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Determinants of Performance of Medium Scale Enterprises in Nigeria

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Abstract

Performance is the measurement of business efficiency and effectiveness The purpose of this paper is to review the existing literature on determinants that influence Small and Medium Scale Enterprises performance in Nigeria and to develop a framework that could be beneficial for leaders. This paper uses a systematic review of articles on the factors that influence organizational performance. The purpose of this systematic review is to collect and summarize all empirical evidence from literature that fits the context of this study. This study investigated the determinants of performance of Small and Medium Scale Enterprises. The study adopted a descriptive method of data collection sourced from various past scholars journal and book publications on performance, SMEDAN reports and journals on SMEs activities and performance, Bureau of Statistics and other related research items on the subject matter. Findings revealed that willingness to perform, capacity to perform, opportunity to perform, Job Satisfaction, Training and Development, Motivation, Organization Culture, Work Environment, Work Load, Right Tool for the job, Employee Engagement,

Communication as determinants of SMEs performance in Nigeria. This study concluded that performance is crucial for business growth and plays a major role in bolstering SME growth in Nigeria. Based on the findings, the study recommended that policymakers and business support agencies in Nigeria should prioritize initiatives that promotes better performance and quality service delivery by Small and Medium Scale Enterprises (SMEs) in Nigeria. Facilitating easier access to these initiatives and enhancing their quality can empower SMEs to navigate challenges, capitalize on emerging opportunities, and contribute more robustly to Nigeria's economic development goals through better performance.

Introduction

Performance is the measurement of business efficiency and effectiveness. There are several concepts that are used in measuring Organizational performance, i.e. operational performance and financial performance. Operational performance is usually measured as a set of several dimensions that reflect the internal operations of an organization in terms of the elements of the product, process quality, efficiency, and productivity. In some studies, operational performance was measured through the productivity, effectiveness, and efficiency of internal operations, while financial performance is measured through measures that include profitability, return on investment, and share price. Increasing innovation, especially in financial performance, has an impact on the company's competitiveness. The competitiveness of a company can be supported by effective performance measurement. As a consequence, the company must know the factors that affect its performance and manage it effectively, meanwhile, this study has been multi dimensionally constructed to cover both the financial and non-financial indicators of performance

To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. In some instances, the performer is an individual. In other performances, the performer is a collection of people who are collaborating such as an academic department, research team, committee, student team, or a university.

Performance, as the adage goes, is a "journey not a destination." The location in the journey is labeled as "level of performance." Each level characterizes the effectiveness or quality of a performance. As a lawyer improves her level of performance, she can conduct legal research faster, more thoroughly, and more in-depth. As an academic

department improves its level of performance, the members of the department are able to produce more effective student learning, more effective research, and a more effective culture. As a manager advances his level of performances, he is able to organize people and resources more effectively and to get higher quality results in a shorter time. As a teacher advances his levels of performance, he is able to produce deeper levels of learning, improved levels of skill development, and more connection with the discipline for larger classes while spending less time doing this. As an actor improves his level of performance, he is able to learn parts quicker, play more varied roles, and produce a deeper and more meaningful impact on audiences. Where the labels "Level 1," "Level 2," etc. are used to characterize effectiveness of performance. That is, a person or organization at Level 3 is performing better than a person or organization at Level 2. Quality increases—results or products are more effective in meeting or exceeding the expectations of stakeholders. Cost decreases—amount of effort or financial resources to produce a result goes down; amount of waste goes down. Capability increases—ability to tackle more challenging performances or projects increases Capacity increases—ability to generate more throughput increases Knowledge increases—depth and breadth of knowledge increases Skills increase—abilities to set goals, persist, maintain a positive outlook, etc. increase in breadth of application and in effectiveness. Identity and motivation increases—individuals develop more sense of who they are as professionals; organizations develop their essence.

Quality increases—results or products are more effective in meeting or exceeding the expectations of stakeholders. 12 Cost decreases—amount of effort or financial resources to produce a result goes down; amount of waste goes down.

Capacity increases—ability to generate more throughput increases Knowledge increases—depth and breadth of knowledge increases.

Skills increase—abilities to set goals, persist, maintain a positive outlook, etc. increase in breadth of application and in effectiveness.

Identity and motivation increases—individuals develop more sense of who they are as professionals; organizations develop their essence.

Performer's Mindset.

Performer's mindset includes actions that engage positive emotions. Examples include setting challenging goals, allowing failure as a natural part of attaining high performance, and providing conditions in which the performer feels a right amount of safety. The Accelerator Model module provides insights on maintaining a performer's mindset.

Improving Performance

While some factors that influence improving performance are immutable, other factors can be influenced by the performer or by others. The factors that can be varied fall into three categories.

i. Performer's Mindset. Performer's mindset includes actions that engage positive emotions. Examples include setting challenging goals, allowing failure as a natural part of attaining high performance, and providing conditions in which the performer feels an appropriate degree of safety.
ii. Immersion in a physical, social, and intellectual environment can elevate performance and stimulate personal as well as professional development. Elements include social interactions, disciplinary knowledge, active learning, emotions (both positive and negative), and spiritual alignment.
iii. Reflective practice involves actions that help people pay attention to and learn from experiences. Examples include observing the present level of performance, noting accomplishments, analyzing strengths and areas for improvements, analyzing and developing identity, and improving levels of knowledge. The section on *Assessment* offers a variety of strategies for cultivating reflective practice.

Most companies are seeking to improve their performance in any way possible. The winning card can be held by those who endeavour to innovate, to obtain and sustain performance. Thus, competing in a continuously changing environment is very necessary to comprehend and monitor performance. Therefore, assessing the performance of organizations has always been of interest to management teams and researchers. In addition, measuring business performance in today's economic environment is a critical issue for academic scholars and practicing managers. Researchers have extended efforts to determine measures for the concept of performance. In this regard, there is an incomplete literature and an on-going debate on the issue of firms' performance. Firm Performance Successful firms represent a key ingredient for developing nations. Many economists consider them similar to an engine in determining their economic, social, and political development. To survive in a competitive business environment, every firm should operate in conditions of performance. Nowadays, firm performance has become a relevant concept in strategic management research and is frequently used as a dependent variable. Although it is a very common notion in the academic literature, there is hardly a consensus about its definition and measurement. However, due to the absence of any operational definition of firm performance upon which the majority of scholars consent, there would naturally be diverse interpretations suggested by various people according to their personal perceptions.

Statement of the problem

Despite the efforts put into place by workers to perform significantly and achieve the best at work places and develop Small and Medium Scale Enterprises (SMEs) in Nigeria, the efforts have not played the expected role in improving performance of Small and Medium Scale Enterprises in Nigeria. Today, SMEs run out of businesses in less than five years of its existence (Truitt, 2011) due to lack of performance. Businesses remain stagnant due to the fact that there are some key determinants of performance that must be considered by business owners for SMEs to perform in which are highlighted in this study.

Objectives of the study

The specific objectives of this study include:

- To identify the determinants of SMEs performance in Nigeria.
- To highlight the dimensions and sample indicators for Firm Performance
- To identify the forms of SMEs performance in Nigeria.

Significance of the study

The importance of the research work lies in the advancement of evidence-based knowledge on the determinants of Performance of Small and Medium Scale Enterprises (SMEs) in Nigeria, it however helps to expand knowledge on this area of study. Nigeria is a developing economy blessed with business opportunity but not much is known about the factors that determines performance of SMEs and once these factors are considered there will be better performance which will spur growth of SMEs.

Gap in the Study

Though much research has been carried out on performance of Small and Medium Scale Enterprises (SMEs) none has actually approached the topic directly by considering its determinants using the descriptive method as most studies used performance as a dependent variable to regress it on an independent variable, checking out the relationship between an independent variable and a dependent variable (performance). This study however directly descriptively identified the determinants of performance, the forms in which performance exist and the dimensions and key indicators of performance off SMEs in Nigeria.

Review of Literature

The review of literature can be grouped into three headings namely;

Conceptual review

Theoretical review

Empirical review

Conceptual Review of Literature

Performance is the measurement of business efficiency and effectiveness. The study has been multi dimensionally constructed to cover both the financial and non-financial indicators of performance.

Firm performance is the success level of the business in the market within which it operates. Business performance can also be referred to as the yardstick use to quantify results achieved by the firm for a period (Sucipto, Oktaviani & Rizal, 2015).Trkman (2010) opined that business performance as the monitoring of either success or failure of the organization. Performance is usually measured as financial and non-financial performance measures. Financial performance comprises of financial efficiency measures such as return on investment and return on equity, and profit measures such as return on sales and net profit margin (Li, Huang & Tsai, 2009).Meanwhile, issues such as customer brand loyalty, an increase in the volume of sales, customer satisfaction, growth in market shares and adequate return on investment are integral components of firm performance (Morgan, 2012).

Performance represents the objective dimension of success as a multidimensional, qualitative and quantitative expression of success compared with other enterprises or relevant groups of enterprises. Such defined and limited categories of success and performance show that an enterprise can be successful in reaching set goals and achieve unsatisfactory , good, high, optimal level of performance regarding growth and development as a multidimensional expression of success (Jennings & Beaver, 1997).The Oxford English dictionary takes performance to be as how well or badly you do something or how well or badly something works, it is also defined as the act or process of performing a task, an action, e.t.c. while the verb perform means to work or function well or badly. , it is also defined as the act or process of performing a task, an action, e.t.c. while the verb perform means to work or function well or badly. However, Tatjana(2012) uses the term ‘’Performance” as the level/degree of goal achievement of an Organization/department rather than of individuals. In the opinion of Hauber (2002), he defined performance to be the input of specific systems (organizational units of differing sizes, employees, and processes) to attain and validate the goals of a company. Meanwhile, Krause (2005) opined that performance is the degree of the achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization for the relevant stakeholders. In addition, EFQM (2003) defined performance as the level of attainment achieved by an individual, team, organization or process.

SMEs performance means reputation, productivity, employee satisfaction, profits, sales, prompt order delivery, sufficient working capital, effectiveness in operations of production, product quality, achievement of targets, number of clients, easiness in

supervision, reduction in product cost and product diversification. It is not only the study of performance features that is important; it is also relevant to mention research that focused on the factors that influence the performance of SMEs. To survive and succeed in a potentially austere environment, firms must effectively deploy and combine their physical, human and organizational assets. Thus, they will develop long-term competitive advantages and, in turn, achieve superior performance (Lonial &Carter, 2015). However, due to their limited resources, SMEs need to identify and exploit other means to be able to enhance their competitiveness and performance.

Theoretical review of literature

Rationale for a Theory of Performance

Human beings are capable of extraordinary accomplishments. Wonderful accomplishments also occur in day-to-day practice in higher education. An advisor inspires students to follow their dreams. A teacher magically connects with students. A researcher continually asks the quintessential questions that lead to revolutions in thinking. A dean inspires an entire college to collaborate and attain wonderful outcomes.

Since worthy accomplishments are produced from high-level performances, a theory of performance (ToP) is useful in many learning contexts.

The theory of academic performance (ToP) emanates from Elger (2007), and the author described 'perform' as an ability to produce a valued result and 'performer' as an individual or a group that engages in collaboration while the level of performance as the location in an academic journey.

The Theory of Performance (ToP) by Don Elger

Don Elger develops and relates six foundational concepts (italicized) to form a framework that can be used to explain performance as well as performance improvements. To perform is to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performance describes location in the journey. Current level of performance depends holistically on 6 components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements. These involve a performer's mindset, immersion in an enriching environment, and engagement in reflective practice. by Don Elger, University of Idaho Rationale for a Theory of Performance Humans are capable of extraordinary accomplishments. Gandhi led a nonviolent revolution that liberated India from colonial rule. On September 12th, 1962, JFK challenged the country to "go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will

serve to organize and measure the best of our energies and skills...” Wonderful accomplishments also occur in dayto-day practice in higher education. An advisor inspires students to follow their dreams. A teacher magically connects with students. A researcher continually asks the quintessential questions that lead to revolutions in thinking. A dean inspires an entire college to collaborate and attain wonderful outcomes. Since worthy accomplishments are produced from high level performances, a theory of performance (ToP) is useful in many learning contexts. Traditional Contexts A ToP informs learning in classrooms, workshops, and other venues that are traditionally associated with learning. Non-traditional Contexts A ToP informs learning in contexts that are not traditionally conceptualized as learning environments. Examples of these contexts include academic advising, self development, departments, academic committees, professional research groups, colleges. Organizational Learning A ToP informs learning by organizations through the idea of examining the “level of performance” of the organization. Performance To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result.

Traditional Contexts

A ToP informs learning in classrooms, workshops, and other venues that are traditionally associated with learning.

Non-Traditional Contexts

A ToP informs learning in contexts that are not traditionally conceptualized as learning environments. Examples of these contexts include academic advising, self development, departments, academic committees, professional research groups, and colleges.

Organizational Learning

A ToP informs learning by organizations through the idea of examining the “level of performance” of the organization.

In Performance Studies, Schechner asserts that *‘performing onstage, performing in special social situations (public ceremonies, for example), and performing in everyday life are a continuum’.* (Schechner, 2002) His contention that each and every one of us is in some sense a ‘performer’ is difficult to dispute. Engaging in ‘real life’ is often indistinguishable from ‘role play’, and in today’s ‘surveillance societies’ of Western culture, with CCTV cameras seemingly everywhere, the scope for performance as an extension of simply being has never been wider. The evident logical development of this is the ubiquitous ‘reality TV’ show, as well as the do-it-yourself webcam and

personal websites on the internet, both of which have contributed a new dimension to 'the style of being'.

Theoretical Framework

There has been emergence of different models from various experts and researchers on the concept of performance. However, the Don Elger theory of performance. Don Elger develops and relates six foundational concepts (italicized) to form a framework that can be used to explain performance as well as performance improvements. To perform is to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performance describes location in the journey.

METHODOLOGY

The study employed a descriptive method of data collection.

Sources of data for the work

Data were sourced from various past scholars journal and book publications on performance, SMEDAN reports and journals on SMEs activities and performance, Bureau of Statistics, articles on the factors that influence organizational performance and other related research items on the subject matter.

Presentation and discussion of results

Objective 1- • To identify the determinants of SMEs performance in Nigeria.The determinants of performance are:

Determinants of Performance

- Willingness to perform
- Capacity to perform
- Opportunity to perform
- Job Satisfaction
- Training and Development
- Motivation
- Organization Culture
- Work Environment
- Work Load
- Right Tool for the job
- Employee Engagement
- Communication

Determinants of Performance

Following are the three fundamental **determinants of job performance**.

1. **Willingness to Perform**
   The level of performance will be high and will be up to the standards if employee is performing duties & responsibilities in the organization with willingness.
2. **Capacity to Perform**
   If the fundamental abilities, qualifications and skills needed doing particular duties are possessed by the workers the level of performance will be in accordance with the set standards and vice versa.
3. **Opportunity to Perform**- If able workers are given the opportunity to carry out some task, then performance will be achieved.

Other determinants of performance include:

- Job Satisfaction- When workers have job satisfaction in their line of business, there will be tendency for greater performance.
- Training and Development- Training and Development helps to encourage the increase in talent, ability and generally develop human capital which improves performance.
- Motivation- Any form of motivation in form of salary increase, rewards and awards of excellence will booster performance.
- Organization Culture- The culture of the organization can promote greater performance. Some organizations with the culture of excellence will definitely be productive and perform better.
- Work Environment- Once the work environment is safe and conductive, there will be greater performance.
- Work Load- The likelihood of getting bored with work load may reduce performance. Employee should be accorded with task that will be burdensome or difficult to achieve.
- Right Tool for the job- When machines and equipment needed to carry out the job are available then there will be better performance.
- Employee Engagement- The greater the employee engagement in the work, the better the performance.
- Communication- Effective communication within an organization helps to improve on woirkers relationship and build better performance.

Objective 2: • To highlight the dimensions and sample indicators for Firm Performance

Dimensions and Sample Indicators for Firm Performance

1. Profitability Performance - Return on Assets, EBTIDA Margin, Return on Investment, Net Income/Revenues, Return on Equity, Economic Value Added (EVA)
2. Market Value Performance - Earnings Per Share, Changes in Stock Price, Dividend Yield, Stock Price Volatility, Market Value Added (Market Value / Equity), Tobin‟sQ (Market Value / Replacement Value of Assets)
3. Growth Performance -Market-Share Growth, Asset Growth, Net Revenue Growth, Net Income Growth, Number of Employees Growth
4. Employee Satisfaction -Turn-over, Investments in Employees Development and Training, Wages and Rewards Policies, Career Plans, Organizational Climate, General Employees‟ Satisfaction
5. Customer Satisfaction - Mix of Products and Services, Number of Complaints, Repurchase, no of new products launched Rate, New Customer Retention, General Customers‟ Satisfaction
6. Environmental Performance- Number of Projects to Improve / Recover the Environment, Level of Energy Intensity, Use of Recyclable Materials, Recycling Level and Reuse of Residuals, Volume of Energy Consumption, Number of Environmental Lawsuits
7. Environmental Audit Performance -Environmental Policy, Environmental Audit Report and Environmental Review
8. Corporate Governance Performance Board Size, Board Independence, Outside Directors, Insider Ownership
9. Social Performance Employment of Minorities, Number of Social and Cultural Projects, Number of Lawsuits Filed by Employees, Customers and Regulatory Agencies.

Objective 3: • To identify the forms of SMEs performance in Nigeria.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance is also the success or fulfillment of organization at the end of program or projects as it is intended. According to Richard et al. (2009), organizational performance encompasses three specific areas of firm outcomes:

(a) financial performance (profits, return on assets, return on investment, etc.)
(b) product market performance (sales, market share, etc.);
(c) shareholder return (total shareholder return, economic value added).

Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development.

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Summary, Conclusion and Recommendations

The study identified willingness to perform, capacity to perform, opportunity to perform, Job Satisfaction, Training and Development, Motivation, Organization Culture, Work Environment, Work Load, Right Tool for the job, Employee Engagement, Communication as determinants of SMEs performance in Nigeria. The study identified Profitability Performance, Market Value Performance, Growth Performance, Employee Satisfaction, Customer Satisfaction, Environmental Performance, Environmental Audit Performance, Corporate Governance Performance and Social Performance as the dimensions and sample indicators for firm performance. And Organizational performance which comprises as financial performance, product market performance and shareholder return as the forms of organizational performance.

Conclusion

The study describes performance as a process of value addition in terms of effectiveness and efficiency brought about through innovation and which must be sustained to enhance continuous performance. Thus, competing in a continuously

changing environment is very necessary to comprehend and monitor performance and the determinants of performance must be constantly put into play to achieve the best for an organization.

Recommendations

Policymakers and business support agencies in Nigeria should prioritize initiatives that promotes better performance and quality service delivery by Small and Medium Scale Enterprises (SMEs) in Nigeria. Facilitating easier access to initiatives which includes engaging in positive emotions (performer's mindset) which includes setting challenging goals providing conditions in which the performer feels an appropriate degree of safety, allowing failure as a natural part of attaining high performance, immersion in a physical, social and intellectual environment, reflective practices by getting involved in actions that can help people to pay attention to and learn from experiences, analyzing strengths and areas for improvements, analyzing and developing identity and improving levels of knowledge.

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