

<sup>1</sup> Determinants of Micro and Small Enterprises Performance in  
<sup>2</sup> South West Ethiopia: The Case of Manufacturing Enterprises in  
<sup>3</sup> Bench Maji, Sheka, and Kefa Zones

Gemechu Abdissa<sup>1</sup>

<sup>1</sup> izan-Tepi University, Mizan Teferi

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## 8 Abstract

The aim of this study is to investigate the factors that affect the performance of SMEs in Bench Maji, Sheka, and Kefa zone particular to manufacturing sector. In this study, mixed research methods were used. Stratified simple random sampling was used to select proportional number of samples from the study area. Both primary and secondary source of data were used. To obtain the primary data, questionnaires were distributed for 278 micro and small sized enterprises owners and managers to access the performance status of their enterprises and also to examine factors affecting their performance. Secondary data were collected from books, journals, past research works, official documents and the Internet.

**Index terms**— small and medium enterprises (smes); performance, internal and external factors.

## <sup>19</sup> 1 Introduction

he success of the government and a country, in regard to business development, is related to small business sustainability (Carrasco-Davila, 2005). Local and federal authorities had been developing programs that promote the creation of new jobs thru the small business (Plan Nacional de Desarrollo, 2007). The small and medium business sectors are recognized as an integral component of economic development and a crucial element in the effort to lift countries out of purveys. The dynamic role of micro and small enterprises (MSEs) in developing countries as engines through which the growth objectives of developing countries can be achieved has long been recognized. Small businesses play an important role in the development of a country and serve as a means to sustain and grow economies (Ibrahim, Angelidis, & Parsa, 2008). Due to the ease in starting and simplicity in operation, small businesses are initiated for various reasons depending upon entrepreneur motives and traits (Kozan et al., 2006). Small businesses contribute to lowering unemployment as well as generate new sources of employment.

Recent empirical studies show that MSEs contribute to over 60% of GDP and over 70% of total employment in low-income countries, while they contribute over 95% of total employment and about 70% of GDP in middle-income countries. Therefore, an important policy priority in developing countries is to reform the policies that divide the informal and formal sectors, so as to enable the poor to participate in markets and to engage in higher value added business activities (Ayyagari, Beck and Demirguc-Kunt, 2003).

36 Policies to promote the development of MSEs are common in both developed and developing countries (Storey,  
37 1994; Levitsky, 1996; Hallberg, 2000). In the case of developed countries, it has become commonplace for  
38 governments during the last two or three decades to implement policies or programs designed to promote aspects  
39 of micro and small-sized enterprises (MSEs). This has coincided with an increase in the importance, in terms of  
40 contribution to employment and GDP growth, of SMEs in most of the developed economies (Storey, 1994). In the  
41 case of developing economies, policies designed to assist MSEs have been an important aspect of industrial policy  
42 and multilateral aid programs such as those of the United Nations since the 1950s (Levitsky, 1996). However,  
43 while there are wide variations across countries the traditional picture is one where the relative importance of

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44 SMEs tends to decline as a country moves up the developmental ladder (Hallberg, 2000; ??nd Liedholm and  
45 Meade, 1999).

46 In addition, they also comprise a significant proportion of the business enterprises. It may therefore be  
47 argued that, purely from the viewpoint of their significance in their economies, MSEs warrant attention from  
48 governments. Storey (1994) has argued, in the UK context, that the increased importance of MSEs means  
49 that public policies towards them cannot be considered in isolation from other influences in the economy and  
50 cannot be left to those with a particular interest in MSEs. The significance of SMEs in their economies makes  
51 it important for policymakers to ensure that these enterprises do not face impediment that hamper their ability  
52 to operate efficiently and do not face tedious administrative compliance costs. As Lattimore et al. (1998) note,  
53 while economic importance provides a strong basis for public policy consultation with small business, in itself it  
54 provides little justification for specific interventions.

55 Despite a long history of development efforts, MSEs were perceived rather as a synthetic construction mainly  
56 of "social and political" importance (Hallberg, 2000), especially throughout the 1980's and up to late 1990's.  
57 Although domestic MSEs constituted most of what could be and what are still deemed as the private business  
58 activity in most developing countries, private sector development strategies advocated for and implemented in  
59 these countries were skewed towards the needs of large-scale business, including foreign invested ones. This type  
60 of policy advice was partly motivated by the rather disappointing (Meyer-Stamer, Jörg and Frank Waltering,  
61 2000) results achieved through extensive MSE support systems operated in developed countries since the 1970's.

62 While contributions of MSEs were recognize, many programs and policies were developed to support them,  
63 their journey in many instances is short-lived with high rate of failure mostly in Africa due to several factors  
64 (Michael and Jeffrey, 2009;Lussier, 1996; ??onjo,2000; ??LO,2007; ??iboonchutikula, 2001;Zewde and Associates,  
65 2002).There are many obstacles hindering their growth like competitions, lack of access to credit, cheap  
66 imports, insecurity, debt collection, marketing problems, lack of enough working space, identical products  
67 in the same market, change in demand and absence of market linkages, lack of raw material accessibilities  
68 ??Wiboonchutikula,2001).

69 Okpara & Wynn (2007) research on smallbusiness development has shown that the rate of failure of MSEs  
70 in development countries is higher than the developed world. According to Geberhiwot and Wolday, (2006)  
71 more than 11,000 MSEs were surveyed and about 5 percent of them admitted having main constraints like lack  
72 of working space for production and marketing, shortage of credit and finance, regulatory problems (licensing,  
73 organizing, illegal business), poor production techniques, input access constraints, lack of information, inadequate  
74 management and business skill, absence of appropriate strategy, lack of skilled human resource, low level of  
75 awareness of MSEs' as job area, low level of provision and interest for trainings and workshop. These constraints  
76 confirm with other developing countries, especially poor management, corruption, lack of training and experience,  
77 poor infrastructural development, insufficient profits and low demand for product and services.

78 Shiffer and Weder (2001) clearly show that there are size-based policy biases against MSEs, and more so against  
79 smaller firms in the microeconomic environment. These biases cover all areas: legal and regulatory frameworks,  
80 governance issues, such as bureaucracy and corruption, access to finance and property rights. Governmental  
81 interventions on all fronts are required. The existence of such biases point out to either market or government  
82 failure and is closely related to the capacity of the stakeholders involved. At times, markets may correct  
83 these failures. However, in some cases, removal of failures in the business environment may require adopting  
84 structuralist (selective intervention) approaches rather than market-friendly approaches, as market forces may  
85 not be sufficient to remedy the capacity deficits in the system. The choices made will be political, but they should  
86 be based on sound analyses (Lall, 2001).

87 Even though in the past decades the focus of Ethiopian government was mainly on large organizations,  
88 particularly on manufacturing sector, the recent wave of private sector development initiatives however shifted  
89 the policy efforts to MSEs and SMEs. This new orientation has been possible because of poor performance in  
90 most state owed companies and the tension introduced by globalization and the increased need for competitiveness  
91 (Zewde & Associates, 2002;Hamilton and Fox, 1998). Thus, the health of micro and small business sectors is  
92 very important for the overall economic growth potential and future strength of an economy since they utilize  
93 local resources, satisfying vital needs of large segment of the population with their products and services, serve  
94 as sprees of technological, marketing and management capacity and skill acquisition, and enable technological  
95 process via adoption technology ??FeMSEDA, 2004).

96 The south west region is endowed with ample natural resource. MSEs make productive use of resources and  
97 improved the efficiency of domestic markets, thus facilitating long-term economic growth. MSEs also seem to have  
98 advantages over other largescale competitors in that they are able to adapt more easily to market conditions and  
99 utilize the ample resources. The sector has the potential to contribute towards creating employment opportunities  
100 and reducing poverty. However, even if ample resource is available in the region they have not performed  
101 creditably well and hence have not played the expected vital role in the economic growth and development of  
102 the country. This situation has been of great concern to the government, citizenry, operators, practitioners and  
103 the organized private sector groups.

104 Therefore, the basis for this study is that the government formulated some policies, and established many  
105 institutions to promote the smooth functioning of SMEs. However, the sector is not performing up to the  
106 expectations of many stakeholders as it has been suffering from several problems. Therefore, the study aims at

107 identifying the impact of the varied problems on the performance of MSEs in Bonga, Mizan-Aman, and Teppi  
108 Towns.

## 109 **2 II.**

### 110 **3 Materials and Methods**

#### 111 **4 a) Research Design**

112 According to Mark et al. (2009:101) mixing qualitative and quantitative approaches gives the potential to cover  
113 each method's weaknesses with strengths from the other method. In this study, a combination of qualitative and  
114 quantitative approaches of doing research was employed, which has been practiced, as recommended by ??reswell  
115 (2009:203-216).

#### 116 **5 b) Data Collection**

117 The study employed both primary and secondary sources of data collection.

#### 118 **6 c) Target Population**

119 In this study the target populations is all MSEs operating within three twons (Mizan-Aman, Bonga and Tepi).  
120 According to Federal Micro & Small Development Agency of Ethiopia there are 973 MSEs operating within  
121 Mizan-Aman, Bonga and Tepi (FMSAE, 2014). The study targets those enterprises within the three towns  
122 because the towns have a concentration of various MSE types and can thus be representative of most enterprise  
123 sectors in Benchi-Maji, Kaffa and Sheka zones.

#### 124 **7 d) Sample Size Determination**

125 As to the sample size determination, from among different methods, the one which has developed by  
126 ??arvalho(1984),ac cited by Zelalem(2005) was used. The method is presented in table below. So, according to  
127 the above table, 278 sample size was determined for this particular study.

## 128 **8 III. Data Presentation, Analysis and**

129 Discussion of Results

#### 130 **9 a) Pearson Correlation Analysis**

131 This research is investigating the strength of relationships between the studied variables. The study employs the  
132 Pearson correlation which "measures the linear association between two metric variables" ??Hair et al., 2008).  
133 The Pearson correlations were calculated as measures of relationships between the independent variables and  
134 dependent variables. This test gives an indication of both directions, positive (when one variable increases and  
135 so does the other one), or negative (when one variable increases and the other one decreases (Pallant, 2010).  
136 The test also indicates the strength of a relationship between variables by a value that can range from -1.00 to  
137 1.00; when 0 indicates no relationship, -1.00 indicates a negative correlation, and 1.00 indicates a perfect positive  
138 correlation (Pallant, 2010). For the rest of the values is used the following guideline:-

139 ? small correlation for value 0.1 to 0.29 ? medium correlation for 0.3 to 0.49 ? Large correlation for 0.50 to  
140 1.0 (Pallant, 2010).

141 Like the demographic factors, the scale typed questionnaire entered to the SPSS software version16.00, to  
142 process correlation analysis. Based on the questionnaire which was filled by the SME members, the following  
143 correlation analysis was made. As one can observe from the correlation fig 4.1 in the above, the values of  
144 correlation are also used for checking multicollinearity. The correlation between each of the independent variables  
145 is not too high, meaning that the correlation is not above value 0.5. It can be concluded that in this study there is  
146 no problem with multicollinearity. The strongest relationship between the independent variables is 0.497 between  
147 politics, entrepreneurial and marketing.

## 148 **10 Global**

149 The Pearson correlations between independent variables management factor, social, marketing factors, infrastruc-  
150 tural factor, political, financial factor, technological factor, land availability and the dependent variable SMEs  
151 performance are depicted in Figure ??..1 above.

## 152 **11 ? Correlation Analysis between Political factor and SMEs 153 performance**

154 Pearson correlation test was conducted to see the degree of relationship between the independent variable i.e.  
155 political factor and SMEs performance. The results of the correlation between these variables are shown in figure  
156 ?? The values of correlation are also used for checking multicollinearity. The correlation between each of the

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157 independent variables is not too high, meaning that the correlation is not above value 0.5. It can be concluded  
158 that in this study is no problem with multicollinearity.

159 i

## 160 12 . Regression Analysis of the Manufacturing sector and SMEs 161 performance

162 The model summary in table ??1 presents how much of the variance in the dependent variable is explained by  
163 the model. The multiple coefficient of determination denoted as R square is 0.695. The value of the R square  
164 indicates that 69.5 percent of variance in the dependent variable was explained by the model. By looking at the  
165 Sig.-value in table 4.1, it is possible to interpret whether the particular independent variable has a significant  
166 relationship with the dependent variable. The relationship is significant if the Sig. value is not larger than 0.05.  
167 The results show that there is a significant relationship for political (0.000), social (0.002), land available (0.001),  
168 Technological factor (0.003), Infrastructural factor (0.002), Marketing factors (0.002), Financial factor (0.003)  
169 and Management factor (0.000). This means that the variables are good predictors of the dependent variable. The  
170 multiple regression result table 4.1 indicates that, all the internal and external factors that used in this study  
171 have positive and significant influence on the explained variable. The value of (=?=.640, .285, .716, .530, .844,  
172 .383, .508, and 0.174) for political, social, land availability, technology, infrastructure, marketing, financial, and  
173 management factors respectively. Furthermore, the study aims to identify which of the variables contributed the  
174 most to prediction of the dependent variable. This information can be investigated via Standardized coefficient  
175 Beta in table ??table 4.1. In this study the highest Beta value is 0.844 for infrastructure factor, and second highest  
176 is 0.716 for land availability. The independent variables management factor (.174), social (.285), technology factor  
177 (.530), financial factor (.508), and political factors (.640) are also good predictors. These results indicate that  
178 the variables infrastructure factor and political factor make the strongest unique contribution in explaining the  
179 dependent variable SMEs performance .

## 180 13 Regression analysis of

181 These results enable to conclude that the model explains 69.50 percent of the variance in SMEs performance.  
182 The largest unique contribution is provided by the variables infrastructure factor, Land availability, and political  
183 factor. Thus, these variables represent good predictors of the dependent variable.

184 IV.

## 185 14 Conclusions

186 This research was conducted in Bench Maji, Sheka and Kefa Zone capital towns (Mizan-Aman, Tepi and Bong)  
187 respectively with the prime intent of critically assessing the factors affecting the performance of MSE operators  
188 engaged in manufacturing activities. Specifically, the study attempted to examine the internal and external  
189 factors that affect the performance of MSEs, to describe the characteristics of small enterprises operating in the  
190 study area and to recommend possible solution to alleviate the problem of MSEs. Based on the objectives and  
191 findings of the study, the following conclusions are worth drawn.

192 According to (Enock Nkonoki, 2010), the main factors/problems that limits small firm's success/growth into  
193 two groups; first is the factors that originate from within the firm (in other words they are internal to the firm) and  
194 the second group is factors that originate from outside the firm (these are external to the firm). In line with the  
195 Enock, 2010 findings, the regression result of this particular study showed, all the internal and external variables  
196 (factors) included in this particular study were statistically significant and therefore, affects the performance of  
197 SMEs in the study area was affected by both variables.

198 The finding of this research shows that, most of the MSEs operators have no efficient experience and  
199 management knowhow to perform their activities effectively and efficiently. These lead to them unsuccessful  
200 because they run their business activities without having adequate knowledge about the business environment.  
201 Lack of managerial know-how places significant constraints on SME development.

202 Regarding infrastructural facilities, most of MSEs operators had no adequate infrastructural facilities at the  
203 given study area, specially insufficient and interrupted electric power and water supply. These lead to them,  
204 unable to generate adequate profit by satisfying the needs of the customers. Infrastructural problem is not only  
205 the problem of the study area problem it is a country wide problem, therefore this problem is not solved by the  
206 MSEs operators rather than by the government of the country.

207 The result of the finding shows that majority of MSEs operators in the study area does not have enough working  
208 premises. Because of this, the MSEs operators are not perform their business related activities effectively and  
209 efficiently. And also, the location of the working premises is not suitable for attracting the new customers that  
210 means, the working premises have no access to market.

211 Regarding other external environmental factors, majority of MSEs operators activities are affected by external  
212 related problem such as technological related problems i.e. the MSEs operators are did not have the opportunity  
213 to get modernized technology at the given study area which made them unsuccessful. And the other external  
214 problem is, there was a problem of market linkage with the external parties such as vendor, suppliers and

215 customers. Because of there was a problem of marketing linkage through external parties, most of the time the  
216 MSEs operators are kept their products in the store. It is true that, finance, working place, infrastructural,  
217 marketing factors are factors that affect the performance of MSEs, this does not mean that all factors are equally  
218 affect the performance of the business enterprises. As compared with the other factors, technological factors,  
219 lack of infrastructural facilities, shortage of working premises and shortage of finances for start-up and expansion  
220 purposes are the top most factors that affect the growth and success of MSEs activities at Bench Maji, Sheka  
221 and Kefa Zone.

V. <sup>1 2 3 4</sup>

## 11

Population Size	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3021-10000	80	200	315
1001-35000	125	315	500
35001-15000	200	500	800

[Note: (Source: Zelalem, *Issues and Challenges of Rural WaterScheme*, 2005) ]

Figure 1: Table 1 . 1 :

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<sup>4</sup>Determinants of Micro and Small Enterprises Performance in South West Ethiopia: The Case of Manufacturing Enterprises in Bench Maji, Sheka, and Kefa Zones This page is intentionally left blank

Political Factor and SMEs performance have moderate relationship  
( $r=0.331$  with  $p<0.01$ ). 0.652

? Correlation Analysis between Infrastructural factor Social Factor and SMEs performance  
.367 Pearson correlation test was also conducted for  
these variables and the results are shown in fig 4.1

Land Available above. As it is indicated in the figure, there is significant

positive correlation between Infrastructural factor and 0.561 SMEs performance. In other words Infra-  
32 Technological Factor Infrastructural Factor Marketing Factors Financial Factor and SMEs performance

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[Note: A ? Correlation Analysis between technological factor and SMEs performance For these variables Pearson correlation test was conducted and the results are shown in fig 4.1 above.]

Figure 2:

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