3(5), 138-153.
- Suliyanto, S., & Rahab, R. (2012). The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises. *Asian Social Science*, 8(1), 134-145.
- Titus, O. A (2015). Business environment and the financial performance of small and medium enterprises: A study of Lagos State, *Nigeria. Corporate Ownership & Control*, 12(4), 493-505.
- Zonouzi, M. K., Hoseyni, M., & Khoramshahi, M. (2020). Political factors affecting the survival of SMEs case study: An empirical study Tehran Grand Bazaar. *Asia Pacific Management Review*, 26(1), 47-56. DOI:10.1016/j.apmr.2020.07.002