



Technological Environment and Performance of Medium Enterprises in Ogun State

Rasaki A. Raji

The Federal Polytechnic, Ilaro, Ilaro, 112106, Nigeria / Department of Business Administration and Management
rasaki.raji@federalpolyilaro.edu.ng

Oluyemi K. Raji

The Federal Polytechnic, Ilaro, Ilaro, 112106, Nigeria / Department of Mechanical Engineering
oluyemi.raji@federalpolyilaro.edu.ng

Abstract: *This study evaluates the technological environment and performance of medium enterprises in Ogun State using technological adaptability, transfer and adoption as variables of study. The population of the study consists of 1,868 Medium Enterprises in Ogun State and derived a sample size of 330 Medium Enterprises through Taro Yamane Model. The study engaged descriptive survey research with an administered questionnaire as the instrument of research. The overall model results were significant at a 5percent level of significance. The research study found that technological transfer, adoption and adaptability have a positive significant effect on Medium Enterprises in Ogun State. The study concludes that innovative practice and management usually bring adoption of technology through its acquisition no matter its costs to the organization usually allowing the Enterprises to remain in business in the light of tight competition. Organizational capability internally assists in aligning with external capability in technological adaptability while the collaboration of the organization through meetings is the source of technological transfer. It was recommended that Medium Enterprises should continue with innovative practice management, collaboration, infrastructural facility upgrades and acquisition of new technology to be in business in the light of competitive situation.*

Keywords: Technological, Adaptability, Adoption, Innovative-practices, Competitive

Introduction

World over, there are Economic crises, occasioned by environmental issues and moderated the general environment factors on ecological agents, the carriers and performers of these cases on medium scale enterprises. Governments at various levels designed policies to assist in the development of Medium enterprises because of their importance to industrial development. Medium enterprises remain a critical sector that is germane to the development of the real sector in the Nigerian economy. The accelerated technological developments and radical changes that have been witnessed are occasioned by modern technologies, especially Artificial Intelligence (El-Emany, Ai-Ol-Otiabi & Al-Amri, 2020). Medium Enterprises operate in the ultraviolet changing technological environment, hence the firms must evolve as well or else these firms' process of operations will become obsolete and their goods/services become less competitive. Medium enterprise owners must make decisions in a technological environment of uncertainty in the light of dwindling resources. The technological environment is changing or transiting the ways of business undertaken, as well as the chain of distribution (Oyedele, Olusegun, Oworu & Abdulganiyu, 2020). The present industrial environment; the fourth industrial revolution for digital –physical production model spawns a disruptive effect on industries (Mallinguh, Wasike & Zoltan, 2020). LDC organizations perform activities in the unfriendly environment that

featured with dilapidated amenities, unfriendly bureaucracy, distorted regulations, policies and poor orientations towards technology (Akinwale, Adepoju & Olomu, 2017). Any form of technological environment can only functions well through friendly enabling regulatory framework which moderates the technological forms available. Technological environment is about external technological factors that affect the modulus operandi model of business. Technological change as a component of the technological environment, in essence, can greatly influence the strategy employed occasioned by technological challenges (Salawudeen, 2022). Technology is fast and firms must balance their terrain for survival in a strong competitive environment. Industrialization and globalization escalations have led to complex operations of the technological environment. Technological environment components, as evidenced through related literature comprise Technological changes, which are seen as a transition from one degree of application to another. It is also noted as the application of scientific or other organized knowledge through practical skills (Onabanjo, 2012). Technological factors indicators according to Van Stel, Millan and Roman, (2014). Kozubikova and Kotaskova (2019) asserted that technological factors indicators lead to business failures as related numbers of educated entrepreneurs that had benefited from knowledge and higher viability levels. Secondly, an advanced technological environment also provides a higher level of educated workforce who in-turn give progress to the



business. The third is the degree of tertiary education also supported the existence of business operations and undertakings. Technology adaptation is the technological environment featured with the available newest technologies as well as embracement or adoption of total technological environment factors of entrepreneurship sustainability, in the growing nations, noting the levels of changing technological environments which could also be important to appreciate condition(s) at hand and to evaluate condition(s) of the future (Das, Kindu & Bhattacharya, 2020). Technological orientation is of two types. Technological exploration which entails or stresses on embarking on the effectiveness in new business expansion and technological exploitation which entails efficiency of operation (Hamaluba & Kesamang, 2022). Technological adoption refers to the acquisition and embracement of new technology and methods of performing activities in enhancements of quality service delivery via training in ICT proficiency, digitalization operations and activities, knowledge management, and investment of more quality resources on newly acquired technology, by the organization(s). Technological transfer denotes the activities through which a country or a firm transfers technological or scientific undertakings, the latest uses for technology, designs and the technical knowledge that could be used in the process of production (Chun, 2007, Wahab, Rose & Osman, 2017)

According to Onabajo (2012), every technological transfer requires an extent of adaptation because technology is due to little location of specific and implicit. Besides, adaption is socially difficult progressively where adjustments are needed on irrational government policies initiated. (Das, Kundu & Bhattacharya, 2020). It is a problem for SMEs in the present environment to keep pace with the turbulent technological environment. Lower degrees of financial technological resources that could lead higher to productivity not only pose problems in their capacities to source for technology but also in the ability to take down absorption in their firms and diffusions of them into the industrial sector (Jones-Evans, 1998; Das, Kundu, Arabinta & Bahattahcharya, 2020). The presence of diverse foreign back-ups supported systems does not usually significantly aid home countries' SMEs in the areas of technical training and development technically.

Developing Nation's policy formulators encountered with problems of how to improve the technological competence of the employees and owners of SMEs as well as the s degree of adoption of renewed technology for the best performance of SMEs (Das, etal, 2020).

The challenges posed by the technological environment fit between organizational infrastructural preparedness for technological adoption, absorption, acquisition and transfer. The facilities on the ground are not capable of aligning with the dictates of the technological environment requirements on the organization parts with particular reference to Medium Enterprises that should be the

shakers and movers for adoption, adaptability and transfer of technology activities.

Organizations must make sure that their new technological activities, such as data practices are in line with the relevant laws, regulations and policies to avoid potential tendencies of privacy violations (Benbya, Davenport & Pachidi, 2020).

Disastrously, the gamut of the potential knowledge-based system to develop and promote organizations taking advantage of expertise to develop organizational learnings is still untapped as a result of poor technology, orientations and piecemeal adoption of the technology cum shortages of high-skill professionals in many countries of the world. (Dahir & Paul, 2019).while many researches have been undertaken in SMEs none of the published studies available had undertaken research activity on the technological environment and the performance of Medium Enterprises in Ogun State. This study, therefore seeks to investigate the effect of Technological Adoption on Medium enterprises performance, evaluate the effect of Technology Transfer on Medium Enterprises performance and examine the effect of Technological Adaptability on Medium Enterprises performance in Ogun State, Nigeria.

Literature Review

Innovation adoption is of three stages which are: initiation, adoption decision, and implementation (Damanpour & Sky Schneider, 2006; Rogers, 1995; Walker, 2010; Damapour, & Devece, 2010). Therefore, technological adoption could be linked to the innovation adoption concept which has initiation, adoption decision and implementation in its procedural treatment. Anjum (2018) typologies technology adoption factors as affecting SMEs' manufacturing performance as follows: innovative support; innovative cost; technical capabilities; supply relationship customer and organization size. It has been generally accepted that the adoption of technology factors rests on technology natures which means, a model suitable for all methods which is not suitable for another and hence, factors driving the adoption of a particular technology equally need particular attention. (Plewa, Troshami, Francis & Ramparsad, 2012). Adoption of new technology level centred on three factors that are demand determinants which include employees' skills level and capital goods; customer relationship and commitment, Network impacts. Supply factors include new technology improvements, old technology improvements and complementary inputs while environmental and institutional factors are firm size and market structure, government and legislations, and policy (Hall & Khan, 2003).

Technological adaptability has been widely acknowledged by a gamut of kinds of literature as the best choice for the SMEs. The prerequisites for successful technological adaptation in the SME sector include the presence of technologically skillful workers; support of work and policy tradition and new technology identification in the



competition. (Prasanna *et al*, 2019) Adaptation of new technology entails copying and imitation of other organizations in specified industry (Ntwoku, Negash, Meso, 2017; Prasanna *et al.*, 2019).

The less developed countries (LDC) possess few opportunities as late entrant to learn new technologies which have been developed by the developed-countries organization, assimilation of technology and its adaptation to their local environments, bearing few local factors in mind (Akinwale *et al.*, 2019). In the new economy which is popularly referred to as 4.0. Human workers usually adapt to new environments and task environments with the newest technology rather than tasks and robots (Akinwale *et al.*, 2017). Organizations in LDC possess opportunities as latecomers by barring few technologies which had been developed by the developed countries organizations which understood the technologies and adaptations of them to their situations with considerations of some factors within their environments.

TNCs and MNCs globally are noted as technological transfer agents to local organizations, especially the SME sector. The chances the degree of a business firm to be updated to withstand the competition worldwide (Nadise & Dogan, 2014; Prasanna *et al.*, 2019). Technological transfer is within the realms of knowledge transfer, in knowledge management literature. The degree of learning of an organization could be affected by knowledge and its relationship with another firm, as well as another agent. Technological innovation processes are achieved from the social and complex associations which happen at less cost nor in isolation, but are the causes and results of flows of knowledge as well as National Innovation System (NIS) agents (Bulgerman, Maidigwe & Wheelwright, 1996) Transfer could be termed successful if the technology transited from research to a development laboratory and later turned into a part of the product or a full product. According to Bulgerman *et al.* (1996), there are primary and secondary factors of technology transfer. Primary factors include Technical understanding feasibility, advanced development overlaps; the existence of an advocate, growth potential; advanced technology activities in the developmental laboratory; external resources and joint programs. Secondary factors include: Timeliness; internal users; government contacts; high-level involvement; industrial corporate responsibility; individual corporate responsibility and proximities

Medium Enterprises are enterprises that have between 50 to 199 staff and assets value #50 and below #500m not including buildings and land.(NBS 2010;Tijani-Alawe,2016). Medium enterprises scale as firms that have between 101 to 300 workers, capital used by the firm is above #50m but less or equal to #200m (outside Building and cost of the land).In Nigeria, 7.22% are between 50-199 Labour size of MEs (Tijani-Alawe, 2016).

Performance of enterprise is the extent to which a set of objectives had been carried out to get designed results with

minimum costs in a short-time to an organization or individual. It has been established in numerous literatures of research carried out that technology has been a major player and contributor to the achievement of organizational effectiveness. Technology demonstrated a positive and significant role in SMEs through increased performance, effectiveness, building relationships as well as increase in output (Shanmugam & Shanmugan, 2021) Therefore, the Technological environment has a positive significant relationship on the performance of MEs, if it could be empirically investigated. Hence, findings, and results could substantiated for further analysis and inferences.

Prasanna *et al.* (2019) researched the sustainability of SMEs. The study employed a systemic review of technological challenges and SMEs performance and qualitative techniques through the search of web works of literature on technological activities and undertakings. It was found that driving forces that are responsible for technological progress are social capital, linkage with TNC and MNC innovation, collaboration on ICT activities and adoption of technological-enhancing-productivity. Kozubikova and Kotaskova (2019) researched the impact of technological factors on the quality of the business environment in the Republic of Czech and Sloak with 312 organizations and 329 firms respectively. Questionnaires were sent to owners' managers through their e-mail addresses. The study employed LSM regression. The results showed a statistical significance of all the factors in the quality of the business environment of the Slovak and Czech Republic. It was also concluded that assessment of entrepreneurs in relation to available infrastructural facilities, human capital research and development as well as collaborations of public and private sector positively affect the quality the business environment.

Wilburn and Wilburn (2018) conducted a research on the impact of technology on business and society. The study employed qualitative approach through the search of web for pertinent literatures. It was concluded that business will highly have a Network and collaborate remotely with independent professionals and freelancers via digitalized talent groups through its associated union and regulatory functions. On the impact of online resources/technology adoption on SMES Performance, the research was quantitative based on relevant works of literature. The benefits of the technology adoption could be seen in the growth of SMES which is related to sales, customers, development strategy, and productivity growth. It was concluded that technological adoptions assist organizations to improve their competitiveness with more prominent organizations

Das *et al.* (2020) investigated the technology adaptation and survival of SMEs. A longitudinal study of developing countries. The research adopted the 2012-2016 GCIR of the technological environment of developing countries with six parameters. Regression analysis was employed. It



was found that both institutional capabilities and external capabilities emerged as significant factors towards creating technological environmental sustainability for the entrepreneur.

Anjum (2018) investigated the impact of technology adoption on the performance of SMEs in Patral where 50 sample sizes were taken from six major districts, a total of 300 in Maharashtra state, with a registered population of 53,070 organizations. The study employed logistic regression and linear regression to project the manufacturing and business performances of SMEs. It was concluded that technology adoption has assisted the SMES to increase and contribute to growth in the economy particularly thereby resulting in competitive opportunity and increasing performance in the economic situation

Prasanna *et al.* (2019) investigated the sustainability of SMEs through a systemic review on technological challenges and SME performance. The researcher employed qualitative analysis of extensive web search on the central theme- research and problem on factors moderating the technological development in the SMES to confront competitive barriers on (i) Innovation- utilization of new scientific discoveries; information technology; technology transfer between SMEs and MNGs and TNGs; social capital approach; business collaboration through networking; technology to improve efficiency and productivity. (ii) Development criteria for a sustainable technological upgrade in the SME sector which include: human assets and their capabilities; new technology and its opportunities. It was concluded through reviewed work that successful technological adoption in SMEs clusters – identification of benefits of new technologies in the competition; availability of technologically skillful employees and lastly supportive work and policy cultures affect business performance.

This research is anchored on disruptive innovative theory propounded by Clayton Christensen through the research work titled The Innovation Dilemma. The theme of the theory was technological innovations which explains the trajectories of new technological innovations which displaces existing technological activities than expected. Disruptive technology provides diverse value from mainstream technologies which ab initio substandard to the mainstream technologies concerning the dimension of the performance which is vital to the mainstream clients/customers. Besides, disruptive innovation technology happens in stages, and goods/services emanating via disruptive technology do serve a niche market. He explained that market disruption occurs whenever a new/inferior product based on disruptive technology displays the mainstream products despite their superior performance. Besides, disruptive technology dynamics applicable in diverse area such as product and business models. This theory relates to the technology environment in the sense that it entails absorption, adoption and adaptability as components of the study

concerning products and services of the environment of technology (Naqsabandi & Sharan, 2015).

Methodology

This study employs a survey research design. The population of the study consists of all Medium Enterprises carrying on business operations in Ogun State totalling 1,868 organizations (SMEDAN, 2021). The Taro Yamane sample method was employed to arrive at a sample size of 330 Medium Enterprises at 95% with an error margin of 5%. The owners and key operating officer and one Technical/ production staff making 3 staff per organization were targeted with 1 minimum retrieved questionnaires per each organization. The instrument engaged was moderated by professionals working in three different sectors. The questionnaire was designed with a Likert scale of 4 points. The instrument of research was distributed to target persons at different forums and mediums of meetings of these owners/key operators of the organization at business /professional meetings business luncheons and chambers of commerce meetings held in parts of the state for six months. Besides, questionnaires were distributed to various business premises through our research assistants without repetition. In all 296 were retrieved while 286 questionnaires constituted 86% were fit for use which is still considered an appropriate standard while 50% downward is not an acceptable standard for research analysis (Bryman & Bell, 2011).

Presentation and Interpretation of Results

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.903	20

Source: Researchers' Computation (2024)

Table 1 reveals that the instrument engaged is sufficient to address questions relating to the research; hence the instrument is strongly fit for the research.

Table 2: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.854 ^a	.730	.727	1.59426

Source: Researchers' Computation (2024)

Table 2, exhibits the joint interactions of all dependent variables Technological adoption (TAD), Technological transfer (TTR), and Technological adaptability (TAY) on Medium Enterprises Performance (MEP) which is significant with the employed model. The joint strong R² square is .730 which could change to 73% and implies that 27% is not within explainable factors outside the scope of this study.



Table 3 : ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1900.278	1	1900.278	719.406	.000 ^b
	Residual	750.173	284	2.641		
	Total	2650.451	285			

- a. Dependent Variable: MEP
 b. Predictors: (Constant), TAY

Source: Researchers' Computation (2024)

Table 3: shows that the joint probability of the F-statistic result [$f(3/253.598)$, $P \leq 0.5$] is less or equal to 0.05% and indicates that the model is significant. Thus, there is a positive causal relationship of the Medium Enterprises Performance (MEP) scale (dependent) and Technological adoption, Technological Transfer and Technological Adaptability (independent) variables at a 5% level of significance as demonstrated by the P-value with associated F-statistics. The alternative is accepted.

Table 4: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
1 (Constant)	1.748	.467		3.745	.000
TAD	.121	.058	.085	2.076	.039
TTR	.139	.051	.148	2.711	.007
TAY	.631	.055	.670	11.498	.000

- a. Dependent Variable: MEP

Source: Researchers' Computation (2024)

Table 4 reveals the joint relationship of variable of study on Medium Enterprises Performance (MEP) which shows significant result of all variables which probability value of 0.000. Hence, all the Beta coefficients which $B_1 = .121$, $B_2 = .139$, $B_3 = .631$ placing other variables constant MEP increase by .121 unit, when TAD activities goes up one unit which contribute to MEP in Ogun State by 9% when an increase by .119 units when TTR goes up by one unit which contribute to MEP in Ogun State by 15% of this unit and .631 units when TAY goes up by one unit which contribute to MEP in Ogun State by 67% unit of activities.

Discussion of Results

The first objective is to investigate the effect of Technological Adoption (TAD) on medium enterprise performance in Ogun State. The study shows that there is a positive significant influence of TAD on Medium Enterprises' performance. This implies that technological adoption by the enterprises in the group of enterprises in this study embraced technology to be in the business within the tensed competitive environment as well as the

dynamic, turbulent business environment in Ogun State, which require innovative practices management. This is in line with (Padilla-Vega, Senquiz-Diaz & Ojeda, 2024).

The second objective is on the performance of Medium Enterprises in Ogun State. From the results, Technological Transfer (TTR) has a significant effect on MEs in the study area. This corroborates Kundus et al. (2020) which explains that technology transfer is based on the internal and external capacity/capability of the enterprises.

The third objective attempts to examine the effect of technological adaptability on the MEs performance in Ogun State. The study shows that there is positive significant influence of Technological transfer on Medium enterprises in Ogun State. This implies that Technological Transfer activities results are noted through improved business operations, expansions and maintenance sustainability of the organization.

Conclusion and Recommendations

The study reveals that there are positive and significant effects of the technological environment on the performance of Medium enterprises in Ogun State both of joint interaction levels. Therefore, it could be deduced that innovative practice and management are the sources of technological adoption to stay or remain in the business amid heavy or high competition.

The study shows that Technological transfer has positive and statistically significant effects on MEs in Ogun State in joint interactions tables. Hence, it could be inferred from the results tables that Technological Transfer involves the collaborations among the concerned clusters of MEs in the states, through the sharing of knowledge and resources of businesses through association meetings.

The study exhibits that there is a positive and statistical effect of Technological adaptability on medium enterprise's performance the major determinant factor in the Technological Adaptability of a firm in this cluster of study is the capabilities of the organization.

Based on the research findings, it is recommended that enterprises in this category should continue innovative management practices hence the acquisition of new technology to be able to deliver their mandate to the stakeholders, no matter the cost of acquisition It is also recommended that internal training, infrastructural acquisitions and upgrade should be continually engaged by all Medium Enterprises to solidify their internal capability in other to be technologically fit to receive changes occasioned by outside technological activities from all stakeholders.



References

- Akinwale, Y O, Adepoju, A.O & Olomu, M.O. (2017). The Impact of technological innovation on SMEs profitability in Nigeria. *International Journal of Research, Innovation and Communication*, 1(1) 74-91.
- Anjum A. (2018). Impact of Technology Adoption on the Performance of Small and Medium Enterprises in India. *Academic Research Publish in Group Special Issue*, (5) 857-867.
- Benbya, H., Devenport, T. H. & Pachidi, S. (2020). "Special Issue Editorial Artificial Intelligence in organisations: current state and future opportunities." *MIS Quarterly Executive*, 19(484) gix-xxi
- Brymal, A. & Bell, E (2011). *Business Research Methods*. Oxford University Press. Great Clarendon Street.
- Burgelman R. A.: Maidique, M. A., & Wheel Wright, & Steve, C. (1996). *Strategic Management of Technology and Innovation* (2nd International Edition Irwin/McGraw-Hill. USA.
- Chun, C. L. (2007). Modelling the Technology Transfer to Taiwan from China. *International Research Journal of Technology Management*, 12(4), 462-476.
- Dahir, A. M., & Paul, S. N., (2019). Effective Strategic Management Practice on Organizational Performance of State Corporation in Kenya Power. *Journal of Recent Research in Commerce Economics and Management (IJR CEM)*.6(4) 150-157.
- El-Mary, I. M. M., Al-Otaibi, S., & Al-Amri, W. (2020). Technological Communication. *Bioscience Biotechnology Research Communication*, 13(4) 2024-2029.
- Hamaluba, T. & Kesamaang (n.d).The Impact of Technological Orientation on Small Scale Service Firms Business Performance Botswana.
- Janes-Evans (1998). SMEs and Technology Transfer Networks – Project summary. Pontypridd, *Welsh Enterprises Institute*, University of Glamorgan.
- Kozubikova, L., Kotaskova, A. (2019). The impact of Technological Factors on the Quality of the Business Environment. *Transformations in Business & Economics*. 18, (1) (46) 95-108.
- Mallinguh, E., Wasike, C., & Zoltan, Z. (2020). Technological Acquisition and SMEs Performance, the Role of Innovation, Export and the Perception of Owner-Managers. *Journal of Risk and Financial Management*, 13(258), 1-19.
- Mangione, T. W. (1995). *Mail. Survey. Improving the Quality*. Thousand Oaks. CA.
- Nadibe, S., & Dogan, I. (2014). The impact of foreign direct investments on SMEs development *Social Behaviour Science*.
- Naqshbandi, M. M.& Kaur, S. (2015). *Theories in innovation management: Selected theories in social research*. UM Press, 41-51. ISBN 9789831007846.
- Ntowoku, A., Negash, B, & Mwso, P. (2017). ICT Adoption in Cameroon SME: Application of Business Diffusion on Model. *Info Technol. Dev.* 23(x) 296-317.
- Onabajo, F. (2012). An Assessment of Effect of Technological change on Workers' Safety in Enterprises. *International Journal of Socio-Economic Development & Strategic Studies*. 5(1) 56-76.
- Oyedele, O. O., Oworu, O. O. & Olakunle, A I. (2020). Online Marketing and performance of small scale enterprises in Nigeria: A study of Selected SMEs in Ikeja, Lagos State, Nigeria. *Annals of Contemporary Development in Management & HR* 2(3), 15-24.
- Plewa, G., Trashami, I., Francis, A. & Rampersad, G. (2012). Technology adoption and performance impact in innovation domains' *Industrial Management & Data System*, 112(5), 748-765
- Richard, M. W., Davanpour, & Devence, C. A. (2010). Management Innovation and Organizational Performance: the mediating effect of performance management. *The Journal of Public Administration Research and Theory*.
- Salaudeen, K. O. (2022). *Effect of Technological Environment on the performance of small and medium scale enterprises in Abeokuta Ogun State*. HND Project in the Department of Business Administration, Federal Polytechnic, Ilaro.
- Shanmugam, K. & Shanguman, J. K. (2021). Impact of Perceived Characteristics on Technology Adoption among Manufacturing Small and Medium Enterprises in Malaysia. *Journal of Academia*, 9(2) 40-55.
- Tijani-Alawe, B. A. (2011) *Entrepreneurship Practices and sustainable success of Nigeria small and medium enterprises (SMEs)* unpublished PhD thesis. Department of Business Administration University of Lagos, Nigeria.
- Toward A Conceptual Framework of Technology Adoption. Factors Impacting the Acceptance of



the Mobile Technology in the International Business Growth. *International Journal of Scientific & Technology Research*, 6 (1),81-86.

Wahab, S. A., Rose, R., & Osman, S. I. W. (2012). Defining the concepts of Technology and Technology transfer: A literature Analysis. *International Business Research*. 5(1), 64-92.

Wilburn, K. M., & Wilburn, H. R. (2018) The Impact of technology on business and society. *Global Journal of Business Research* 12(1). 23-39.

Small and Medium Enterprises Development Agency of Nigeria & National Bureau of Statistics (2021) Federal Republic of Nigeria *MSMEs Survey Report*

Small and Medium Enterprises Development Agency of Nigeria & National Bureau of Statistics (2013) *National MSMEs survey report*

Small and Medium Development Enterprises Development Agency of Nigeria and National Bureau of Statistics (2017) Micro, Small and Medium Enterprises *National survey report*.