ENTREPRENEURIAL ORIENTATION AND THE PERFORMANCE OF SMALL, MEDIUM AND MICRO ENTERPRISES IN SELECTED MUNICIPALITIES OF LIMPOPO PROVINCE: THE ROLE OF MARKET ORIENTATION AND ENVIRONMENTAL DYNAMISM

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ENTREPRENEURIAL ORIENTATION AND THE PERFORMANCE OF SMALL, MEDIUM AND MICRO ENTERPRISES IN SELECTED MUNICIPALITIES OF LIMPOPO PROVINCE: THE ROLE OF MARKET ORIENTATION AND ENVIRONMENTAL DYNAMISM

by

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Supervisor: O O Fatoki

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DECLARATION

I declare that the Entrepreneurial orientation and the performance of SMMEs in selected municipalities of Limpopo Province: the role of market orienatation and environmental dynamism (mini-dissertation) hereby submitted to the university of Limpopo, for the degree of Master of commerce in business management has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

Maja CN (Mr)	18 April 2023
Surname, initials (title)	**Date**

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ABSTRACT

A growing number of recent studies highlight an avenue of entrepreneurial orientation. Previous studies have examined the relationship between entrepreneurial orientation (EO) and performance (P) and and various mechanisms are intergarated in the relationship. The studies reveal inconsistent results, probably due to the omission of the mediating and moderating roles of market orienatation (MO) and environemental dynamism (ED). To explicitly address this gap, this study investigates how EO influences performance in selected municipalities of Limpopo Province: the role of MO and ED. The data was collected form 403 respondents across Capricorn and Sekhukhune Municipalities. The data was analysed using SmartPLS 4.0. The empirical findings of this study show that there is a significant positive relationship between EO and the performance of SMMEs. The study further shows that the relationship between EO and performance is partially mediated by MO and the relationship is also moderated by ED at an average weight. The contributions of this study are (i) that it unravels EO as a uni-dimesional construct and the effect it has on performance. The second contribution is assessing the roles of mediating and moderating variables that influence the EO-performance nexus. This paper fills a gap in the literature by exploring external business variables mediating and moderating the relationship between EO and performance and contributes to the discussion on the contradictory results regarding the relationship between EO and performance.

Keywords: Small Medium and Micro Enterprises (SMMEs), Entreprenuerial Orientation, performace, Market Orientation, Environmental Dynamism and Limpopo Province.

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CHAPTER ONE
INTRODUCTION AND BACKROUND OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND

Small medium and micro enterprises (SMMEs) play a very crucial role in the development of both developing and developed countries (World Bank, 2021). SMMEs make up most businesses around the world and they are critical contributors to job creation and global economic development (Organisation for Economic Corporation and Development (OECD, 2017). They account for about 90% of all businesses and more than half of all jobs in the globe. In emerging and developing economies, formal SMMEs account for up to 40% of national income (GDP). When informal SMMEs are included, the numbers are much greater (World Bank, 2021). SMMEs are some of the major sources of economic growth, employment, poverty alleviation and the reduction of income inequality in most developing economies of developing countries (Haider, Asad & Fatima, 2017; Umar, Omar, Hamzah & Hashim, 2018; Arshad & Arshad, 2019; Arshad, Khan, Arshad, Ali, Shahdan & Ishak, 2020). In South Africa, SMMEs account for 98 percent of all businesses. Furthermore, the industry employs between 50% and 60% of South Africa's workers across all sectors and is responsible for a quarter of the private sector's job creation (Small Business Institute, 2018; Small Enterprise Development Agency, 2018).

Even though SMMEs are an important driver of economic growth in South Africa, their contribution to GDP is just 39%, compared to 57% in the European Union (McKinsey, 2020). SMMEs are still economically vulnerable, with over 70% of small new enterprises failing in their first two years. The government has identified SMMEs as a priority for job creation to minimise the high unemployment rate estimated at 32.5% (Statistics South Africa, 2020). In addition, the performance of many SMMEs as measured by sales and profitability is weak in South Africa. The difficult economic environment in South Africa has a negative impact on many

SMMEs (Pasara & Garidzirai, 2020). Business performance can be described as the results of day-to-day decisions made in the business (Mahmood & Hanafi, 2013; Kotane & Kuzimina-Merlino, 2017), includes financial and non-financial indicators. Financial indicators measure monetary rewards and non-financial indicators measures the effectiveness of the business towards competitors and customers (Al-Ansaari, Bederr & Chen, 2015). Therefore, it is necessary to determine factors that can affect the performance and reduce the high failure rate of SMMEs in South Africa. Shah, bin-Othman and bin-Mansor (2016) point out that factors that can affect the performance of SMMEs include inaccessibility to finance, lack of infrastructure, poor adoption of technology and lack of entrepreneurial skills.

In the South African context, SMMEs face numerous challenges such as lack of finance and intense competition (Ayandibu & Hougton, 2017). To meet such problems, an entrepreneurial strategy-making approach may be necessary for organisational success (Khan, Li, Safdar & Khan, 2019). Entrepreneurial orientation (EO) is a strategy-making process for organisations that engage in product or market innovations, risky enterprises and proactive inventions that beat competitors to the punch (Dai, Maksimov, Gilbert & Fernhaber, 2014). Many studies have been conducted on the relationship between EO and SMMEs financial performance; however, there are few studies on how EO influences SMMEs non-financial performance (Sahoo & Yadav, 2017). Entrepreneurial performance is about achievement not only at the organisational level but also at the individual level. Therefore, measuring only firm financial performance is restrictive and the inclusion of non-financial indicators gives a holistic performance of SMMEs (Corner, Singh & Pavlovich, 2017).

In addition, the mechanism through which EO affects the performance of SMMEs remains unclear and empirical research is scarce (Li, Wang & Liu, 2019). According to Namazi and Namazi (2016), including mediating and moderating variables can help to increase the amount of information available and test a theory. Therefore, it is important to identify mediating and moderating variables in

the EO=performance nexus. This study draws on market orientation (MO) as a mediating variable. MO is a business philosophy that focuses on the identification of customer needs or wants and meeting them (Zafar, Hafeez & Shariff, 2016) and is a crucial contributor to business performance in the current dynamic business climate with strong technical improvements (Buli, 2017). Furthermore, according to Gruber-Muecke and Hofer (2015), the implementation of MO by SMMEs can result in improved performance. As a result, the indirect influence of MO in the relationship between EO and the performance of SMMEs will be investigated in this study. Moreover, environmental dynamism (ED) is used as a moderating variable in the association between EO and the performance of SMMEs in this study. This is because firms in South Africa operate in a highly dynamic business environment (Pasara & Garidzirai, 2020).

Carland, Carland and Carland (2015) describe ED as the way in which business scan the environment of operation to monitor changes of customer preferences, technological advancements, changes in competitors' strategies and globalisation. According to Chen, Preston and Swink (2015), ED is the key parameter that requires attention and monitoring to improve business performance and to sustain a competitive advantage. Therefore, this study will examine the relationship between EO and performance (P) of SMMEs. Peroformance in this study is consequently aggregated by the financial and non-financial performance of SMMEs. In addition, the mediating effect of MO and the moderating effect of ED will be examined in the relationship.

1.2. PROBLEM STATEMENT

The sustainability of SMMEs is of vital importance in the socio-economic development of South Africa. In the South African context, many SMMEs do not move from the existence stage, which is the first stage of growth, to subsequent stages such as survival, success and take off and the resources maturity stage (Small Business Institute, 2018; Small Enterprise Development Agency, 2018) .

According to Asah, Fatoki and Rungani (2015), 70%-80% of SMMEs fail within five years of operation. They face numerous challenges such as lack of finance and intense competition (Ayandibu & Hougton, 2017). To cope with such challenges an entrepreneurial approach to strategy making generally referred to as entrepreneurial orientation (EO) may be vital for organisational success (Khan, Li, Safdar & Khan, 2019). However, most studies on EO and the performance have focused on financial indicators with inconclusive empirical findings (Milovanovic & Wittine, 2014; Ambad & Wahab, 2016).

Research on how EO affects both financial and non-financial performance of SMMEs is sparse (Sahoo & Yadav, 2017). Entrepreneurial performance is about achievement not only about financial but also non-financial indicators. Measuring only business financial performance is restrictive. The inclusion of non-financial indicators gives a more complete measure of the performance of SMMEs (Corner, et al., 2017). In addition, the mechanism through which EO affects the performance of SMMEs remains unclear and empirical research is scarce (Li, et al., 2019). Research on the role of MO and ED in the relationship between EO and the performance of SMMEs is sparse. The available studies on the mediating effect of MO in the EO-performance nexus focused on Turkey and South Korea (Ruzgar, Kocak & Ruzgar, 2014); Cho & Lee, 2020).

In addition, studies on the moderating effect of ED in the relationship between EO and the performance focused on Swiss and Pakistani firms (Tajeddini & Mueller, 2019; Shafique, 2020). The concentration of studies on businesses primarily in developed countries restricts theoretical completeness and such a relationship must be validated in the setting of SMMEs in developing countries such as South Africa (Nkomo, 2015). Because of the dynamic corporate environment in developing countries like South Africa, significant degrees of environmental uncertainty are common, making it an excellent place to test organisational theories. South Africa is reliant on Western science and understanding, even

though its environmental concerns are fundamentally different (Jacobs & Maritz, 2020). Therefore, the research problem that will be the focus of this study is “how does EO affect the performance of SMMEs in South Africa. Performance in this study is consequently aggregated by the financial and non-financial performance of SMMEs and what role do MO and ED play in this relationship”.

1.3. AIM OF THE STUDY

The aim of the study is to investigate the effect of EO on the performance of SMMEs and the role of MO and ED in the relationship.

1.4. OBJECTIVES OF THE STUDY

- To investigate the relationship between EO and the performance of SMMEs.
- To examine the mediating effect of MO in the relationship between EO and the performance of SMMEs.
- To investigate the moderating effect of ED in the relationship between EO and the performance of SMMEs.

1.5. RESEARCH HYPOTHESES

1.5.1 Primary hypothesIs

H1: There is a significant positive relationship between EO and the performance of SMMEs.

1.5.2 Secondary hypotheses (mediating effect of MO)

H2: There is a significant positive relationship between EO and MO of SMMEs.

H3: There is a significant positive relationship between MO and the performance of SMMEs.

H4: MO mediates the relationship between EO and the performance of SMMEs.

1.5.3 Secondary hypothesIs (moderating effect of ED)

H5: ED moderates the relationship between EO and the performance of SMMEs (The higher the ED, the stronger the positive relationship between EO and the performance of SMMEs).

1.6 DEFINITION OF CONCEPTS

1.6.1 Small Medium and Micro enterprises (SMMEs)

SMMEs are regarded as a single and distinct body that includes obliging enterprises and non-governmental entities, operated by one or more members and its divisions or subsidiaries, if any, that are predominantly in any of the sectors or sub-sectors of the economy referred to in the Size Standards Schedule and may be classified as an SMMEs in accordance with the Size Standards Schedule's criteria (Government Gazette, 2019). This quantitative definition focuses on the total annual turnover and the number of equivalent paid employees (Government gazette, 2019). According to the South African Government gazette (2019), an organisation should have a total turnover of less than or equal to 7 million and 0-10 paid employees to be considered a micro business, less or equal to 17 million total turnover and 11-50 paid employees to be considered a small business and less or equal to 35 million and 51-250 paid employees to be considered a medium firm. This study will use the total number of employees to determine SMMEs.

1.6.2 Entrepreneurial orientation (EO)

EO refers to the way in which the management of the business takes calculated risks, innovates and acts in a proactive manner using limited resources. The level to which managers are willing to devote resources is referred to as risk-taking (Balodi, 2014). The inclination of a company to support new ideas, novelty, creativity and experimentation that leads to the development of new products, services, or technological processes is referred to as innovation (Ramezan, Sanjaghi & Baly, 2013). Pro-activeness is a forward-thinking approach in which businesses aim to develop new goods or improve existing ones, forecast changes

and opportunities, advocate tactical adjustments and anticipate future market needs (Storey & Hughes, 2013). In this study, EO is described by day-to-day actions taken by management to use firm resources to take risks, be proactive and invent new products and services that will compete effectively in the market, through decisions taken by employees without owners' inputs.

1.6.3 Market orientation (MO)

MO refers to the way in which an organisation gathers information about all market participants and develops customised products that are not easy hampered. To get a larger part of the market and maintain a competitive edge, companies tailor their products and services to meet client demand and assure customer happiness (Zafar, Hafeez & Mohd-Shariff, 2016). In this study, MO refers to a business strategy that focuses on analysing consumer wants and desires and developing products and services to meet those needs and desires.

1.6.4 Environmental dynamism (ED)

ED refers to external environmental factors that affect business and influence management decision-making (Prajogo, 2016). Environments can be unpredictable for many reasons: technological changes, political changes, social changes, economical changes, legal changes and globalisation (Prajogo, 2016). The rate at which the environment changes that a company encounters over time in terms of speed and strength is referred to as ED in this study.

1.6.5 Performance (P)

Performance of the organisation is the capacity of the firm to harvest acceptable results and actions in harmony with organisational goals (Taouab & Issor, 2019). In this study performance is represented by financial indicators such as profit, sales and market share and non-financial indicators such as customer satisfaction, brand awareness, customer retention and improved performance compared to competitors.

1.7 PRELIMINARY LITERATURE REVIEW

This section focused on the theoretical and empirical literature that will provide the contextual to the study. Based on the constructs (EO, MO and ED), this study is grounded by three theories.

1.7.1 Entrepreneurial orientation

The concept EO was first introduced by Miller (1983), as the one that innovate new products and service by taking calculated risks to pro-actively respond to customer needs and wants. This concept emphasises three characteristics: innovation, risk-taking and pro-activeness. Lumpkin and Dess (1996) go on to add two more dimensions to EO to the three established by Miller, namely competitive aggressiveness and autonomy, to the three established by Miller EO requires the business to act autonomously and to innovate highly competitive products and services, takes risks and act pro-actively towards market conditions. The theories by Miller (1983) and Lumpkin and Dess (1996) have provided the foundations for many studies on the EO-performance nexus with conflicting empirical findings. Some studies find that EO has a significant positive relationship with performance (Rua, França & Ortiz, 2017; Adebiyi, Amole, Arikewuyo & Oyenuga, 2019). Another stream of research, however, finds an insignificant relationship between EO and performance (Branch & McGivern, 2014). In addition, some studies show that not all dimensions of EO have a positive effect on performance (Putniņš & Sauka, 2019). A study by Gautam (2016) finds that the traditional dimensions introduced by Miller in 1983 are positively correlated to performance.

1.7.2 Market orientation

MO attracted attention of many scholars and researchers all over the world during the 21st century after the seminal work by Kohli and Jaworski (1990) and Narver and Slater theory (1990). Kohli and Jaworski (1990) based their MO on the behavioural approach. Market orientation as an organisational culture is built on two decision criteria: long-term focus and profitability, as well as three fundamental dimensions: market intelligence, dissemination and responsiveness. Market

intelligence refers to all involved activities towards understating the customer' current and future needs and forces involved. Dissemination refers to the sharing of intelligence across all departments and functions, while responsiveness refers to the ability to reply to the intellect that is generated and disseminated (Kohli & Jaworski, 1990).

The cultural approach to MO describes the necessary behaviours that the business most successfully and competently generates for the conception of superior value for customers (Narver & Slater, 1990). Three behaviours were recognised by the pioneers of the cultural approach: customer orientation, competitor orientation and inter-functional coordination. To begin, customer orientation refers to having enough information about available customers to consistently generate higher value for them. Secondly, competitor orientation refers to knowing present and future competitors' plans, as well as their strengths and weaknesses. Finally, inter-functional coordination relates to how a company's resources are used to create value for potential buyers. A study by Narver and Slater (1990) reveal that it is crucial for business managers/owners to understand customer needs, while tracking the way in which competitors responds to the same needs and use coordinated company resources to develop superior value to customer. A study by Buli (2017) states that it is essential that SMMEs engage in MO to realise improved performance. This study will use the theoretical frameworks by Kohli and Jaworski (1990) and Narver and Slater theory (1990) to analyse MO. The approach is relevant for MO since it provides a wide spectrum on how SMME owners/managers can use MO to improve performance.

1.7.3 Environmental dynamism (ED)

The term ED has been at the centre of business research since the seminal effort of Duncan (1972). ED refers to all internal and external forces that influence business decision-making (Duncan, 1972). Stability/dynamism, simplicity/complexity and generosity/hostility are all aspects of the environment

(Dess & Beard, 1984). Dynamism is defined as the unpredictability of customer actions, product contributions and the degree of change and innovation in an industry in a dynamic vs steady environment. ED is the rate of change by external forces under which business operates and influences strategic decision-making (Al-Nuiami, Idris, AL-Feroukh & Joma, 2014). ED level of dynamism is influenced by the rate of change in the environment. Moreover, the degree of change in the environment is a result of speed of change in the environment. Seo, Kim and Kim (2020) opine that ED is a degree of change in the environment that a business experiences over time. Additionally, as the environment becomes more dynamic, firms tend to experience more unpredictable, unstable and uncertain environments. Li and Liu (2014), highlight that it is very rare to find a steady environment because of drastic changes in technological, economical, legal and other spheres.

1.7.4 Empirical literature

1.7.4.1 EO and performance

The Implementation of EO by a business will lead to improved firm performance through calculated risk-taking, innovativeness that leads to new products and services and a proactive response to market changes (Keli, 2015). Literature by Basco, Hernández-Perlines and Rodríguez-García (2020) focused on EO and business performance using multi group analysis, thereby comparing China, Spain and Mexico. The study's findings show that EO has a significant positive correlation with performance. However, according to another line of research, not all EO dimensions have a significant positive relationship with performance. Isichei, Agbaeze and Odiba (2019) show that being innovative and proactive has a large and positive effect on performance however, taking risks has little effect. On the other side, Onwe, Ogbo and Ameh (2020) found that in a study conducted in Nigeria, EO had no significant relationship with performance. The relationship between EO and performance varies depending on the type of mechanism, setting and culture, according to the literature reviewed above (Rigtering, Eggers, Kraus & Chang, 2017). Empirical evidence, on the other hand, overwhelmingly indicates a

strong positive relationship between EO and performance (Jogaratnam, 2017; Al-Dhaafri & Al-Swidi, 2016; White & Vila, 2017). Therefore, it is hypothesised **H1**: *There is a significant positive relationship between EO and the performance of SMMEs.*

1.7.4.2 EO and MO

Studies by Buli (2017) and Gruber-Muecke et al. (2015) find that EO leads to improved MO. The association between EO and MO positively contributes to business performance and these are key elements of organisational success. MO focuses on identifying customer needs and preferences through the acquisition of market information and is a core determinant of EO (Mahmoud, Blankson, Owusu-frimpong & Nwankwo, 2016). Businesses that execute MO are more likely to outperform those that do not (Roux & Bengesi, 2014). Ruzgar et al. (2014) and Octavia and Ali (2017) reveal that MO is the core determinant of EO and EO is the predecessor of MO. This implies that for a business to be entrepreneurially orientated it must implement MO. Affendy, Asmat-Nazam and Farid (2015) find that both EO and MO contribute to business success through the identification of market opportunities and the reduction of uncertainty. Therefore, it is hypothesised that **H2:** *There is a significant positive relationship between EO and MO of SMMEs.*

1.7.4.3 MO and performance

MO plays a very crucial role in today's changing environments, with high competition levels and a high level of uncertainty. Businesses that implement MO tend to realise increased performance (Lee, Kim, Seo & Hight, 2015). Empirical findings by Buli (2017) show a significant positive relationship between MO and performance. Buli (2017) argues that it is advisable for business owners/managers to encourage MO and to respond to customer needs to improve performance. Masa'deh, Al-Henzab, Tarhin and Obeidat (2018) conducted a study in Jordan and find that MO and performance are significantly positively related. This is consistent with findings by Wilson, Perepelkin, Zhang and Vachon (2014) and Sarker and

Palit (2015). The major motive behind these findings is that MO plays a crucial role in creating and maintaining superior customer value. Even though several studies allude to a positive relationship between MO and performance, there are studies that negate the findings. Suliyanto and Rahab (2012) find an insignificant relationship between these variables and that MO leads to over concentration on a few customers and poor innovation capabilities. Most literature postulates a positive relationship between MO and performance (Lee, Kim, Seo & Hight, 2015; Qu & Zhang, 2015; Jangl, 2015; Andotra & Gupta, 2016). The argument of this study is that MO can help to identify and meet customer needs and improve sales and consequently performance. It is hypothesised **H3**: *There is a significant positive relationship between MO and the performance of SMMEs.*

1.7.4.4 MO meditate the relationship between EO and performance

MO depicts the ability of the business to gather market information, disseminate and respond to customer preferences or needs in a sound behavioural manner (Mahmoud et al., 2016). MO is regarded by the aptitude of the business to produce products or services that are not easily imitated and to improve performance. Seo (2019) finds that there is a curvy association between EO and performance. Correspondingly, Kollmann, Stöckmann, Niemand, Hensellek and de-Cruppe (2019) advocate that there is no path association between EO and performance and the introduction of the mechanism of MO in EO structure could lead to improved products and services in Germany. MO encourages searching, understanding and serving potential and emerging customers and markets with highly differentiated and competitive products or services (Filatotchev, Su & Bruton, 2017). Moreover, the dimensions of EO combined with the dimensions of MO may play a crucial role in enhancing the performance of SMMEs. Presutti and Odorici (2018) anticipated that future studies must focus on investigating the role of MO in the relationship between EO and performance. Vega-Vázquez, Cossío-Silva and Revilla-Camacho (2016) suggest that EO eventually leads to improved MO,

which results in improved performance. It is hypothesised that: **H4**: *MO mediates the relationship between EO and the performance of SMMEs.*

1.7.4.5 ED moderates the relationship between EO and performance

EO is the ability and attitude that manager have towards strategic decision-making under unstable business environment with the goal of improving performance. Several studies have been conducted by various researchers all over the world, trying to investigate the moderating effect of ED on EO and business performance, for instance Pulka, Ramli and Mohamad (2019) used 470 SMMEs in Nigeria and posit that there is a significant moderating effect of ED on the relationship between EO and performance. Similarly, Ruiz-Ortega, Parra-Requena, Rodrigo-Alarcon and Garcia-Villaverde (2013) and Zhai, Sun, Tsai, Wang, Zhao and Chen (2018) postulated the same findings. However, other studies reveal that ED does not moderate the relationship between EO and performance and moderate only one dimension of EO thus, innovativeness (Okeyo, 2014; Musawa & Ahmad, 2018). In addition, a study by Singh and Mahmood (2014) indicates that ED has a strong relationship on EO and the performance SMMEs. A changing environment provides a company with numerous chances in terms of market demands. In volatile situations, entrepreneurial oriented businesses can outperform their competitors. Firms with a high level of innovation have a better chance of achieving higher levels of performance in a hostile environment (Omri, 2015). ED may encourage a company's executives to rely on their creative ability to produce and implement innovative ideas and solutions through new products and procedures in order to boost productivity (Omri, 2015). Consequently, it is hypothesised: **H5:** *environmental dynamism moderates the relationship between EO and the performance of SMMEs.*

1.8 SIGNIFICANCE OF THE STUDY

The study has theoretical, empirical and policy significance. First, the study developed and tested a model that incorporates MO as a mediator and ED as a

moderating the relationship between EO and performance. While studies by Ambad and Wahab (2016) and Milovanovic and Wittine (2014) have used financial indicators as a measure of performance, the addition of non-financial measures will significantly add to the theoretical knowledge on how EO affects different financial measures. Empirically, the study contributed to the research on the effect of EO on the performance of SMMEs, especially in developing countries such as South Africa where studies have been relatively sparse. The addition of mediating and moderating variables will help to identify factors that can intervene in the relationship between EO and the performance of SMMEs. The failure rate of SMMEs is very high in South Africa. This affects the contribution of the sector to economic growth and employment, especially in the light of South Africa's weak economic growth and high unemployment rate. Understanding the effect of EO on the performance of SMMEs will help business owners to know factors that can affect success. This can affect the kind of training and development workshops attended by SMME owners to improve performance. In addition, government agencies that support small businesses such as the Small Enterprise Development Agency will better understand factors that can help to improve the performance of SMMEs and the intervention effort to put in place.

1.9 RESEARCH FRAMEWORK

The study is organised in terms of six chapters.

Chapter 1: introduction and background to the study

The context for the study plan is provided in this chapter. It draws attention to the research problem, the aim, objectives and hypotheses. The chapter also introduces the significance of the study and the chapters' organisational scheme. The chapter provides a brief assessment of the literature to identify any research holes that led to this investigation.

Chapter 2: small and medium enterprises and their contribution to the economy

A summary of SMMEs in South Africa is presented in this chapter. Prior to improving the definition of SMMEs in South Africa, the literature defines SMMEs using a variety of definitions from both developed and developing nations. The chapter also goes into great length about the contributions made by SMMEs to innovation, gross domestic product, unemployment and poverty. International comparisons will be made between the contributions made by SMMEs in South Africa and a select group of developing and developed nations. The chapter ends with a discussion of SMME challenges and failure rates.

Chapter 3: entrepreneurial orientation (EO), market orientation (MO), environmental dynamism (ED) and performance (P)

This chapter provides a summary of the theoretical underpinnings of EO and P, MO and ED. Deep understanding of the relationship between EO and performance, as well as the mediating role of MO and the moderating role of ED in relation to the formation of the hypotheses, are determined by further discussion of empirical literature in this chapter.

Chapter 4: research methodology

The chapter introduces the research methodology and focuses on research design, population, sampling methods, data collection and analysis methods. In addition, the validity and reliability of the research instrument is discussed. The pilot study and ethical considerations are also presented in this chapter.

Chapter 5: research results

The chapter presents and interprets research findings, data analysis and hypothesis testing results of the study.

Chapter 6: summary, conclusions and recommendations

The chapter provides conclusions and recommendations based on the research findings. The limitations of the study and areas for future research are also discussed.

1.10 CHAPTER SUMMARY

This chapter provided an overview of the study's introduction and context by defining SMMEs, their contributions and their high failure rates on a global scale. Additionally, the research topic section covered the necessity for an empirical investigation to establish the link between EO and performance as well as the mediating role of MO and the moderating impact of ED. The chapter reviewed the theoretical and empirical literature and also provided an explanation of the study's purpose, objectives and hypotheses. The study's importance and methodology were also covered in the chapter. The chapters' organizational structure was finally described. The focus of the following chapter is on SMME literature study.

CHAPTER TWO

SMALL, MEDIUM and MICRO ENTERPRISES (SMMEs)

2.1 INTRODUCTION

Small, Medium and Micro Enterprises (SMMEs) are crucial for the nation's economic development and progress (World Bank, 2021). Economies are led and build through SMMEs and thus: job creation, tax provision, employment and contribution to the Gross Domestic Product (GDP) (OECD, 2017). Internationally, SMMEs are recognised for their significance. As a result, because each nation has its unique definition, defining SMMEs is difficult. This chapter's goal is to provide a broad overview of SMMEs on both a global and local scale. This will make it easier to conceptualise and comprehend the study's broad subject. The chapter provides a summary of SMME concepts, contributions and difficulties. The study also reveals the failure rates of SMMEs across the world and the perspective of the government on small business. It is important to investigate the dominance of SMMEs in the economy of both developed and developing countries across the world (European Commission, 2015). Now that we have introduced the contents of chapter two, the next discussion will be based on global definitions of SMMEs.

2.2 GLOBAL DEFINITIONS OF SMMEs

There is no solo, commonly accepted definition of SMMEs across diverse populations in different parts of the world (Gbandi & Amissah, 2014). Various continents and regions have developed different definations for SMMEs that resulted into development of entrepreneurial policies that are totally different. At times it is difficult to merge the meanings and harmonise the changing activities of SMMEs across the continental divide. The following section provides definitions of SMMEs from both local and international perspectives.

2.2.1 Definitions of SMMEs in European Union (EU)

The European Commission (2015) uses the following categories to define SMMEs, namely: number of employees, annual turnover and annual balance sheet. By definition, SMMEs are organisation with no more than 250 employees, annual sales of up to 50 million euros and total assets of 43 million euros (European Union, 2018). The EU definition is extensive and is supplemented by both qualitative and quantitative definitions. From a qualitative point of view, SMMEs have partial control over market shares, have no official administrative structures and owners are personally responsible for the organisation's management systems, processes and structures. In addition, SMMEs are also defined on the basis of salient characteristics, which include ownership independence, liquidity limits, multitasking, personal relationships and business informality (European Commission, 2015). Table 2.1 below contains thresholds used to categorise SMMEs into different groups.

Table 2.1: Quantitative definition of SMMEs in the European Union

Business Category	Employees	Turnover	Balance Sheet Total
Micro	<10	<€2 million	<€ 2 million
Small	<50	<€10 million	< €10 million
Medium Sized	<250	< €50 million	< €43 million

Source: European Commission (2018)

Micro-enterprises are organisations with fewer than 10 employees, yearly revenue and total assets of less than two million euros, as shown in Table 2.1 above. Small enterprises are companies with less than fifty employees, yearly revenues under ten million euros and total assets under ten million euros. Companies classified as

medium-sized are those that have fewer than 250 employees, yearly revenue of under 50 million euros and a balance sheet total of under 43 million euros.

2.2.2 Definition of SMMEs in the United States of America

To give both qualitative and quantitative definitions of SMMEs, the United States of America (USA) Chamber of Commerce has adopted a methodology similar to that used by the European Union (EU) to define SMMEs. Any business that operates primarily in the United States of America that is profit-oriented falls under the qualitative definition of an SMME. The organisation must be owner-managed, have a modest market share and be allowed to exercise internal control over its most crucial choices, among other organisational characteristics of workers that are included in the US definition (United States Small Business Administration, 2021). SMMEs are defined quantitatively based on the type of industry. In agriculture, an SMME is defined as a organisation with fewer than 500 employees and less than $250,000 in annual revenue (US Small Business Administration, 2021). Table 2.2 shows definitions of SMMEs according to different industry criteria.

Table 2.2: Quantitative definition of SMMEs in the United States of America

	Manufacturing and non-exporting services firms	**Exporting services firms**	**Exporting services firms**	**Farms**
		Most	**High Value**	
Number of employees	<500	<500	<500	<500
Revenue	Not applicable	≤$7 million	≤ $25 million	≤$250 million

Source: United States of America, Small Business Administration (2021)

Table 2.2 shows that in the US, an SMME is defined by the type of industry in which it operates. The table shows that SMMEs in manufacturing and non-exporting service companies have fewer than 500 employees with an undetermined annual turnover. Export services firms employ fewer than 500 people, with most firms having annual sales of less than or equal to seven million dollars and those of high value having less than or equal to twenty-five million dollars in annual sales. SMMEs in the agricultural sector are companies that employ no more than five hundred people and have an annual turnover of two hundred and fifty dollars or less.

2.2.3 Definition of SMMEs in China

According to the Law of the People's Republic of China on the Promotion of Small and Medium-sized Enterprises, SMMEs in China are described as companies with a relatively small size in personnel and scope of business. The requirements for categorising SMMEs are developed by the different authorities of the State Council and a company's classification as a micro, small, or medium-sized enterprise is based on several factors such as its business sector, operating income, total assets and employee count (Law of the People's Republic of China on the Promotion of SMMEs, 2017). The table below shows a comparison of china's definition of SMMEs:

Table 2.3: Quantitative definition of SMMEs in China

CLASSIFICATION	EMPLOYEES	TURNOVER(RMB)
Heavy Industry	< 1000	≤ 400 m
Wholesale Trade	< 200	≤ 400 m
Retail	< 300	≤ 200 m
Transportation	< 1000	≤ 300 m
Warehousing	< 200	≤ 300 m
Accommodation	< 300	≤ 100 m
Restaurant/Catering	< 300	≤ 100 m

Software/IT	< 300	≤ 100 m
Information Transmission	< 2000	≤ 1 b

Source: The Law of the People's Republic of China on the Promotion of SMMEs (2017)

According to Table 2.3 above, a company's classification as a micro, small, or medium-sized enterprise in China is determined by several factors, including its business sector, total revenues, total assets and the number of employees. Heavy industries should have at least 1000 employees and 400m turnover, retail businesses should have less than 200 employees and at least 300m annual turnover, transport businesses should have less than 1000 employees and at least 300m turnover, warehousing businesses should have less than 200 employees and at least 300m annual turnover, accommodation businesses should have less than 300 employees and at least 100m annual turnover, Software businesses should hire less than 300 employees and make at least 100m annual turnover and, information transmission businesses should have less than 2000 employees and make at least 1 billion annual in turnovers.

2.2.4 Definition of SMMEs in Nigeria

According to the Small Medium Enterprise Development Agency (SMEDA) (2013), SMMEs use classifications based on employee size, company size, annual revenue, market share and other factors to clearly define SMMEs. Table 2.3 shows a definition of SMMEs in Nigeria.

Table 2.4: Definition of SMMEs in Nigeria

Size of enterprise	Number of employees	Annual turnover (Naira)
Micro	1-9 Workers	Less than 10 million naira
Small	10-49 Workers	Less than 22 million naira
Medium	50-199 workers	more than 50 million naira

Source: Small and Medium Enterprise Development Agency in Nigeria (2013)

A quantitative breakdown of SMMEs in Nigeria by classifications is shown in Table 2.4. A business is classified as a micro-enterprise if it employs one to nine people and has annual revenue of less than ten million naira. A small firm has between ten and forty-nine employees and annual revenue of less than 22 million naira. A business is thought to be medium-sized if it has between fifty and one hundred and ninety-nine employees and annual revenue of more than fifty million naira.

2.2.5 Definition of SMMEs in Kenya

The Micro, Small and Medium Enterprises Development (Amendment) Bill, 2018, which amended Section 7 of the Micro, Small and Medium Development Act, 2006, classifies the three organisation that are micro, small and medium enterprises from the original Act (Micro, Small and Medium Enterprises Development (Amendment) Bill, Small Medium Enterprise Bill, 2018). The old law defined SMMEs based on the following criteria: number of employees, total turnover of the organisation, investments in fixed assets for organisation in the manufacturing sector and investments in machinery for organisations in the service sector (Micro, Small Medium Enterprise Bill, 2018). The new definition focuses on (1) investments in tangible assets for companies specialising in the production of goods; (2) investments in machinery for companies that provide services; and (3) annual income of a company (MSME, 2018). The table below illustrates the definition of SMMEs in Kenya.

Table 2.5: Definition of SMMEs in Kenya

Change in classification			
	MSME Act, 2006		**MSME Bill, 2018**
Type of Enterprise	**Investment in plant and machinery**	**Investment in Equipment**	**New Classification: Annual Turnover**
Micro	25 lakh(2 500 000)	10 lakh (1M)	5 crore (50 M) KSh

	KSh	KSh	
Small	25lakh(2 500 000) to 5 crore (50M) KSh	10 lakh (M) to 2 crore(20M) KSh	5 (50 M)to 75 crore (750 M)KSh
Medium	5(50M) to 10 crore(100M) KSh	2 (20M) to 5 Crore (50M) KSh	75 (750 M) to 250 (2500M) Crore KSh

Source: The Medium, Small and Micro Enterprises Development (Amendment) Bill (2018)

According to Table 2.5 above, micro-enterprises are those with a five million Kenyan shilling annual sales and investments in equipment and plant of two million five hundred thousand shillings and one million respectively. A small business is defined as having an annual revenue of between fifty million and seven hundred and fifty million Kenyan shillings, an equipment investment of between one million and twenty million shillings and a capitalisation of between two million five hundred thousand and fifty million shillings. The term "medium enterprise" refers to a business with an annual turnover of between 750 million and 2 500 million Kenyan shillings and investments in equipment and plant valued between 50 million and 100 million shillings (about $20 million to $50 million).

2.2.6 Definition of SMMEs in South Africa

SMMEs are regarded as a single and distinct body that includes obliging enterprises and non-governmental entities, operated by one or more members and its divisions or subsidiaries, if any, that are predominantly in any of the sectors or sub-sectors of the economy referred to in the Size Standards Schedule and may be classified as an SMMEs in accordance with the Size Standards Schedule's criteria (Government Gazette, 2019). The quantitative definition focuses on the total annual turnover and the number of equivalent paid employees (Government gazette, 2019). According to the South African Government gazette (2019), a firm

should have a total turnover of less than or equal to 7 million and 0-10 paid employees to be considered a micro business, less or equal to 17 million total turnover and 11-50 paid employees to be considered a small business and less or equal to 35 million and 51-250 paid employees to be considered a medium firm. This study will use the total number of employees to determine SMMEs. This Act implies that definitions for the various enterprise categories are given as follows:

- *Small enterprises*

The maximum number of employees is 50. Small businesses are more developed than very small businesses and have more diverse business operations.

- *Medium enterprises*

The highest number of employees in the mining, electricity, manufacturing and construction sectors is 100, or 200. These businesses are frequently distinguished by the decentralisation of power to a second management layer.

- *Micro enterprise*

The revenue is less than the registration limit for Value Added Tax (VAT). In most cases, these businesses lack formality in terms of registration. Spaza shops, minibus taxis and household industries are examples of micro enterprises. They have a maximum of 5 employees. The National Small Business Act uses the number of employees and the yearly turnover, per firm size category, to define SMMEs, as shown in the table below:

Table 2.6: Broad definitions of SMMEs in the National Small Business Act

Sectors or sub-sectors following the standard industrial classification	Size or class of enterprise	The total full-time equivalent of paid employees	Total annual turnover
1.Agriculture	Medium	51-250	≤35,0 million
	Small	11-50	≤17,0 million
	Micro	0-10	≤7,0 million

2.Mining and Quarrying	Medium Small Micro	51-250 11-50 0-10	≤210 ,0 million ≤ 50 ,0 million ≤ 15, 0 million
3.Manufacturing	Medium Small Micro	51-250 11-50 0-10	≤170, 0 million ≤50,0 million ≤10 ,0 million
4.Electricity, Gas and Water	Medium Small Micro	51-250 11-50 0-10	≤ 180, 0 million ≤ 60 ,0 million ≤ 10 ,0 million
5.Construction	Medium Small Micro	51-250 11-50 0-10	≤ 170 ,0 million ≤ 75,0 million ≤ 10, 0 million
6.Retail, motor trade and repair services	Medium Small Micro	51-250 11-50 0-10	≤ 80 ,0 million ≤25 ,0 million ≤ 7,5 million
7.Wholesale	Medium Small Micro	51-250 11-50 0-10	≤ 220,0 million ≤ 80,0 million ≤ 20,0 million
8.Catering, Accommodation and other Trade,	Medium Small Micro	51-250 11-50 0-10	≤ 40 ,0 million ≤15,0 million ≤ 5,0 million
9.Transport, Storage and	Medium	51-250	≤140 ,0 million

Communications	Small Micro	11-50 0-10	≤45,0 million ≤7,5 million
10.Fianace and Business Services	Medium Small Micro	51-250 11-50 0-10	≤85,0 million ≤35,0 million ≤7,5 million
11.Community, Social and Personal Services	Medium Small Micro	51-250 11-50 0-10	≤70 ,0 million ≤22,0 million ≤5,0 million

Source: Government Gazette (2019)

Table 2.6 demonstrates how SMMEs are classified based on the type of industry. Medium-sized businesses in the manufacturing sector with annual sales of less than or equal to 170 million rand employ between 51 and 250 equivalent paid staff members. Small enterprises with yearly revenues of less than or equal to fifty million Rand employ between eleven and fifty workers. Micro-enterprises are businesses with fewer than ten employees and ten million rand in yearly revenue. Organisation size now depends on industry, whereas it did not before, according to the new definition. While under previous definitions the number of employees, annual turnover and gross assets depended on the size of the organisation, the number of employees and total turnover depend on the industry. This holds true for every industry category indicated in the table. With annual revenues of less than or equal to R80 million, medium-sized firms in the retail, automotive and repair services industries employ between 51 and 250 equivalent paid personnel. Small enterprises with yearly sales of R25 million or less employ 11 to 50 employees who are paid equally.

On the other hand, micro-enterprises have 0–10 equally paid employees and an annual turnover of less than or equal to 7,15,000,000 rand. With annual sales of

less than or equal to two hundred and twenty million rand, wholesale businesses in this category employ 51 to 250 people. Small enterprises with yearly revenues of less than or equal to eighty million rand employ between eleven and fifty workers. Micro-enterprises have an annual turnover of less than or equal to twenty million Rand and employ between zero and 10 comparable workers. According to the old definition, a medium-sized organisation was one with between 100 and 200 people and, depending on the sector, between four and five million rand in yearly revenues. Contrarily, depending on the industry, gross assets were less than two million. Small firms were defined as those with a maximum of fifty employees and a yearly revenue of between two and 250 million rand.

2.3 CONTRIBUTIONS OF SMMEs

SMMEs greatly contribute to the nation's economic development and progress (Kamunge, Njeru & Tirimba, 2014). In South Africa, where SMMEs make up 98.5% of all enterprises and 28% of all jobs, GDP and employment are significant drivers of the country's economy (Small Business Institute, 2018). For millions of South Africans, SMMEs are their livelihood and main source of employment. They are so crucial for generating prosperity through the provision of products and services, investment and commerce and the creation of jobs (Global Entrepreneurship Monitor, 2016). SMMEs also contribute to economic development by alleviating poverty and increasing the living standards of people in business. The Birch Report was the first report to reflect the contribution of SMMEs to employment. The report points out that small business are important sources of job creation and SMMEs are the main drivers of job growth. The study highlights that 66% of jobs are created by SMMEs with 20 or fewer employees and 81.5% by companies with 100 or fewer employees (GEM, 2016).

2.3.1 Contribution of SMMEs to Gross Domestic Product (GDP)

SMMEs are essential for fostering and maintaining economic growth. They are the creators of cutting-edge goods and services (GEM, 2016). SMMEs also make

significant contributions to the GDP (GDP). This results in long-term economic growth (Raza, Minai, Zain, Tariq & Khuwaja 2018). According to Chege and Wang (2020), SMMEs continue to be a crucial component of most developmental programmes.

Table 2.7: **Contributions of SMMEs to GDP**

Name of coutries	GDP GROWTH RATE	CONTRIBUTION OF SMMEs to GDP	Source
United States of America (USA)	6.67%	70%	United State Census Bureau (2021)
European Union (EU)	8.1%	58%	Statista 2021
Nigeria	3.4%	50%	MSME 2021
South Africa (SA)	4.91%	50%	Stats SA 2021

Table 2.7: depicts contributions of SMMEs from various parts of the world. The USA has an SMME contribution of 70% with GDP growth rate of 6.67%, the EU with a percentage rate of 58% and a growth rate of 8.1%, Nigeria with a growth rate of 3.4% and GDP contribution of 50% and South Africa has 50% GDP contribution with a growth rate of 4.91%. The table further shows that the USA and the EU have GDP growth rates that are better than that of SA, while Nigeria has the least GDP growth rate as compared to the above mentioned countries. SMMEs have a significant positive impact on the U.S. economy in terms of employment, job creation, entrepreneurship and gross domestic product (US Census Bureau) (2021). Additionally, Statista (2021) notes that SMMEs contribute more to value added in the EU than large corporations. On average, SMMEs account for 58% of value added, compared to 42% for large businesses. However, SMMEs in Nigeria

and South Africa make up a small portion of the national GDP for a variety of reasons. These include inadequate financial and infrastructure support for enterprises operating across sectors, a lack of innovation in operations and unfair competition from imports of goods and services (MSME 2021; Stats SA 2021).

2.3.2 Contribution of SMMEs to poverty alleviation

Ntinga (2019) describes poverty as a situation in which part of the population can currently only afford the simple basic needs of food, clothing and shelter to secure a subsistence level. Poverty exists all over the world; only the extent of poverty differs from country to country. SMMEs contribute significantly to poverty reduction by employing people who cannot find or have access to formal employment in the formal economy sector (Chimucheka, 2015). Table 2.8 shows poverty rates in developing and developed countries.

Table 2.8: **Contribution of SMMEs on poverty alleviation**

Countries	**SMMEs contribution to poverty alleviation**	**Sources**
United States of America (USA)	50%	World Bank Tanzania (2021)
European Union (EU)	64.4%	Statista (2020).
Nigeria	31%	
South Africa (SA)	43%	Living Condition Survey (2015); Stats SA (2019)

Table 2.8 depicts contribution of SMMEs to poverty alleviation. From the table Nigerian poverty rates SMMEs have performed at a very poor level (Uzoma & Uzoma, 2016). Their poor performance has contributed to poverty and low living standards in the county (Kowo et al., (2019). According to Chikwendu, Ezennia, Mutambara and Indermun (2016), Nigeria's current problems of hunger, poverty and unemployment have been undermined by the power of SMMEs. Nigeria has

the lowest proportion of 31%, followed by SA at 43%, then the US at 50% and the EU at 64.4%. In South Africa, about 45.5% of South Africa's population lives below the poverty line (Statistics South Africa, 2020). By providing employment, SMMEs are an essential part of the solution to South Africa's high levels of poverty (Muriithi (2017). There is a robust positive association between the relative size of the SMME sector and economic growth (Ntinga, 2019) Muriithi (2017) examined the role of the small business sector in poverty alleviation in Alexandra, South Africa.

2.2.3 Contribution of SMMEs to employment

Both developing and developed nations struggle with a severe issue with unemployment since it adversely affects each nation's ability to thrive economically and advance (Muriithi, 2017). SMMEs in South Africa have good potential for job creation as the cost of job creation by SMMEs is lower than the cost of job creation in large companies as many large companies are more capital intensive (Leboea, 2017). SMMEs can create jobs for people than larger companies, as large companies downsize from time to time. SMMEs have a high work absorption capacity; therefore they are a driving force in reducing unemployment in South Africa. Furthermore, workers employed in SMMEs improve their standard of living through the value of their salaries and wages (Zafar & Mustafa, 2017; Muriithi, 2017; Ayandibu & Houghton, 2017). Table 2.9 illustrates contribution of SMMEs to unemployment rate.

Table 2.9: Contributions of SMMEs to employment

Country	Unemployment rate	Contribution of SMMEs to employment
Angola	32.7%	37%
South Africa (SA)	30.1%	50-60%
United Kingdom (UK)	3.9%	54%

Source Trade Economics (2020)

The unemployment rates in developed and emerging nations are displayed in Table 2.9. South Africa comes in second with a 30.1% unemployment rate, just behind Angola's high figure of 32.7%. In wealthy nations, unemployment rates are low, with the UK having the lowest rate at 3.9%. According to Statistics South Africa (2020), a drop in the number of individuals employed in the formal and agricultural sectors was the cause of a decline in overall employment in South Africa. However, employment in private households and the unorganised sector grew during the same time period. Furthermore, the unemployment rate for young individuals between the ages of 15 and 34 is 47.1%. The contribution rate of SMMEs to unemployment is lead by the UK with 54% followed by SA with 50-60%, then Angola with 37% respectively. According to Hischam (2018), in order to reduce unemployment rate in South Africa SMMEs should be supported to start business and jobs in different sectors.

2.5.4 Contribution of SMMEs to Competitive Advantage and Innovation

Innovation for SMMEs, according to Barney and Hesterly (2016), is the development of fresh concepts for businesses, as well as new products, services, manufacturing processes and markets. Furthermore, businesses that employ innovation as a strategy in their goods, services and production procedures often succeed (Booyens, Molotja & Phiri, 2013). SMMEs have a competitive advantage over their rivals since they consistently generate high profits and market shares. Small and medium-sized enterprises (SMMEs) are less complex than giant corporations since they can quickly adjust to change and foster competition by releasing new items on the market (Barney & Hesterly, 2016). Increase productivity and take advantage of market opportunities (Gomwe, Potgieter & Litheko, 2022). It's about using new procedures and resources not used by competitors, making them inimitable and improving more chances against their opponents (Ayandibu, Vezi-Magigaba & Kaseeram, 2021). The main sources of competitive advantage

are the company's resources, which include assets and other value-adding company activities (Kumar & Pansari, 2016; Saunila, 2016).

SMMEs' contribution to innovation is a key to technological advancement in income growth and high market demands have enabled them to strengthen a competitive advantage (Ahmat, 2016). Access to technical opportunities, social networks through collaboration with other agencies and global action through commerce all affect innovation in SMMEs (Afolayan, 2014). Through the realisation of novel technologies, talents or even concepts, as well as the provision of goods, services and patents to foreign countries, globalisation has made it simpler for SMMEs to collaborate on innovations with overseas markets (OECD, 2017). SMMEs contribute to innovation by fusing various concepts and adapting them to various situations to generate goods and services that address various customer needs (Fatoki, 2021).

2.5.5 Contribution of SMMEs to productivity and competitiveness

SMMEs frequently introduce new items to the market (Rambe & Khaola, 2021). Additionally, they are thought to be less complex than huge corporations and are capable of managing or adapting to changes in the business environment (Cass, 2012). They play a crucial role in fostering competition and introducing new goods and services to the market (Rambe, 2017). According to Muranga (2020), SMMEs play a significant role in productivity and obtaining a competitive edge within the framework of the national production system. They frequently provide cutting-edge products and services to the market since they are less complicated and require fewer procedures to be followed when making modifications to the operational plan (Cass, 2012). Now that we discussed contributions of SMMEs to the whole globe, now let us take a look at the failure rate of SMMEs.

2.4 FAILURE RATES OF SMMEs

Mukwarami, Mukwarami and Tengeh (2020) argue that failure is the inability to achieve any specific objective of the business. Business failure is not only a

problem for entrepreneurs, but also for governments, which often feel the consequences of the inability to create jobs, as can be seen in legislators' debuts to the national office during electioneering around the world, where job creation is used as bait in races, even though the aftermath is rarely the reality of the promise (Bushe, 2019). Failure implies that the company has died and will never rise again (Mukwarami et al., 2020). SMMEs failure is thus defined as a situation in which a company is unable to pay its debts (insolvent) and generate enough revenue to keep it liquid and sustainable in the long run, rendering it inoperable (Hlebela, 2020). For most SMMEs, access to finance will always be the most pressing concern. Table 2.10 below illustrates the failure rates of various countries:

Table 2.10: Failure rates of SMMEs

Country	**Failure rates of SMMEs**
European Union	31%
USA	50% within their 1st year 24% in the next 2 years
Nigeria	70% within 5 years
South Africa	75%

Source: Bushe (2019)

In contrast to wealthy countries, Table 2.10 shows how frequently SMMEs fail in developing nations. While the US has a failure rate of 50% in the first year and 24% in the following second year, developed nations like the European Union have a failure rate of 31%. South Africa has a failure rate for SMMEs of 75%, compared to developing nations like Nigeria, where that figure is 70%. The default rate is greater in developing nations than it is in industrialised ones, with South Africa having one of the highest rates. The SMME sector's capacity to support job creation, economic growth and poverty alleviation is badly impacted by this (Botha, Smulders, Combrink & Meiring, 2021). We have now discussed the failure rate of

SMMEs in the whole world. Now that the above discussion was based on the failure rate of SMMEs across the world, let us change our focus to challenges faced by SMMEs.

2.5 CHALLENGES AND FAILURES FACED BY SMMEs

SMMEs are seen as important drivers of South Africa's economic development. However, SMMEs face challenges that hamper business growth and lead to business failure (Kelly, Shumba, Zindiye & Donga, 2021). The literature review indicates that SMMEs face many challenges due to external environmental changes as well as changing social, economic, cultural and political changes in the country (Syamala, Nune and Dasaraju, 2017). It is known that SMMEs face more challenges like monitoring issues due to the changing structure of the external environment (Lukhele & Soumonni, 2021). These challenges contribute to the high failure rate and can be divided into two categories, namely internal and external factors (Sithole & Ruhode, 2021). According to Andreoni, Barnes, Black and Sturgeon (2021), the business can manage internal issues, however it cannot influence external difficulties. The use of technology, inadequate management, a lack of managerial expertise, restricted access to financing and a lack of trustworthy information are only a few of the internal obstacles. The absence of government backing, crime and corruption, competitiveness and electrical shortages are some of the external difficulties (Merwe, 2021).

2.5.1 Internal Factors

2.5.1.1 Poor Management

In different regions of the world, SMMEs struggle internally with poor management. Many SMME business owners lack the necessary abilities, education, training and experience to operate their enterprises (Akpo, Oyebanjo, Robertson & Tengeh, 2021; Merwe, 2021). Therefore, the management approach of SMME owners is based on trial and error and is motivated by short-term goals, with minimal emphasis on tactical plans (Takalanira, 2014; Fatoki, 2021). Management mistakes

can be caused by a number of different factors. Deficits in SMME management of cash flow, credit, finance, human resources, marketing, inventory and accounting are among the contributing factors (Moodley, 2021). Good education, knowledge and training enable companies to work easily and effectively. The managerial functions, including planning, organisation, leadership and control, are important for the growth and sustainability of SMMEs (Netshishivhe, 2021; Mazibuko, 2021). Therefore, SMME owners should be endowed with entrepreneurial knowledge and skills and have competent and suitable employees to run the business effectively (Tusubira & Nabeta, 2017).

2.5.1.2 Lack of skills and competence

Lack of managerial competence is another challenge that SMMEs face in business operations (Soni, Cowden & Kariodia, 2015; Ngcobo & Sukdeo, 2015). This includes the skills, awareness and knowledge of business owners. Competence arises when managerial skills are combined with tangible and intangible resources to improve their ability to achieve excellent results (Aylin, Garango, Cocca & Bititche, 2013). In top-level management, where competences and skills continue to be an issue in South African SMMEs, the problem with competencies and skills is proving to be worse (Bouazza, Ardjouman & Abada 2015; Muriithi, 2017). According to Aylin et al. (2013), SMME owners lack financial knowledge and expertise, which affects how well SMMEs function. Abdel, Rowena and Robyn (2018) noted that SMME owners in Australia have insufficient financial and accounting skills and run into difficulties when dealing with financial planning. In developing countries like Malaysia, many SMMEs face the problem that staff and staff do not have financial information to handle financial documents and matters (Bouazza et al., 2015; Muriithi, 2017).

2.5.1.3 Access to Finance

The provision of finance is necessary for SMMEs to grow and develop, as lack of access to finance hampers SMME growth (Moodley, 2021). Access to finance is seen as a significant problem in most African countries, delaying the operation and

growth of SMMEs compared to other developed countries where the problem is moderate (Fjose, Grunfeld & Green, 2017; Moodley, 2021) . According to studies by Fatoki (2019) and Mutoko and Mutoko (2015), Due to high interest rates, the requirement for collateral and loan guarantees and the demand for financing from formal banks, SMMEs in South Africa have trouble acquiring funding. Additionally, banks find it challenging to lend to owners of SMMEs since the expense of loan servicing eats away at their earnings (Shah, Nazir, Zaman & Shabir, 2013). Many SMMEs face access to financing issues in both developing and developed nations because financial institutions do not always provide SMMEs with the funding they need to build and grow their operations (Wise & Chiloane-Tsoka, 2015; Moos & Sambo, 2018).

2.5.1.4 Equity financing

The equity financing technique is the process whereby a business issues a particular percentage of its shares and receives cash in return (Makwara, 2019; Fjose et al., 2017). Shares are issued in the form of common shares that entitle the holder to a share of net profits after expenses and taxes have been deducted (Mayombe, 2016). Because there is no due date, dividend payments to shareholders are routine and can be seen as long-term security (Osano & Languitone, 2016). SMMEs are highly reliant on bank loans and other types of finance due to the low equity funding. In many nations, it is still difficult for fast-growing businesses to get equity, which has detrimental effects for economic integration and growth (Rossi, 2014).

2.5.1.5 Entrepreneur Characteristics

The majority of SMMEs lack the entrepreneurial skills necessary to find investment opportunities and boost their competitiveness (Kazimoto, 2014; Chinonso & Zhen, 2016). Mayombe (2016) postulates that inappropriate management activities discourage banks from approving loans to SMME owners/managers. To improve SMMEs' chances of accessing credit, they need to develop business integrity through positive financial management and business practices (Molefe, Meyer &

de Jongh, 2018; Chinonso & Zhen, 2016). Maloka and Dlamini (2016) discovered that SMME survival and success are boosted by entrepreneurial traits. Small business owners ought to exhibit more enthusiasm for their goods and services be prepared to get personally involved and abide by their rules (Asoba & Tengeh, 2016; Molefe et al., 2018). SMMEs need to build strong business networks, including the development of government relationships (Refiloe, Derera, McArthur & Ndayizigamiye, 2020; Lukhele et al., 2021). The outcome of the business is how it is done. Business success also comes from collaboration between firms, measurement of flexibility performance and consultation (Kazimoto, 2014).

2.5.2 External Factors

2.5.2.1 Lack of governmental support

Lack of government support is one of the aspects hampering the effectiveness of SMME growth (Jili, Masuku & Selepe, 2017). The role of governments in supporting and promoting SMMEs remains crucial worldwide. Zondi (2017) and Molefe et al. (2018) find that the SMME sector will suffer if government pays little or no attention to it. This will result in SMMEs not being able to survive. SMMEs face costly delays in processes and approvals required by multiple regulatory frameworks (Moos et al., 2018). Complicated rules, regulations, unfavorable tax regimes, unfair competition, cumbersome regulations, compliance costs and tax rates are major challenges that hamper SMME growth (Tvedten, Hansen & Jeppesen, 2014; Bouazza et al., 2015).

2.5.2.2 Corruption and Crime

Corruption and crime are considered problem factors in SMMEs (Fatoki, 2019; Molefe et al., 2018). For SMMEs, corruption means spending more money on activities outside the company (Soni et al., 2015: Okpara, 2015). Crime in South Africa is high compared to other developed and developing countries (Ngcobo et al., 2015; Mutoko et al., 2015). In Africa, South Africa ranks first and third out of 133 countries worldwide with a high crime rate of 77.29% (Numbeo, 2020). Rapidly

rising crime and corruption rates have a detrimental effect on the expansion and survival of businesses (Xavier, Kelley, Kew, Herrington & Vorderwuibecke, 2014).

2.5.2.3 Competition

Competition also inhibits SMMEs' capacity to expand and survive. Urban and Naidoo (2016) claim that incumbents' local and international competition is still a concern. Other difficult elements that limit competitiveness in emerging nations include a lack of human resources, skills and financial access (Agwa-Ejon et al., 2015; Chimucheka & Mandipaka, 2015). Islam and Karim (2017) discovered that although bigger businesses regard corporate image, brand, goods and strategies as major competitive advantage drivers, SMMEs view product quality and consistency as a competitive advantage.

2.5.2.4 Access to the latest appropriate technology

One of the most critical components of successful SMMEs' competitive edge is their usage of the most up-to-date, appropriate technology (Phangwana, 2014; Adinolfi, Jacobs & Tichaawa, 2018). Due to a lack of resources (technology or knowledge) to generate new company concepts, small business growth and development are inadequate (Rankhumise, 2017). Because of their continued usage of subpar and old technology and lack of pertinent knowledge, SMMEs have limited access to technological advancement (Zondi, 2017; Islam et al., 2017). According to Makhitha (2017) and Mabotja and Maloka (2017), most SMMEs are not up-to-date with their technology, nor are they aware that they can access appropriate technology through the services of the South African Bureau of Standards (SABS) and the National Research Foundation (NRF).

2.5.2.5 Globalisation

In today's competitive global environment, small businesses can no longer recognise themselves to be solely domestic (Lukhele et al., 2021; Maloka et al., 2016). Going global is not a preference or a conscious choice for businesses all over the world, but rather a necessity (Mayombe, 2016). Failure to cultivate global

markets can be a fatal error for advanced companies of any size (Mabotja et al., 2017). Small businesses must compete in the global market to succeed in the twenty-first century (Reddy, 2017; Letuka & Lebambo, 2021). Companies must consider themselves to be corporations without boundaries to be successful. Going global can be extremely taxing on a small business (Sitharam & Hoque, 2016).

In today's competitive global environment, small businesses can no longer recognise themselves to be solely domestic (Reddy, 2017). According to Agbotame (2015), expanding internationally is a need for firms everywhere, not a desire or a decision made consciously. Failure to cultivate global markets can be a fatal error for advanced companies of any size (Zondi, 2017). Small businesses must compete in the global market to succeed in the twenty-first century. Companies must consider themselves to be corporations without boundaries to be successful. Going global can be extremely taxing on a small business (Sitharam & Hoque, 2016). The following table illustrate various challenges SMMEs faced by during their life-span.

Table 2.11: Challenges faced by SMMEs in Africa

Challenges	**Supporting Resources**
1. Electricity supply	World Bank Enterprise Survey (2021)
2. Access to financing	Appiah, Possumah, Ahmat and Sanusi (2018)
3. Poor management	Jindrichovska (2013)
4. Competency and capability	Bouazza et al., (2015)
5. Negative perception	Kazimoto (2014)

6. Access to reliable information	Muriithi (2017)
7. Government support	Bouazza et al., (2015)
8. Corruption	Kolesnikov, Lapina and Sulemenova (2018)

Table 2.11 depicts various challenges faced by SMMEs across the world. Many developed and developing countries still have an issue when it comes to financing SMMEs (World Bank Enterprise Survey, 2021). Many SMMEs across the world have trouble or a crisis when it comes to managerial skills required to manage the business (Jindrichovska, 2013). It is essential for the management of SMMEs to have access to reliable information, government support and over power negative perception towards innovative ideas (Muriithi, 2017). Finally, corruption is the most problematic issue in the development of SMMEs (Kolesnikov et al., 2018). Now that the above discussion was based on challenges faced by SMMEs, we can take a look at the perspective of SA government to small business.

2.6 PERSPECTIVES OF THE SOUTH AFRICA GOVERNMENT ON SMALL BUSINESSES (SUPPORT FOR SMMEs DEVELOPMENT)

Universally recognised for a long time, SMMEs are crucial for economic development. As a response, they have created a number of regulations and institutions to support the sector's expansion (Rambe & Mosweunyane, 2017). This also applies to South Africa. The government believes that SMMEs are an important part of the answer to many socioeconomic issues (Kazimoto, 2014). In addition, the government has also placed many expectations on the SMME sector to achieve economic growth and other social goals (Smit & Watkins, 2015).

SMMEs are critical for encouraging economic development and a key area in terms of invention, abilities advance, entrepreneurship and job creation (Krause, Schutte & Du Preez, 2015).

As a result, the government has paid much attention to introducing programs and support measures for SMMEs (Jindrichovska, 2013). To enhance and stabilise the performance of small enterprises in South Africa, the Department of Small Business Development was founded (Parliamentary Monitoring Group, 2014). The Department is responsible for examining the terms and circumstances that must be put in place to lessen the burden on small enterprises and enable face-to-face contact with the government (Wealthwisemag, 2014). Small business policy, economic stimulus, financial solutions for small firms and the transition of the present Small Business Development Agency (SEDA) to the Small Business Development Department are all topics covered by the department (Group Parliamentary Oversight, 2014).

Additionally, the ministry is anticipated to operate as a bridge between banks and development finance organizations and small firms in order to close the gap that currently exists between them. Banks and Development Finance Institutions (DFIs) struggle to find start-up SMMEs with actionable business plans combined with the managerial skills to achieve the goals set out in their plans (Standard Bank, 2013). In addition, foreign direct investment struggles to find small companies with growth potential (Wealthwisemag, 2014). On the other hand, SMMEs have reported that FDI financial assistance services are largely inaccessible and administratively complex (Standard Bank, 2013). In addition, applicants often receive insufficient feedback and do not know where to get support to fund and improve their business plans (Wealthwisemag, 2013).

Therefore, improving direct interactions between SMMEs and government and the role of ministries in providing coordination at the national level may both significantly close the gap (Wealthwisemag, 2014). Additionally, ministers' initiatives to create competitively defined market sectors would improve the ability

of private sector financial institutions to assist small firms (Standard Bank, 2013). The department is also anticipated to play a part in gathering and studying information that might assist owners of small businesses in making wise and strategic decisions (Standard Bank, 2013). The premise of this study is that an entrepreneurial approach by SMMEs can assist to decrease failure and limit problems since the failure rate of SMMEs is still quite high in South Africa despite all of these subsidies from governmental organisations. In addition to helping SMMEs in the nation overcome their various problems, EO may help lower the failure rate of SMMEs in South Africa. The next chapter will focus on the literature relating to EO, MO, ED and the performance as proposed contructs of the study.

2.7 CHAPTER SUMMARY

This chapter addresses the literature about SMMEs as a whole and from various sources. The acceptability and definition of SMMEs at the local and global levels are the main topics of discussion in this chapter. This chapter examines how SMMEs are defined and contribute in both developed and developing nations, with a focus on South Africa. The chapter makes it obvious that SMMEs are defined differently in several nations throughout the world, yet such definitions can still be related. There are several definitions used across the world and researchers generally agree that there is no singular definition. The literature shows that SMMEs make a positive contribution to economic development, economic growth and employment in a country. Based on these cotributions, it was noted that the USA has a high contribution rate as compared to the EU, Nigeria and SA. The contributions of these SMMEs were listed with the growth rates of the respective states and the USA still leads the board with the rate of 6.67%. The rate of survival, growth and sustainability is crucial on SMMEs, hence contributing results in business gaining competitiveness and recognition. The chapter further shows the failure rates of SMMEs from coutry to country. It was indicated that SA and Nigeria have similar failure rates, which is high as compared to listed countries with 70%. According to Asah, Fatoki and Rungani (2015) 70%-80% of SMMEs fail within five

years of operation. They face numerous challenges such as lack of finance and intense competition (Ayandibu & Hougton, 2017).

South Africa has a greater failure rate than many other countries in the world, with financial availability being a significant barrier. Just 6% of SMMEs claim to have gotten government assistance (Kotane & Kuzimina-Merlino, 2017). The literature also revealed challenges and failure of SMMEs in developing and developed countries and classifies these challenges into internal and external factors. The study reveals internal challenges such as poor management, lack of finance, lack of managerial skills and competencies, equity financing and entreprenuerial characteristics. The study identifies lack of government support, crime and corruption, competition, lack of appropriate technology and globalization as some of external challenges. Thse challenges were discussed broadly in this study. Finally, the researcher reveals the perspective of the S.A government on small business. The study identifies the impact of government initiatives that support SMMEs socially if not financially. Moreover, the next chapter gives a detailed discussion of literature review on EO and performance and investigates the role of MO and ED on the relationship.

CHAPTER THREE

THEORETICAL AND EMPIRICAL LITERATURE

3.1 INTRODUCTION

This chapter contains definitions of enterprenuerial orientation, market orientation, environmental dynamism and performance. In the first part, the entrepreneurial orientation and theory associated with the course as well as the dimensions of entrepreneurial orientation are discussed. In the second part, the market orientation and the theory on which the study is based are discussed. In the third part, the environmental dynamism and the theory adopted in the study are discussed. In the fourth part, performances and performance types are discussed. The fifth part deals with empirical literature. In addition, the empirical literature on the relationship between entrepreneurial orientation and performance is reviewed, with the mediating effect of market orientation and the moderating effect of environmental dynamism on the EO and performance relationship. Now that we have presented the introduction of the study, we can now define EO; later introduce its dimensions and the theory of EO.

3.2 DEFINITION OF ENTREPRENEURIAL ORIENTATION (EO)

The concept EO was first introduced and defined by Miller (1983) as an entrepreneurial business that introduces new products and services by taking calculated risks to pro-actively respond to customers. EO is the organisational strategic attitude of an organisation that encapsulates certain entrepreneurial features of decision-making processes, procedures and behavior (Lumpkin and Dess, 1996). She is a driving force behind organisational objectives to pursue entrepreneurial projects and activities as a result. One of the firm-level constructs used in entrepreneurship research most frequently is EO (Anderson, Kreiser, Kuratko, Hornsby & Eshima, 2015). The following table illustrates various definitions of EO as combined by the researcher.

Table 3.1: Various definitions of EO

EO definitions	Authors	Country of Author
EO refers to an organisation that strives to be more innovative than its competitors, seeks a first-mover advantage and is not afraid to invest in ventures that have uncertain outcomes but can generate strong financial returns.	Galbreath, Lucianetti, Thomas and Tisch (2019)	Italy
(EO) is a strategy-making process that provides organisations with a basis for business decisions and actions to create a competitive advantage	Adebiyi et al. (2019)	Nigeria
An entrepreneurial organisation is one that engages in product market innovation, undertakes somewhat risky ventures and is the first to proactively innovate to outperform the competition.	Lumpkin and Dess (2015)	United States of America

Generally refers to a company's propensity to innovate, be proactive and take risks	Kivuitu and Karugu (2020)	Kenya
EO is demonstrated by the extent to which strategic level managers are willing to take risks related to the business (risk-taking dimension); Foster change and innovation to gain a competitive advantage (innovation dimension) and compete aggressively with other companies (proactivity dimension)	Dal-Soto, de Souza and Benner (2021)	Brazil
EO is the company's ability to demonstrate entrepreneurial practices and behaviors	Chaudhary and Batra (2018)	Spain
The sum of radical innovations, proactive strategic actions and risk-taking activities by a company manifested in support of projects with uncertain outcomes.	Covin and Miller (2014)	India

Source: different authors

3.3 DIMENSIONS OF ENTREPRENEURIAL ORIENTATION

An entrepreneurial business is one that innovates new products and services by taking calculated risks to proactively respond to customers, according to Miller (1983), who originally proposed and defined the notion of EO. Three traits are highlighted by this concept: innovation, taking calculated risks and pro-activeness. The two additional elements of EO competitive aggressiveness and autonomy are added by Lumpkin and Dess (1996) to the three that Miller originally identified. EO requires the firm to act autonomously, innovate in a highly competitive market, take risks and be pro-active in addressing market conditions.

3.3.1 Risk-taking

Risk-taking entails the execution of audacious activities through the deployment of substantial resources without assurance of the prospective rewards (Rigtering et al., 2017). This implies the ability of an entrepreneur or business manager to implement ideas or new businesses that are new to the market and will better be competitive than those of competitors (Lumpkin & Dess, 2015). Today's business world is full of challenges that force businesses to deviate and generate product ideas that are not risk free (Moss, Neubaum & Meyskens, 2015).

3.3.2 Innovation

A creative process is necessary for innovation in order to enable experimentation and fresh thinking (Covin, Eggers, Kraus, Cheng & Chang, 2016). Innovation on its part, involves being able to foresee future needs of customers and generate ideas and experiments that will anticipate future customer needs (Anderson et al., 2015). Business managers must be able to foresee future products of customers in order to be competitive in the market (Wales, 2016).

3.3.3 Pro-activeness

Pro-activiness involves introducing new products and services ahead of the competition (Anderson et al., 2015). Pro-activiness, in turn, requires anticipating future needs and wants and seeking the benefits of pioneering opportunities in new

business ventures (Wales, 2016; Rigtering et al., (2017). Martens, Lacerda, Belfort and de Freitas, (2016) Define Proactive behaviour as taking initiatives to improve existing circumstances or create new ones It is about challenging the status quo rather than passively adapting to current conditions Employees can engage in proactive activities as part of their role behaviour in which they meet basic job requirements (Covin et al., 2016) For example, salespeople could proactively seek feedback on their techniques for closing a sale, ultimately improving business performance (Martens et al., 2016; Randerson, 2016).

Out-of-role behaviors can also be proactive and involve efforts to redefine one's role in the organisation (Lumpkin et al., 2015). For example, employees could engage in career management activities by identifying and taking advantage of opportunities to change the scope of their work or move to more desirable areas of the organisation (Covin et al., 2016; Wales, 2016). The above dimensions were first introduced by Miller (1983) in his seminal work. These dimensions are the tradition of the term EO. Lumpkin and Dess (1996) introduced the following two dimensions to complement EO theory. The dimensions were added because the researchers saw a gap in the theory. The following discussion is based on the two dimensions introduced by Lumpkin and Dess (1996).

3.3.4 Autonomy

The theory of five EO dimension was reviewed by the Lumpkin and Dess (1996). The seasoned researchers added two more dimensions to the three introduced by Miller (1983). Extensive research by Koe (2016); Shan, Song and Ju (2016) used the five dimensions to conduct their researches. Autonomy is basically the freedom that individual employees possess in relation to performing their daily tasks (Gupta & Wales, 2017; Lumpkin et al., 2015; Wales, 2016). With the right employees and working environment, autonomy can be advantageous to both the employees and their company. Apart from creating a happy work-environment, business operations will run smoothly when employees tackle their daily tasks according to their psyche and skill sets (Rigtering et al., 2017; Wales, 2016).

Increased autonomy should help workers feel more responsible for the results of their job, increasing their drive to work, according to beliefs about workplace design (Linton, 2016; Wales, 2016). Research shows that among employees with higher levels of autonomy, their personality traits (particularly conscientiousness and extroversion) have a stronger impact on organisational performance (Covin et al., 2016; Lumpkin et al., 2015). More autonomy will enable workers to more effectively apply their unique skills to their work. Sadly, excessive autonomy might result in unhappiness among the workforce (Kusa, 2016). Each person's demand for autonomy at work is different. Some employees dislike autonomy and want more managerial guidance; they may not want to put up the effort or accept responsibility for having their name attached to only one job, project, or product (Solikahan & Mohammad, 2019).

In addition, when employees are not well equipped, both academically and personally, to exercise autonomy, it can lead to workplace tension and poor performance (Kraus, Rigtering, Hughes & Hosman, 2012). Finally, when given autonomy, workers may believe that they have approximately the same authority as their line manager (Covin et al., 2016). This can make them resent the extra responsibility or feel that their salary should be increased. A related concern is that as employees gain autonomy, managers may feel marginalised, particularly when transitioning to a traditional work environment (Randerson, 2016). Managers may feel that by granting employees autonomy they are no longer contributing as much to the organisation or that their jobs may be at stake (Solikahan et al., 2019).

3.3.5 Competitive aggressiveness

Competitive aggressiveness refers to an organisation's propensity to directly and intensely challenge its competitors in order to gain market entry or to improve its position, i. It is characterised by a strong offensive stance or aggressive reactions to the actions of competitors (Randerson, 2016). A strong competitive aggressive stance enables a firm to be a key player in a field of competitors and to act

aggressively to maintain or expand its position (Lumpkin et al., 2015; Wales, 2016). Due to the competitive nature of the construction industry, scholars such as Abdullahi, Kunya, Bustani and Usman (2019) and Abd-Hamid, Azizan and Sorooshian (2015) have advocated a competitive attitude among contractors if they wish to survive in the construction industry. Lumpkin et al. (2015) have previously argued that a strong competitive aggressive stance enables a firm to be a crucial player in environments where competition for customers is intense. Aggressive moves can include price cuts, increased marketing spend, quality and improved production capacity. This can happen when a company either promotes its products in markets identified by competitors or by analysing and attacking competitor vulnerabilities. It is essentially a business response to competitive threats (Belas & Sopkova, 2016). From the above discussion, we emphasised various dimensions of EO. In the next discussion, we take a look at the theory of EO.

3.4 THEORY OF ENTREPRENEURIAL ORIENTATION

The term EO received notable attention from researchers and scholars all over the world and because of the attention it gained in the sphere of business and management, a lot of information was created (Covin & Miller, 2014; Covin & Slevin, 1989; Hernandez-Perlines, 2018; Rigtering et al., 2017). The term is a result of a seminal work by Miller (1983), who defines EO as a business venture that innovates new products and services by taking calculated risks to pro-actively respond to customers. EO serves to illustrate how entrepreneurship works by demonstrating an organisation's potential for creativity, initiative and risk-taking (Al-Dhaafri et al., 2016; Covin & Slevin, 1989; Miller, 1983). EO depicts an organiation's operations rather than its activities (Lumpkin & Dess, 1996).

EO describes strategic business-level decision-making processes that support the organisation's entrepreneurial actions and decisions (Al-Dhaafri et al., 2016). EO includes a willingness to innovate, take risks, be self-directed and behave more

proactively and aggressively to new market opportunities than competitors (Covin & Slevin, 1989; Jiang et al., 2016; Li et al., 2009; Lumpkin & Dess, 1996; Miller, 1983). Therefore, EO can be viewed as the entrepreneurial strategy-making process that concerns the methods, practices and decision-making styles, as well as the intentions and actions, of key actors functioning in a dynamic generative process (Lumpkin & Dess, 1996). . Accordingly, EO can partially explain the strategic behavior of management that allows organisation to outperform the competition by being innovation-oriented, risk-tolerant and highly proactive in responding to market opportunities (Zang et al., 2015).

Although entrepreneurial orientation can be conceptualised in different ways (this debate can be followed in Lomberg, Urbig, Stckmann, Marino & Dickson, 2017), we will apply what entrepreneurial orientation considers to be multidimensional (Lumpkin & Dess, 1996a), innovative capacity, proactive , risk-taking, autonomy and competitive aggressiveness in an overarching connection (Hernndez-Perlines, Moreno-Garca & Yez-Araque, 2019). This approach makes it possible to analyse the direct impact of corporate direction on corporate performance, as well as the indirect impact of innovation, proactivity, risk, autonomy and assumptions of competitive aggressiveness on corporate performance (Hernndez-Perlines et al., 2016). Therefore, from a comprehensive review of the literature, we can conclude that EO has been operationalised through five dimensions, namely: innovativeness, proactivity, risk-taking, autonomy and competitive aggressiveness. From the above discussion, we have revealed the EO theory suitable for this study; now we introduce the next construct, MO.

3.5 DEFINITION OF MARKET ORIENTATION (MO)

A market orientation is a culture in which all employees are committed to continually creating superior value for customers (Narver & Slater, 1990). It contains three key behavioural components: customer centricity, which refers to continually understanding the needs of both current and potential target customers

and using that knowledge to create customer value; Competitiveness, which is about continually understanding the capabilities and strategies of target customers' key current and potential alternative satiators and using that knowledge to create superior customer value; and inter-functional co-ordination, which has to do with the co-ordination of all functions in the organisation in using customer and other market information to create greater value for customers (Narver & Slater, 1990). Historically, market orientation has been defined as a stage of development of the organisation or as a reflection of the degree of maturity of the organisation. Authors such as Yukl (2013) have confirmed this definition. You know market orientation as the last stage in the development of a business look and believe that it arose as various business trends developed. The following table illustrates various definitions of MO.

Table 3.2: **Various definitions of MO**

MO definitions	Authors	Country of Author
A market-oriented culture is a corporate culture in which all employees continuously strive to create greater value for customers.	Narver and Slater (1990)	USA
Market Orientation (MO) refers to an organisation's ability to create customer value based on customer and competitive intelligence.	Kajalo and Lindblom (2015)	Kenya
MO is an organisational process in which a company acquires and uses market-	Yukl (2013)	China

based information and disseminates it throughout the organisation.		

Source: different authors

Now that we discussed various definitions of market orientation from different parts of the world, we can now discuss the types of market orientation approaches that are theoretical approved to measure the construct of marketing.

3.6 TYPES OF MARKET ORIENTATION APPROACHES

3.6.1 Cultural approach elements of MO

3.6.1.1 Customer orientation

This refers to the ability of the business to generate customer information from the market and use it to develop present and future values to customers (O'Cass, Ngo & Siahtiri, 2015). Marketing managers must periodically perform environmental scanning to have enough market intelligence to disseminate and respond effectively to customer's needs (Valenzuela-Fernandez, Merigó & Nicolas, 2018).

3.6.1.2 Competitor orientation

This includes all available or competing competitors in the market and their strengths as well as their weaknesses. Business managers develop effective strategies using the information from customer orientation function (Agbobli, Oni & Fatoki, 2017). Learning strategies of competitors will help the manager to develop competing strategies that are not easily impeded (Mahmoud et al., 2016).

3.6.1.3 Inter-functional coordination

Cacciolatti and Lee (2016) state that this implies how managers transfer or share information about the two orientation with the intention of developing non-imputable strategies. The inter-functional coordination process is the final stage in the cultural approach by Naver and Slater theory (Frösén, Luoma, Jaakkola, Tikkanen &

Aspara, 2016). This blends all the information by matching it with available resources of the business in developing strategies or products that cannot be easily copied by competitors (Abafita, Atkinson & Kim, 2016).

3.6.2 Behavioural approach elements

3.6.2.1 Intelligence generation

Frösén et al. (2016) opine that intelligence generation is the collection of marketing information through research and development departments and other marketing information tools. This information will be stored and be used to develop products and strategies that other businesses cannot copy (Kasim, Ekinci, Altinay & Hussain, 2018; Shuhidan, Said, Mokri & Kazemian, 2016). Intelligence generation is the most important stage in the business since it will assist to determine the future prosperity of the business and the weakness of competitors, which can be used as an advantage to compete effectively in the market (Poole, 2017).

3.6.2.2 Intelligence dissemination

This process involves the sharing of collected information across various departments (Jogaratnam, 2017: Prifti & Alimehmeti, 2017). This includes departments such as marketing, operational, human resource, etc to create value to customers and increase the effectiveness of implemented strategies (Kasim et al., 2018). Collected information that is shared among departments can be manipulated to the advantage of the business strategy development process and can create superior value to customers (Shuhidan, Said, Mokri & Kazemian, 2016)

3.6.2.3 Responsiveness

This refers to the way in which business respond to customer needs through collected information about the market (Gao, 2017). This process shows how the business cares about customer needs and wants. It also implies the effectiveness or available resources that are being utilised to respond to market needs (Sutapa, Mulyana & Wasitowati, 2017; Migdadi, Zaid, Yousif, Almestarihi & Al-Hyari, 2017). In this process, business introduces new products or improves existing ones to

ensure the effectiveness of the business (Gao, 2017). This study adopted the behavioural approach to investigate market orientation and its influence to performance. The above discussion was based on the types of market approach. It was revealed that this study will adopt the behavioural approach to market orientation. Now pay attention to the theory of market orientation.

3.7 THEORY OF MARKET ORIENTATION (MO)

MO is seen as the foundation of marketing thought, it is also an organisational process where a company acquires and uses market-based information and disseminates it throughout the organisation (Yu, Nguyen & Chen, 2016). A company using MO can achieve a competitive advantage and higher business performance (Gruber-Muecke et al., 2015). Scholars widely recognise two conceptualisations of MO developed by Narver and Slater (1990), Kohli and Jaworski (1990) and (Kajalo and Lindblom, 2015). Narver and Slater (1990) define the MO concept as an organisational culture that cultivates the necessary behaviors for greater customer value and leads to higher organisational performance. Narver and Slater (1990) propose three central cultural elements of MO: customer centricity, competitive centricity and interfunctional coordination. To begin, customer orientation refers to having enough information about available customers to consistently generate higher value for them. Secondly, competitor orientation refers to knowing present and future competitors' plans, as well as their strengths and weaknesses. Finally, inter-functional coordination relates to how a company's resources are used to create value for potential buyers (Gruber-Muecke et al., 2015).

In contrast, Kohli and Jaworski (1990) describe the MO concept as a behavioural perspective that identifies three main aspects: generation of market information, dissemination and responsiveness to market information. Market intelligence refers to all involved activities towards understating the customer’ current and future needs and forces involved. Dissemination refers to the sharing of intelligence

across all departments and functions, while responsiveness refers to the ability to respond to the intelligence that is generated and disseminated (Kohli & Jaworski, 1990). Studies about MO reveal that it is crucial for business managers/owners to understand customer needs, while tracking the way in which competitors respond to the same needs and use coordinated company resources to develop superior values to customers (Buli, 2017; Kohli & Jaworski, 1990; Narver & Slater, 1990). This study followed seminal works by Kohli and Jaworski (1990) to measure the construct of market orientation and to use the dimensions explained under the behavioural approach to measure MO. The above discussion was based on the theories of MO. The selected theory was explained in details. Now we look at ED.

3.8 DEFINITION OF ENVIRONMENTAL DYNAMISM (ED)

Since Duncan's groundbreaking work, the term "emerging demand" has been at the centre of business study (1972). ED stands for all internal and external factors that affect how businesses make decisions (Duncan, 1972). The environment has features of stability/dynamism, brevity/complexity and generosity/hostility (Dess & Beard, 1984). External environmental influences on business and management decision-making are referred to as ED (Hueske, Endrikat & Guenther, 2015; Otache & Mahmood, 2015). Environments can be unpredictable for a variety of reasons, including globalisation, economic change, social change, political change and technological development (Shirokova, Bogatyreva & Beliaeva, 2015). The word "ED" in this study refers to the pace and degree of environmental change that an organisation experiences over time. The following table reveals some of the definitions from all over the world.

Table 3.3: Various definitions of ED

ED definitions	Authors	Country of Author
ED signifies the unpredictability, degree of	Omri (2015)	USA

variability and frequency of change in an organisation's external environment.		
ED is an unpredictable and rapid change that also increases uncertainty for the individuals and organisations working within it	Huang, Ding and Chen (2014)	China

Source: different authors

3.8.1 Aspects of environment

3.8.1.1 Stability/dynamism

Stability refers to the state of environment in which the business operates. This environment stability is influenced by changes in the macro environment (Omri, 2015). Dynamism refers to the unstable business environment that forces business managers to deviate from strategies, resulting in a least stable business environment (Shirokova et al., 2015; Omri, 2015).

3.8.1.2 Simplicity/ complexity

Simplicity refers to the easy way of conducting a business in the business environment (Ombaka, Machuki & Mahasi, 2015). This implies the barriers of entry and policies in place that limit entry in that market. Complexity refers to the difficulty to operate or perform business activities in the business environment e.g the electrical issues that S.A has with the currents load shedding stages (Fatoki, 2014).

3.8.1.3 Generosity/hostility

Fatoki (2014) opines that generosity is an environment that is generous enough with regards to availability of resources. This implies that business operational activities are easily conducted and resources are not really scarcest (Njoroge,

Ongeti, Kinuu & Kasomi, 2016). Hostility refers to the environment that is volatile and changes time after time (Neneh, 2016). This kind of environment forces the business to adjust to changes every time and be very responsive to the changes (Wakaisuka-Isingoma, Aduda, Wainaina & Mwangi, 2016). The discussion above illustrates various aspects of ED and how they affect performance and the study adopted the seminalwork of Duncan (1972) to measure the ED constuct. Now that the above discussion was based on various aspects of ED, We now take a look at the theory of ED best suitable for this study.

3.9. THEORY OF ED

Duncan (1972) opined that the term environmental dynamism (ED) has been in the centre of business research. ED investigates both internal and external factors that influence the day-to-day decisions of business operations (Dunan, 1972). Dess and Beard (1984) propose that stability/dynamism, simplicity/complexity and generosity/hostility are all aspects of the environment. Dynamism is defined as the unpredictability of customer actions, product offerings and the rate of change and innovation in an industry in a dynamic versus stable environment (Neneh, 2016). ED is the rate of change by external forces under which business operates and influences strategic decision-making (Seo, Kim & Kim, 2020) assists in identifying all uncontrollable forces that affect the operation of the business (Omri, 2014; Wakaisuka-Isingoma et al., 2016).

ED level of dynamism is influenced by the rate of change in the environment (Neneh, 2016). However, even if the rate of change in the environment is too speed and it is influenced by aspects of the environment (Jabeen, Aliyu & Mahmood, 2016). Thus, the rate of change in the environment is a result of speed of change in the environment. Seo et al. (2020) opine that ED is a rate of change in the environment that business experiences overtime. Additionally, Haroon and Mohd-Shariff (2016) opine that as the environment becomes more dynamic, firms tend to experience more unpredictable, unstable and uncertain environments. Li

and Liu (2014), highlight that it is very rare to find a stable environment because of drastic changes in technological, economical, legal and other spheres. The discussion above postulates the theory suitable for this study. Now we focus our discussion on how performance is viewed in this research.

3.10 PERFORMANCE (P)

Performance is a key predictor of long-term success (Gupta & Wales, 2017). “In addition to organisational performance, organisational success also relates to the skill level of employees, human resource development, the quality of strategic planning and the ability to understand and adapt to the nature and dynamics of the business environment (De-Carvalho, Ribeiro, Cirani & Citra, 2016). Performance is one of the most crucial factors in management study and possibly the most significant indication of organisational performance (Gupta & Wales, 2017). Performance, according to Mbo (2017), is the way a business performs in relation to its aims and objectives. Organisational performance is further defined by Tomal and Jones (2022) as overall organisational results or outcomes compared to expected organisational effectiveness.

Although the concept of organisational performance is widely used in academic literature, defining it is problematic. As a result, there is no widely agreed definition of this construct. In the 1950s, organisational performance was described as the extent to which organisations, as a social system, achieved their goals (Anthony, 2017). Performance evaluation during this time was focused on work, people and organisational structure. Later in the 60s and 70s, organisations have begun to explore new ways to evaluate their performance, so performance was defined as an organisation's ability to exploit its environment to access and use the limited resources (Tomal & Jones, 2015). The years 80s and 90s were marked by the realisation that the identification of organisational objectives is more complex than initially considered. Managers began to understand that an organisation is successful if it accomplishes its goals (effectiveness) using a minimum of

resources (efficiency) (Anwar & Shah, 2021). Thus, organisational theories that followed supported the idea of an organisation that achieves its performance objectives based on the constraints imposed by limited resources (Stanciu, Stoica, Surgun, Traistaru & Vranceanu, 2019). In this context, profit became one of the many indicators of performance .

Performance has been broadly described as a set of both financial and non-financial metrics that can be used to assess the extent to which organisational goals and objectives have been met (Mutula & Van Brakel, 2017). Financial KPIs are used to monitor inflows (revenues) and outflows (costs) as well as overall money management in the organisation (Ahmad & Zabri, 2016). These methods are based on data from an organisation's income statement and balance sheet (Gupta & Wales, 2017). Profit should not be the exclusive focus of critical success factors (CSFs) and key performance indicators (KPIs), even though it cannot be disregarded because it is the main objective of commercial organisations. It is necessary to utilise a set of performance indicators, which should include both financial and non-financial measurements (Omran, Khallaf, Gleason & Tahat, 2021). This dissertation therefore investigates organisational performance from two angles (financial and marketing performance). These sides are further discussed below:

3.5.2 Types of performance

3.5.2.1 Financial performance

Scholars generally agree that a company's performance is a complex phenomenon; one of the most commonly used measures is the financial component in the achievement of the organisation's economic goal (Gupta & Wales, 2017; Anwar & Shah, 2021). This is consistent with Sethibe and Steyn's (2016) argument that the primary goal of management is to generate profits and maximise shareholder value. It is important to note that scholars beginning

empirical studies use a few different measures to assess financial performance (Naz, Ijaz & Naqvi, 2016; Anwar & Shah, 2021; Omran, Khallaf, Gleason & Tahat, 2021). According to the literature review, researchers typically use either stock market metrics like Tobin's Q and the price-to-earnings (P/E) ratio or accounting metrics like profitability, sales growth, return on assets (ROA), return on sales (ROS), return on equity (ROE) and/or return on investments (ROI) to assess the financial aspects of performance (Omran, Khallaf, Gleason & Tahat, 2021; Anwar & Shah, 2021).

Accounting-based indicators of financial performance were mainly used by the researchers (Gomera, Chinyamurindi & Mishi, 2018). However, with the increasing disclosure of financial data, companies began to use the maximisation of shareholder value as a measure of financial performance (Kengne, 2016). This paradigm shift encouraged the adoption of market-based performance measures in management research (Bruwer & Coetzee, 2017). Despite its limitations, profit maximisation remains one of the most important measures of performance (Sethibe & Steyn, 2016). Several scholars indicated growth to be the only measure of performance, whereas others integrate growth and profitability (Likar, Kopa & Fatur, 2014). However, most researchers prefer to combine ROS, ROA, ROE and ROI because they complement one another (Gupta & Wales, 2017). In most cases, using a single ratio does not provide sufficient information for investors to evaluate overall performance (De, Dey, Ghosh & Pappu, 2020).

For example, ROA allows analysts to evaluate the effectiveness and efficiency of a company's management and employees in generating a profit (Osiako, 2017; Matsoso & Benedict, 2016). In contrast, ROS allows analysts to evaluate the effectiveness and efficiency of a company's management and employees in generating profits through the use of sales assets (Gomera et al., 2018). According to Ogunsiji and Ladanu (2017), accounting-based measures are useful because they provide useful objective measures of organisational performance. However, Smith (2017) argues that accounting-based measures only represent the past, both

in the form of profit and loss statements, which explain what happened in a given year and balance sheets, which represent the assets and liabilities of the company at a given point in time. Therefore, it is impossible for accounting ratios to measure value creation.

3.5.2.2 Non-financial performance

According to Al-Mamary, Alwaheeb, Alshammari, Abdulrab, Balhareth and Soltane (2020), non-financial measures must also be evaluated to assess overall performance, for two main reasons. First, there are multiple stakeholders involved in the business, all of whom have specific goals and expectations regarding the organisation (Kim-Soon, Ahmad & Poh, 2017; Akbar, 2021). Second, strategic business units are not necessarily financial in nature (Al-Mamary et al., 2020). As a result, there are several approaches to non-financial indicators such as customer satisfaction and loyalty, market share, productivity, operational effectiveness and efficiency, reputation, branding and quality (Ahmad & Zabri, 2016; Mjongwana & Kamala, 2018). Non-financial performance metrics, as opposed to financial performance measures, offer businesses forward-looking knowledge that is more appropriate for strategic planning (Kim-Soon et al., 2021).

Moreover, these measures establish a closer link to long-term organisational strategies. Non-financial performance measures can lead to counterproductive behaviour when managers pursue short-term goals at the expense of more important long-term goals (Akbar, 2021). Hochleitner, Arbussà and Coenders (2017) postulate that non-financial performance indicators are also evolving in terms of fulfilling customer requirements, as well as obtaining and sustaining a competitive edge over competitors. Thus, they are critical in achieving profitability and other long-term strategic goals (Micheli, Wilner, Bhatti, Mura & Beverland, 2019). By supplementing financial metrics with non-financial data on strategic performance and the implementation of strategic plans, companies can communicate their goals and provide incentives for managers to pursue long-term strategies (Mjongwana & Kamala, 2018). In addition, non-financial performance

measures provide a holistic view of a company's operations and dynamic information (Hochleitner et al., 2017; Anwar & Li, 2021)

Such an approach allows companies to assess their current performance and continuously monitor operational progress over time (Ortiz-Martínez & Marín-Hernández, 2022). As a result, these metrics reveal operational flaws and opportunities for improvement, which can then be used to revisit and clarify objectives and priorities (Micheli et al., 2019). By doing so, a company can better comprehend its internal and external contexts, which will compel it to implement better strategies for improving management processes and performance (Gupta & Wales, 2017). Performance in this study is aggregated by both financial and non-financial measures to ensure conclusiveness of results. Measuring only firm financial performance is restrictive and the inclusion of non-financial measures gives a more complete measure of the performance of SMMEs (Nuseir, 2018). The above discussion was based on different types of performance measures. Now we take a look at the empirical literature that supports this investigation.

3.11 EMPIRICAL LITERATURE

3.11.1 The relationship between EO and performance

Numerous studies conducted over the past two decades have attempted to define entrepreneurial orientation as business tactics or strategies that reflect the creation or innovation of ideas, goods or services that can address societal issues that arise within the company, have an impact on or influence decision-making and affect performance (Fadda, 2018). Studies like the one by Fadda (2018) demonstrate how adjusting to the external environment has a favorable impact on company performance. For instance, a number of empirical studies have discovered an association between EO and the success of businesses across a range of sectors and cultural situations (Gupta & Dutta, 2016; Wales et al., 2013).

Alvarez-Torres, Lopez-Torres and Schiuma (2019) investigated 170 SMMEs operating in the Bajio Region (México) and concluded that EO positively influences performance. Furthermore, Kurtulmuş and Warner (2015) conducted a study of about 117 SMMEs. The findings show that there is a relationship between EO and performance of SMMEs. On the other, Aliyu, Rogo and Mahmood (2015) researched 640 SMMEs in Nigeria. The results show that entrepreneurial orientation has a significant and positive relationship with performance. Moreover, Bucktowar, Kocak and Padachi (2015) conducted a study with 7 SMMEs purposively operating in different sectors. The results show that EO and performance relationship has a positive effect on each other. Additionally, Shehu and Shehu (2015) conducted a study in Nigeria with 511 respondents. The results show a strong and positive relationship between EO and performance.

A study by Kivuitu et al. (2020) using 2300 registered SMMEs that operate in Nairobi County revealed that all the EO dimensions: innovativeness, pro-activeness and risk-taking had positive significant effect on performance of SMMEs. This implies that behaviours associated with innovativeness, pro-activeness and risk-taking, when considered as an overall strategy, can indeed help SMMEs in Kenya. Furthermore, the findings suggest that EO -oriented activities within an organisation not only lead to better performance, but also assist owners of SMMEs to make better decisions regarding the selection of strategic resources they acquire. Furthermore, Hernández-Perlines, Ibarra Cisneros, Ribeiro-Soriano and Mogorrón-Guerrero (2020) conducted a study in Mexico using 165 manufacturing firms analysing the data using partial least squares structural equation modelling resorting to SmartPLS.

It was concluded that EO positively influences performance; in like manner, the absorptive capacity has a moderating effect on this relation. Therefore, it can be established that the manufacturing sector carries out the right practices that aim at increasing entrepreneurial competitiveness. In addition, Bascoa, Hernandez-Perlines and Rodriguez-Garcia (2020) conducted a study comparing China, Mexico

and Spain using a multi-group analysis. A structural equation model PLSEM technique, more particularly a multigroup analysis approach, was utilized to test the hypothesis and subsequently quantify the moderating influence of context. Regardless of the organisational setting, the results convinced us that an entrepreneurial approach had a beneficial overall impact on performance. The impact of entrepreneurial mindset on performance, however, is unquestionably moderated by the business situation. This impact can be attributed to the contexts conditioning influence on innovation, proactiveness and risk-taking the three key characteristics that determine a company's entrepreneurial orientation in various settings.

In addition, a study by Arzubiaga, Iturralde, Maseda and Kotlar (2017) examines the relationship between EO performance based on family, women and strategic board engagement. Based on a sample of 230 Spanish family businesses, the study found that the relationship between entrepreneurial orientation and performance is stronger in companies with lower levels of family involvement and higher levels of gender diversity on the board. In addition, a study by Arzubiaga, Iturralde, Maseda and Kotlar (2017) examines the relationship between EO family-based performance, women and strategic board engagement. Based on a sample of 230 Spanish family businesses, the study found that the relationship between entrepreneurial orientation and performance is stronger for companies with lower family commitment and higher gender diversity on the board. Moreover, high strategic board engagement can enhance the positive effects of gender diversity and change the moderating influence of family involvement from negative to positive.

Additionally, competition strategy functions as a moderating factor: a low-cost approach has a negative impact on the connection, but a differentiation strategy has a favorable impact. Firm size groups do not seem to influence the results. In addition, there is research by Lomberg, Urbig, Stoeckmann, Marino and Dickson

(2017) analysing the relationship between entrepreneurial orientation and performance: The Influence of Family Governance. It showed that EO is positively associated with concurrent and sustained firm performance and that these positive relationships are particularly strong when family ownership is combined with active family governance and control, while with passive family governance the relationship between EO and performance becomes insignificant.

Most studies reveal a significant positive relationship between EO-performance. Some studies concur that not all dimensions of EO affect performance. A study by Rezaei and Ortt (2017), which analysed EO and performance: the mediating role of functional performance in the Netherlands using a sample size of 279 high-tech SMMEs, found that the dimensions of (EO) are related to performance functions in a firm in different ways. Innovativeness and R&D performance as well as proactivity and marketing and sales performance are proven to be positively correlated. The correlation between taking risks and manufacturing output is determined to be negative. The findings also point to a favorable association between R&D, manufacturing, marketing and sales, all of which contribute to total business performance. Therefore, it can be said that the R&D, manufacturing, marketing and sales functions complement one another and reinforce one another in a logical order in terms of how they affect total performance.

On the other side, Onwe et al. (2020) found that in a study conducted in Nigeria, EO has no significant relationship with business performance. Furthermore, the relationship between EO and performance varies depending on the type of mechanism, setting and culture, according to the literature reviewed above (Rigtering et al., 2017). Therefore, from the empirical literature provided we can now hypotheses that, ***H1: there is a positive significant relationship between EO and the performance of SMMEs***

3.11.2 The relationship between EO and MO

An organisation's strategic direction plays an important role in both how it responds to market changes and the means by which it seeks to exploit opportunities (Buli, 2017). In general, the overall strategic direction of companies consists of two elements: (1) an overall strategy (including mission and goals) and a strategic plan (a vision of how the goals will be achieved) and (2) the key organisational processes, systems and cultures that facilitate the achievement of the goals set out in the strategy (Gruber-Muecke et al., 2015). Given this framework, it is obvious that the overall strategic orientation of a company consists of several interrelated strategic orientations that emphasise different strategic attitudes within a company. Among others, MO motivates the "customer-oriented" attitude and EO the "proactive environment-oriented" attitude (Roux & Bengesi, 2014). Research findings indicate a positive correlation between EO and MO, which justifies the assumption of correlations between the different strategic orientations of a company (Roux & Bengesi, 2014; Ruzgar et al., 2014). Undoubtedly, companies that manage to balance these strategic orientations tend to achieve better results than companies that focus more on one of them (Buli (2017).

Studies by Buli (2017) and Gruber-Muecke et al. (2015) find that EO leads to improved MO. The association between EO and MO positively contributes to business performance and these are key elements to organisational success. MO focuses on identifying customer needs and preferences through the acquisition of market information and is a core determinant of EO (Mahmoud et al., 2016). Businesses that execute MO are more likely to outperform those that do not (Roux & Bengesi, 2014). Ruzgar et al. (2014) and Octavia and Ali (2017) reveal that MO is the core determinant of EO and EO is the predecessor of MO. This implies that for a business to be entrepreneurially orientated, it must implement MO. Affendy, Asmat-Nazam and Farid (2015) find that both EO and MO contribute to performance through the identification of market opportunities and the reduction of uncertainty.

In addition, a study by Laddawan-Lekmat, Selvarajah and Hewege (2018) in Thailand examines the relationships between market orientation (MO), entrepreneurial orientation (EO) and performance (P) using a sample of 405 SMMEs operating in the service and trade sectors. Specifically, the study tests the mediation effects on the relationships between MO, EO and performance through marketing skills. The results show that MO has both direct and indirect effects on performance, while EO has only a significant indirect effect on P through marketing skills mediation. EO can predict MO, while marketing skills can predict marketing performance through financial outcomes. This study provides evidence of best practises for SMMEs in that MO and EO as constructs do not contribute to superior performance; firms may need organisational resources such as marketing skills to achieve superior business results. Therefore, it is hypothesised that **H2: *There is a significant relationship between EO and MO of SMMEs.***

3.11.3 The relationship between MO and performance

MO plays a very crucial role in today's changing environments, with high competition levels and a high level of uncertainty. Businesses that implement MO tend to realise increased performance (Lee, Kim, Seo & Hight, 2015). Empirical findings by Buli (2017) show a significant positive relationship between MO and performance. Buli (2017) argues that it is advisable for business owners/managers to encourage MO and to respond to customer needs to improve performance. Masa'deh et al. (2018) conducted a study in Jordan. The study finds that MO and performance are significantly positively related. This is consistent with the findings by Wilson, Perepelkin, Zhang and Vachon (2014) and Sarker and Palit (2015). The major motive behind these findings is that MO plays a crucial role in creating and maintaining superior customer value. Even though several studies allude to a positive relationship between MO and performance, there are studies that negate the findings. Suliyanto and Rahab (2012) find an insignificant relationship between these variables and that MO leads to over concentration on a few customers and poor innovation capabilities. Most literature postulates a positive relationship

between MO and performance. The argument of this study is that MO can help to identify and meet customer needs and improve sales and consequently, performance.

Previous research has demonstrated how market orientation affects performance (Boso, Cadogan & Story, 2013; Chen et al., 2015). For instance, a study on the performance of SMMEs in India by (Lakshman, Kumra & Adhikari, 2017) discovered a substantial correlation between SMME success and three characteristics of market orientation (Narver & Slater, 1990). Because of this, organisations with strong market orientations ought to be able to generate better profit margins than those with lower market orientations, according to Sarker and Palit (2015). Additionally, Buli (2017) emphasises how closely SMME success is tied to market orientation and demonstrates how small businesses that are more customer-focused may perform better. Additionally, Zhang, Jiang and Zhu (2015) examined the market orientation of big manufacturing exporters and SMMEs in China and discovered no appreciable differences in the impact of market orientation for the two types of businesses. Furthermore, according to Buli (2017), market-oriented businesses that employ innovation strategies, work to enhance organisational learning and sustain their competitive edge see a considerable improvement in performance.

Although the importance of market orientation has been demonstrated in market-based economies, where most theories have been developed and tested, there is little empirical evidence in SMMEs industries is limited to draw definitive conclusions. Suliyanto and Rahab (2012) find an insignificant relationship between these variables and that MO leads to over-concentration on a few customers and poor innovation capabilities. Most literature postulates a positive relationship between MO and performance. The argument of this study is that MO can help to identify and meet customer needs and improve sales and consequently,

performance. Therefore, it is hypothesised **H3: *There is a significant positive relationship between MO and performance of SMMEs.***

3.11.4 The mediating effect/role of MO on the relationship between EO and performance

Leading entrepreneurship researchers contend that risk-taking, initiative and invention are essential components of entrepreneurship (Lumpkin & Dess, 1996). According to several empirical research, organizations with a more entrepreneurial strategy orientation outperform their competitors (Chen & Hsu, 2013; Kraus, Rigtering, Hughes & Hosman, 2012; Ndubisi & Agarwal, 2014), while in some cases, their performance may even deteriorate (Slater & Narver, 2000). As an illustration, Eggers, Kraus, Hughes, Laraway and Snycerski (2013) investigate how EO dimensions affect the performance of SME. According to the report, EO significantly affects how well SMMEs perform.

In addition, Jalali, Jaafar and Ramayah (2014) conducted a study on the performance of MSMEs in Iran. The study found that EO has a significant impact on increasing the profitability of SMMEs. Interestingly, Amin (2015) found that the dimensions of EO (innovativeness, proactiveness and risk-taking) play an important role in enhancing the performance of SMMEs in Malaysia. As a result, the innovative mindset of SMME managers will significantly increase the propensity of SMMEs to participate and develop networks to exploit new opportunities (Brettel & Rottenberger, 2013; Khalili, Nejadhussein & Fazel, 2013; Sciascia, D'Oria, Bruni & Larraneta, 2014). Indeed, SMMEs need to show a high degree of proactivity to enter new markets (Engelen, Kube, Schmidt & Flatten, 2014; Kreiser et al., 2013). MO depicts the ability of the business to gather market information, disseminate and respond to customer preferences or needs in a sound behavioural manner (Mahmoud et al., 2016).

Seo (2019) finds that there is a curvy association between EO and performance. Corresponding, Kollmann, Stöckmann, Niemand, Hensellek and de-Cruppe (2021) advocate that there is no path association between EO and performance and introducing mechanisms of MO in EO structures could lead to improved products and services in Germany. MO encourages searching, understanding and serving potential and emerging customers and markets with highly differentiated and competitive products or services (Filatotchev, Su & Bruton, 2017). Moreover, the dimensions of EO combined with the dimensions of MO may play a crucial role in enhancing the performance of SMMEs. Presutti and Odorici (2018) anticipated that future studies must focus on investigating the role of MO in the relationship between EO and the performance of SMMEs. Vega-Vázquez, Cossío-Silva and Revilla-Camacho (2016) suggest that EO eventually leads to improved MO, which results in improved performance. Rahaman, luna, Mite, Islam and Wafik (2021) study, undertaken in Dhaka city, Bangladesh, show that both EO and MO were strong predictors of the performance of SMMEs.

Moreover, it seems that empirical studies on the relationship between the three variables EO, MO and performance are still limited. However, some scholars emphasise the need to consider the complementary effects of both EO and MO on SMMEs performance (Kajalo & Lindblom, 2015). While previous studies consider partial relationships between these variables, others examine the relationship between MO, EO and performance (Gruber-Muecke et al., 2015; Kajalo & Lindblom, 2015; Yu et al., 2016). Similarly, some studies analyse only one type of strategic alignment, either MO or EO, on performance (Ndubisi & Agarwal, 2014; Huhtata et al., 2014). The existing evidence is not fully coherent and sometimes even reports a non-significant relationship (Huhtata et al., 2014). Therefore, it is difficult to compare the influences of EO and MO on performance. As a result, it is not possible to determine whether their effects on performance are directly or indirectly exclusive. Clarifying these complex relationships would be beneficial not only for researchers but also for practitioners, as they would then know how to

cultivate EO and performance. The appendix contains a review of the literature to date on EO, MO and performance. It is hypothesised that: **H4: *MO mediates the relationship between EO and the performance of SMMEs.***

3.11.5 The moderating role/effect of ED on the relationship between EO and performance

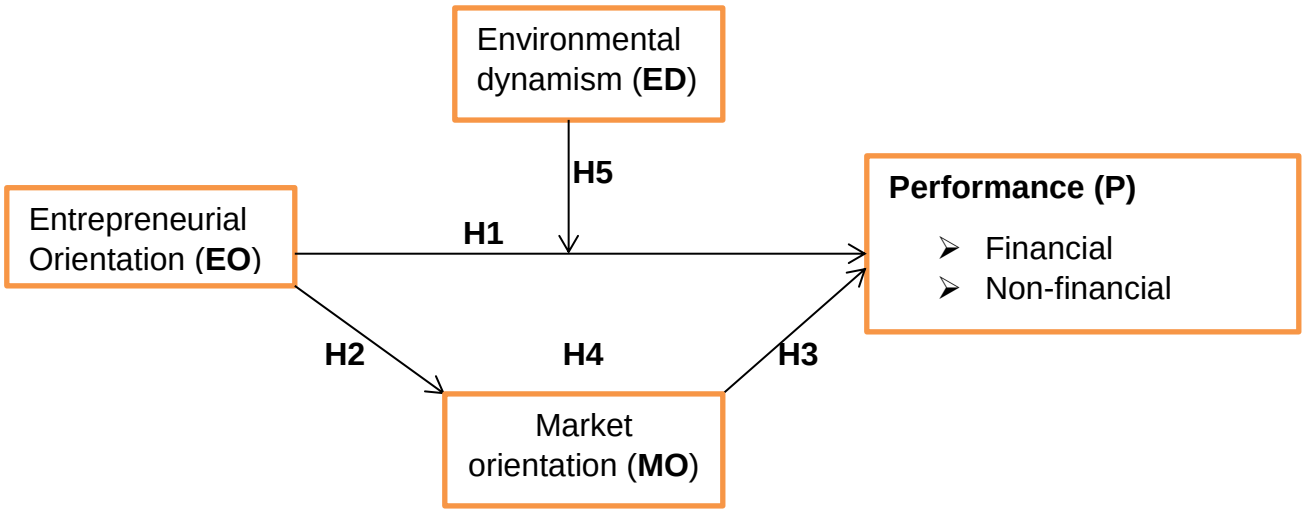
Empirical and theoretical evidence suggests that EO promotes innovation and innovation contributes to performance. However, the direct and indirect effects occur against a background of strong environmental variables. Organisational and management theories cite the environment as a key factor influencing leadership, innovation and performance (Yukl, 2013). Scholars argue that entrepreneurial orientation strategies are needed in dynamic environments where traditional business and strategic approaches are considered ineffective in improving organisational performance (Leitch & Volery, 2017; Renko, Tarabishy, Carsrud & Brannback, 2015). ED means unpredictability, degree of variability and frequency of changes in the external environment of a company (Omri, 2015).

Unpredictable and quick changes are characteristics of dynamic environments, which also heighten uncertainty for people and businesses functioning there (Duncan, 1972). On the other hand, a stable environment is characterised by certainty, predictability and routine events that provide little room for doubt about future paths and place low stress on business executives and organisations (Huang, Ding & Chen, 2014). The uncertainties of ED produce organizational environments marked by stress, anxiety, pressure and risk as opposed to a stable workplace (Omri, 2015). The business must be responsive for scanning the external business environment in order to adopt innovative strategies and improve company performance, as a dynamic business environment offers important market opportunities (Omri, 2015). Scholars found a strong association between EO and performance on ED (Huang et al., 2014).

Additionally, the relationship between the EO and performance is moderated by ED (Huang et al., 2014; Omri, 2015). In dynamic environments, those who simultaneously consider more alternatives tend to outperform than those who do not (Huang et al., 2014). Businesses in this situation confront the challenge that existing products and/or services deteriorate quickly and earnings quickly diffuse to rivals (Huang et al., 2014). The uncertainty and dynamism of the environment may push businesses to rely on their creative abilities to generate and implement creative solutions and ideas of new products and processes (Omri, 2015). To minimise this, firms devote resources to R&D that actively acquires new technologies, scans emergent customer preferences and designs and innovate new products and services (Omri, 2015).

As a result, it generates chances for above-average returns, which may result in higher performance (Huang et al., 2014). In contrast, there are fewer environmental disturbances and less ambiguity regarding future orientations in a stable system. As a result, businesses use outdated techniques, established knowledge, skills and related procedures and resources, which have a negative impact on performance (Huang et al., 2014). Existing research studies also imply that entrepreneurially oriented businesses can operate better in unstable and unfriendly circumstances (Omri, 2015). Furthermore, Paudel's (2018) research in Nepar reveals that entrepreneurial leadership has a considerable positive impact on organisational innovation and performance. However, the results show that, in contrast to what was predicted, a dynamic environment has a lower link between moderation and moderated mediation than one that is stable. In Nigeria, Shehu and Shehu (2015) conducted a study with 511 participants. The results show the hypothesised moderating effect of the environmental dynamism on the relationship between EO and performance was not supported. Therefore, this study proposes the underlying hypothesis, **H5: ED moderates the relationship between EO and the performance of SMMEs (The higher the ED, the stronger the positive relationship between EO and the performance of SMMEs).**

Figure 3.1: Conceptual framework



Source: Author's conceptualisation

3.12 CHAPTER SUMMARY

This chapter has defined and provided the theoretical foundation of EO, MO, ED and performance. A strategy-making process known as entrepreneurial orientation (EO) is said to exist for organisations that engage in risky ventures, proactive inventions that outpace competitors and product or market developments (Sahoo & Yadav, 2017). Entrepreneurial orientation (EO) is a key concept when executives are developing strategies in the hopes of trying something new and seizing opportunities that other organizations cannot. EO refers to the methods, procedures and modalities of decision-making employed by organisations that operate entrepreneurially (Lumpkin & Dess, 1996). However, different dimensions of EO were discussed and the study percieve EO as uni-dimensional construct that take into account all five dimensions introduced by Lumkin and Dess (1990). The theory was found suitable for this study.

Furthermore, MO and different types MO approaches were discussed. These approaches include cultural and behavioural approaches. The study adopted the approach by Kohli and Jaworski (1990), which measures the contstruct of MO. In this study, MO is perceived as a behavioural construct using the following dimensions intelligence generation, intelligence dissemination and responsiveness. Moreover, ED and different aspects of ED were discussed. Lastly, performance was discussed and included financial and non-financial performance. The chapter has also evaluated the literature on the link between EO and the performance of SMMEs, as well as the material on how ED and MO influence this relationship. The literature on the effects of EO on the performance of SMMEs from a South African viewpoint is also lacking. The necessity for an empirical investigation from a South African viewpoint was reinforced by the identified gaps in the literature. The empirical portion of the study's research technique, as well as how the data will be analysed and presented, will be the main topics of the next chapter.

CHAPTER FOUR
RESEARCH METHODOLOGY

4.1 INTRODUCTION

The purpose of this study is to analyse the research methods used in it. A methodical approach to doing research is known as research methodology. It outlines the steps a researcher must take in order to complete his task. In addition, while doing the study, the researcher learns new things (Igwenagu, 2016). The technique for this investigation has seven steps in total. The problem, the research objectives and the research hypotheses are described in the first stage. The sorts of research designs, including qualitative, quantitative, descriptive, explanatory and incidental research designs, are described in the second phase. The selected research design is underlined. The primary data collection, which consists of observation, survey and experiment, is provided in the third stage. The chosen tool for data gathering is mentioned. The study's sample techniques are explained in the fourth stage. A summary of the data collection process for the study is provided in step five. Step six discusses data analysis techniques and the rationale for the selected research. The final step is to discuss how research results will be presented. The following discussion will be based on the overview of the problem statement.

4.2 OBJECTIVES OF THE STUDY

- To investigate the relationship between EO and the performance of SMMEs.
- To examine the mediating effect of MO in the relationship between EO and the performance of SMMEs.
- To investigate the moderating effect of ED in the relationship between EO and the performance of SMMEs.

4.3 RESEARCH HYPOTHESES

4.3.1 Primary hypothesis

H1: There is a significant positive relationship between EO and the performance of SMMEs.

4.3.2 Secondary hypotheses (mediating effect of MO)

H2: There is a significant positive relationship between EO and MO of SMMEs.

H3: There is a significant positive relationship between MO and the performance of SMMEs.

H4: MO mediates the relationship between EO and the performance of SMMEs

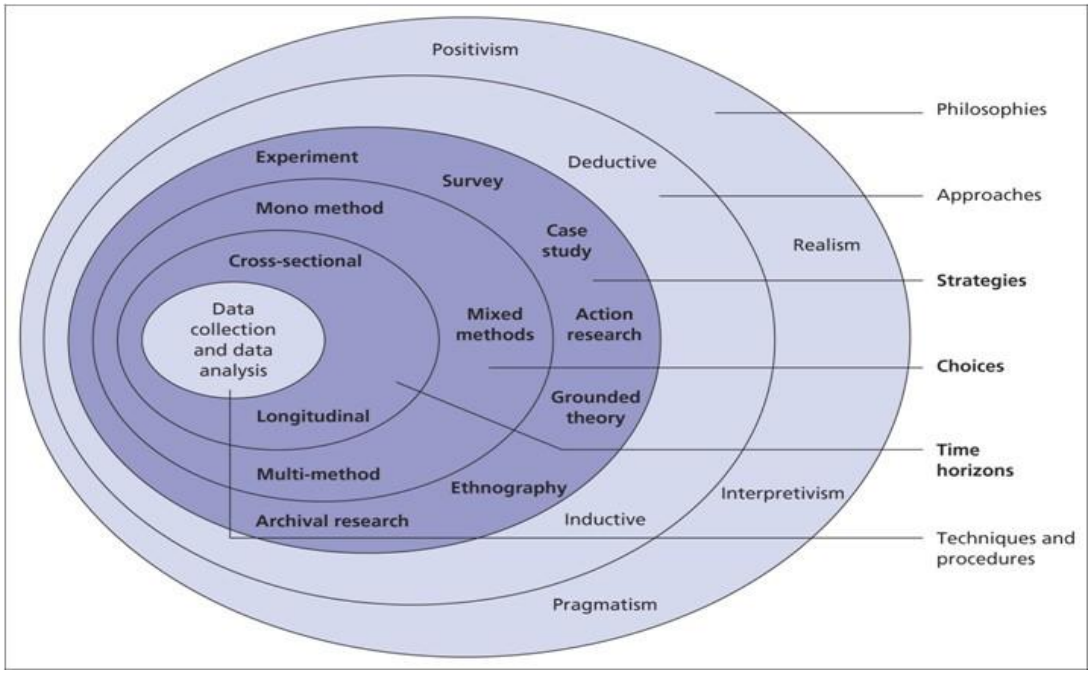
4.3.3 Secondary hypothesis (moderating effect of ED)

H5: ED moderates the relationship between EO and the performance of SMMEs (The higher the ED, the stronger the positive relationship between EO and the performance of SMMEs).

4.4 RESEARCH PHILOSOPHY

The term research philosophy denotes a system of beliefs and assumptions about the development of knowledge (ukauskas, Vveinhardt & Andriukaitien, 2018). Rahi, Alnaser and Abd-Ghani (2019) posit that while this sounds quite profound, it is exactly what you do when you start research: develop knowledge in a specific area. The knowledge development you engage in may not be as dramatic as a new theory of human motivation, but even if you solve a specific problem in a specific organisation, you still develop new knowledge (Aliyu, Singhry, Adamu & Abubakar, 2015). Depending on the type of research, different research philosophies such as pragmatics, positivism, realism and interpretivism can be adopted by researchers (Parvaiz, Mufti & Wahab, 2016; Ryan, 2018; Rechberg, 2018). These research philosophies are further explained below:

Figure 4.1: Research onion



Source: Saunders, Saunders, Lewis and Thornhill (2011:108)

4.4.1 Pragmatist research philosophy

The pragmatist philosophy of research deals with truths. It is claimed that the choice of research philosophy is primarily influenced by the problem at hand (Kaushik & Walsh, 2019). Realistic results are important in this research philosophy. Furthermore, pragmatism has nothing to do with any philosophical system or reality (Simpson, 2017). Researchers have many options. They are free to select the strategies, tactics and practices that best serve their requirements and objectives for doing scientific research (Bilau, Witt & Lill, 2018). The world is not perceived by pragmatics as an objective reality. The mind is not susceptible to the dualism between reality and thought, thus the truth is what is actually happening; it is independent of the mind (Kaushik et al., 2019).

4.4.2 Positivism research philosophy

The positivism research philosophy asserts that the social world can be objectively understood (Kaushik et al, 2019). The scientist in this research philosophy is an

objective analyst who detaches from personal beliefs and acts independently based on it (Haigh, Kemp, Bazeley & Haigh, 2019). Dudovskiy (2018) states that positivism as a philosophy adheres to the view that only factual knowledge gained through observation (the senses), including measurement, can be trusted. In studies of positivism, the role of the researcher is limited to data collection and objective interpretation (Ryan, 2018). In these types of studies, research results are usually observable and quantifiable. Positivism is based on numerical data leading to statistical analysis. Positivism as a philosophy has been found to be consistent with the empiricist view that knowledge is derived from human experience (Morgan, 2014). It has an atomistic, ontological view of the world as consisting of discrete, observable elements and events that interact in observable, definite and regular ways (Ryan, 2018). Furthermore, in positivism studies, the researcher is independent of the study and there are no human interest provisions within the study. Positivist studies usually follow a deductive approach, while the inductive research approach is usually associated with a phenomenological philosophy (Dudovskiy, 2018).

4.4.3 Realism research philosophy

The realism research philosophy is another epistemological position which relates to scientific enquiry (Massimi, 2021). The significance of realism is that what our stimuli show us as reality is true: that objects exist independently of the human mind (Mukumbang, 2021). There is a reality that exists independently of the mind. In this sense, realism differs from idealism, which holds that only the mind and its contents exist (Arocha, 2021). Realism is a branch of epistemology which is similar to positivism in that it assumes a scientific approach to the development of knowledge (Fletcher, 2017; Hoddy, 2019). These assumptions underpin the collection and understanding of these data.

4.4.4 Interpretivism research philosophy

Researchers that use interpretivism interpret study components, incorporating human interest into their research (Kumatongo & Muzata, 2021). The philosophical

viewpoint of idealism is therefore related with interpretive constructs like language, awareness, shared meanings and instrumental interpretivism, which are used to group various approaches like social constructivism, phenomenology and hermeneutics. These methods contest the objectivist theory, which holds that meaning exists in the world apart from mind (Irshaidat, 2022). The interpretativist approach states that it is crucial for the researcher to recognise individual distinctions as a social actor (Coates, 2021). Furthermore, studies of interpretivism usually focus on meaning and may use multiple methods to reflect different aspects of the problem (Rehman & Alharthi, 2016; Ryan, 2018). This research study used the positivism research philosophy. In positivism, the researcher is independent of the study and there are no provisions for human interest within the study. Positivist studies usually follow a deductive approach (Dudovskiy, 2018). This is because the role of the researcher in this study is limited to data collection and interpretation. The research results are quantifiable, the researcher is independent and formulates hypotheses and generalises the results through statistical probabilities. The next discussion will be based on different types of research approaches and the decisions on the selected research approach used in the study.

4.5 RESEARCH APPROACH

4.5.1 Inductive research approach

Inductive research approach is concerned with the generation of new theory emerging from the data (Kyngäs, 2020; Thomann & Maggetti, 2020) . Aljaroodi, Chiong and Adam (2020) argue that the inductive research approach uses research questions to narrow the scope of the study. When researchers use an inductive approach, they begin by collecting data relevant to their area of interest (Kyngs, 2020). Once a significant amount of data has been collected, the researcher will pause from data collection to step back and get a bird's-eye view of their data (Ophir, Walter & Marchant, 2020). The researcher should explore for

trends in the data and strive to create a theory that might possibly explain those patterns, according to Williams and Moser (2019). As a result, inductive research begins with a series of observations before moving from those specific experiences to a more general set of claims about those experiences (Chandra & Shang, 2019). They switch from facts to theory or from the specific to the universal, in other words (Gioia, Corley, Hamilton & 2016).

4.5.2 Deductive research approach

The deductive research approach is aimed at testing the existing theory. A deductive theory usually begins with a hypothesis for a deductive approach, the emphasis is generally on causality (Pearse, 2019). Researchers adopting a deductive approach take the steps previously described for inductive research and reverse their order (Gilgun, 2019). Benitez-Correa, Gonzalez-Torres and Vargas-Saritama (2019) argue that it is important to start with a social theory that is compelling and then test its implications with data. That is, they move from a more general level to a more specific one. A deductive research approach is typically associated with scientific inquiry (Pandey, 2019). The researcher examines what others have done and reads existing theories about each phenomenon he or she studies and then tests hypotheses arising from those theories (Woiceshyn & Daellenbach, 2018). This research study adopted a deductive research approach.

Woiceshyn and Daellenbach (2018) indicate that it is essential for the researcher to investigate what other studies postulate about the theories of the phenomenon and to test the hypothesis. This is applicable in this study since there are various studies that have tested the EO-performnce nexus in the past (Keli, 2015; Basco et. al., 2020; Isichei et al., 2019). In this study, the researcher studied the effect of EO-performance nexus on SMMEs that others have done and conceptualise the relationship with the mediating effect of MO and the moderating effect of ED and read existing theories of EO, MO, ED and performance and tested hypotheses that emerged from these theories. Since we showed how research approach is carried

out, the next discussion will focus on the types of research design as well as discussion on the appropriate research design of the study.

4.6 RESEARCH DESIGN

A research design refers to the overall strategy you choose to integrate the various components of the study in a coherent and logical manner to ensure you are effectively tackling the research problem. It serves as the guide for gathering, evaluating and analysing data. It is a methodical procedure or particular approach that outlines the procedures and processes for gathering evidence and assessing the evidence gathered (Akhtar, 2016; Creswell, 2014; Durdella, 2017). A research design provides detailed information about the nature of the investigation, sampling methods, data sources, methods for aggregating facts, disaggregating concerns in the assessment of acquired knowledge and methods of evidence (Sileyew, 2019). According to Andrew, Pedersen and McEvoy's (2019) proposed strategy, conceptual research concerns should be linked to pertinent (and doable) empirical research. In other words, the study design details how to obtain the necessary data, how to analyse that data and how all of this will help to answer the research question (Akhtar, 2016).

Merriam and Grenier (2019) believe that a perfect and reliable research design is important when producing a high-quality research report. A research design can be viewed as procedures or steps that are followed to start the research project (Ishtiaq, 2019). A research design can be viewed as a planned strategy for conducting the research and validates the steps that will be followed to obtain accurate information needed to solve the research problem (Micheli et al., 2019). A research design is viewed as a process to be followed that details how the data will be collected and indicates the method the researcher will use in conducting the research (Turner, Cardinal & Burton, 2017; Rahi, 2017; Creswell & Creswell, 2017). Different types of research design include the following:

4.6.1 Qualitative research design

Qualitative data is non-statistical and is usually unstructured or semi-structured. This information is not always quantified using hard numbers that are used to create graphs and charts (Haven & Van Grootel, 2019). Instead, it is classified according to its properties, features, symbols and other descriptors. Qualitative data can be used to ask the question of why (Rahi, 2017). They are investigative and often open pending further research. The generation of this data from qualitative research is used for theorisation, interpretation, hypothesis development and first insights (Mohajan, 2018; Tracy, 2019).

Myers (2019) characterise qualitative research as meanings, concepts, definitions, metaphors, symbols and descriptions of things. This definition clearly shows that qualitative research contains all the necessary tools that can evoke memory that supports problem-solving (Tracy, 2019). Williams (2019) suggests that qualitative data tools such as observation, open-ended questions, in-depth interviews (audio or video) and field notes are used to collect data from participants in their natural environment. The methods used in data collection give a full description of the research in relation to the participants involved (Creswell & Creswell, 2017). The observation by the participants and the focused group nature of the qualitative research approach creates a broader understanding of the behaviour. Therefore, the qualitative research approach provides ample data about real people and situations (Aspers & Corte, 2019).

4.6.2 Quantitative research

The quantitative research method deals with the quantification and analysis of variables to produce results (Creswell & Creswell, 2017). It involves the use and analysis of numerical data using specific statistical techniques to answer questions such as who, how much, what, where, when, how many and how (McCusker & Gunaydin, 2015). Creswell (2014) describes quantitative research methods as explaining a question or a phenomenon by collecting data in numerical form and

analysing it using mathematical methods, especially statistics. Quantitative research figures are collected and analysed using statistical methods. Apuke (2017) states that quantitative research involves the gathering of data so that information can be quantified and subjected to statistical treatment to support or refute alternative knowledge claims. Furthermore, Moore (2016) notes that quantitative research begins with formulating a problem, generating a hypothesis or research question, reviewing related literature and quantitatively analysing data. Similarly, Strijker, Bosworth and Bouter (2020) state that quantitative research employs investigative strategies such as experiments and surveys and collects data using predetermined instruments that provide statistical data.

4.6.3 Mixed methods design

Mixed methods can be defined as research where the researcher collects, analyses and integrates the results and draws conclusions using both qualitative and quantitative approaches and methods in a single study (Moore, 2016). The research is not constrained by the use of traditional data collection approaches, but is guided by an inquiry underlying the research activity (Jason & Glenwick, 2016). A mixed methods study includes a qualitative and a quantitative dimension, but difficulties often arise when the researcher attempts to articulate how the two elements are related (Moore, 2016; Creswell & Clark, 2017; Timans, Wouters & Heilbron, 2019).

However, there is disagreement among researchers about what constitutes mixed methods research (Shafiq, Parveen & Oyebode, 2021). Some interpretations see mixed methods as the collection and analysis of quantitative and qualitative data (DeCuir-Gunby & Walker-DeVose, 2021). Shafiq et al., (2021) note that the more contemporary writings in this area have attempted to develop an understanding of the importance of fully integrating the two approaches. Halcomb (2019) argues that as mixed methods research is still evolving, discussion of what it is should be kept open. Similarly, Timans et al. (2019) suggest that the definition of mixed methods

research will change over time as this research approach continues to grow. This study adopted quantitative research as the goal is to explore the relationship between EO and the performance of SMMEs: the role of MO and ED as mediating and moderating variables in the relationship. The reason the quantitative approach is used is because the design commonly uses a method to measure the relationship between variables. Utilising computational methods centered on surveys and the numerical gathering of data, quantitative research uses ways to gather, analyze and apply data (Almalk, 2016). Depending on the data needed for the study challenge, one of three research kinds can be employed in quantitative, qualitative, or both forms of research. Exploratory, descriptive, explanatory and incidental are the three categories of study.

4.6.3.1 Explanatory research

Explanatory research design is employed to develop, delve deeper into and illuminate researchers' concepts and hypotheses (Bentouhami, Casas & Weyler, 2021). According to Toyon (2021), this kind of study strategy is used to isolate the as-yet-unexplored facets of a particular subject and attempt to fill in the blanks. White (2017) examines how ideas may be developed and tested in a particular field of study via explanatory research. Explanatory study identifies causes, confirms the causal relationships between variables and assesses the effects of social behaviour (Toyon, 2021). Previous assertions of behaviour are frequently kept on file for use in the future when new information is received (White, 2017). Explanatory study must provide the reasons behind events. This sort of study uses data collection to examine and test ideas or hypotheses (Toyon, 2021).

4.6.3.2 Experimental research

It is a random design that observes the influence of the independent variable on the dependent variable (Cera, Mlouk, Cera & Shumeli, 2020). It is an extremely practical research design method as it helps solve a pending problem (Babii, 2020). The independent variables are manipulated to monitor the change in the dependent variable (Sekaran & Bougie, 2016). Duigna (2016) suggests that it is

widely used in the social sciences to observe human behavior through the analysis of two groups. Researchers can have participants change their actions and examine how people around them react to gain a better understanding of social psychology (Kraus, Meier & Nobody, 2016).

4.6.3.3 Descriptive research

When a researcher is primarily concerned in explaining the circumstance or case under inquiry, they will utilise a descriptive design (Siedlecki, 2020). Descriptive research, according to Millner, Robinaugh and Nock (2020), helps to clarify the research topic and provide answers to the following questions: who, what, when, where and how. The understanding that the researcher already knows or understands the underlying connections of the study topic is implicit in descriptive research. It is a theory-based design approach where data is gathered, examined and communicated (Kamper, 2020). Although the researcher may have a basic knowledge of the research topic, it is still necessary to obtain compelling data that answers the question to direct the method (Biber, Gray, Staples & Egbert, 2021).

In this way, the researcher can provide information about the why and how of the research. Descriptive design helps others better understand research needs (Kamper, 2020). However, Rahi (2017) and Kaur (2017) posit that exploratory research can be alerted when the problem is not clear. Although the researcher may have a general knowledge of the research topic, it is still necessary to collect solid data that answers the question to inform the strategy (Delen & Zolbanin, 2018). There are two methods for doing descriptive research: longitudinal and cross-sectional (Siedlecki, 2020). A fixed sample of items (a panel) is frequently measured in longitudinal research, according to Asiamah, Mends-Brew and Boison (2021). On the other hand, cross-sectional studies are a sort of study in which data is only ever gathered once from each member of the sample population (Wang & Cheng, 2020). This study used the cross-sectional approach, where data was

collected from the respondents only once through the survey method (Asiamah et al., 2021).

4.6.3.4 Causal research

In causal research, it is determined if a variable represents or causes another factor's value, according to Wang and Cheng (2020). According to causal analysis, there is a cause-and-effect connection between the dependent and independent variables (Remler & Van Ryzin, 2021). A symbol or idea that is anticipated to be explained or influenced by an independent variable is known as a dependent variable (Abenavoli, Rojas, Unterman, Cappella, Wallack & Morris, 2021). A symbol or idea that the researcher has some influence over is referred to be an independent variable (Martelli & Greener, 2018). According to Kumar (2020), in order to obtain correct findings, additional confounding variables that may impact the outcomes are either kept constant while the data is being collected or are under statistical control.

Because a researcher can never be certain that there are no other hidden variables impacting the causal relationship between two variables, causal research is particularly difficult to do (Samii, 2016). An organisation may use causal research, for instance, to look at how its consumers respond when the price of its items increases. They could conduct experiments to determine how various elements influence client behavior (Kohler, Kreuter & Stuart, 2019). However, they can never be certain because there can be some unobserved factors that influence consumer choices (Kohler et al., 2019). No matter how careful you are to obtain accurate results, there can always be a few psychological factors that a consumer might be influencing his concerns even if he is not conscious of them (Dudovskiy, 2019). Only if there is causal evidence supporting the relationship between the two variables can the cause and effect relationship be verified (Samii, 2016). This study used causal research to investigate the relationship between EO and the performance of SMMEs: the role of MO and ED in the relationship, since there is

casual evidence that supports the EO-performance nexus that has been performed in different parts of the world (Shameem & Hilal, 2021; Lee, Ahmed, Zhussupova & Khalid, 2019).

The selection of the appropriate research approach in a particular study should be based on the problem of interest, the available resources, the skills and training of the researcher and the audience for the research (Cresswell, 2017). Despite the fact that certain studies may employ both quantitative and qualitative methodologies in their purest form, the underlying premises of both approaches as well as the methods used for gathering and analyzing data differ significantly (Kaur, 2017). This study used the quantitative research methodology, which is defined as an objective, formally structured and systematic process that generates information using numerical data on a specific research topic (Cresswell, 2017).

It involves the gathering of numerical data as well as the justification of the relationship between theory and study using an unbiased understanding of social reality. Utilising statistics to analyze data is the primary component of the quantitative approach (Moore, 2016). The study adopted the descriptive research paradigm to discuss dimensions of EO that affect the performance of SMMEs, with MO and ED as mediating and moderating variables. Causal research was used to determine the relationship between the EO and the performance of SMMEs. The above discussion was based on the types of research design that the study have adopted. The next discussion will reveal the types of data collection method that the study has used.

4.7 DATA COLLECTION METHODS

Information gathered by a researcher expressly for a study project is known as primary data (Niraula, 2019). In other words, it is important for the researcher to gather primary data because no one has compiled and published the information in a forum accessible to the public (Somerville, 2017). Bernstein (2017) further states

that primary data are original in nature and directly relate to the issues or problems and current data. Because primary data has not undergone human intervention or alteration, its validity is higher than that of secondary data (Mkandawire, 2019). Niraula (2019) lists observation, experiment and survey as the three key approaches for gathering data. The following are primary data collection methods:

4.7.1 Observation

Observation is a process by which observers (humans or machines) obtain primary data about the behavioral pattern of people, objects, or events. Observation involves collecting information without asking questions (Sileyew, 2019). McGrath and Laliberte-Rudman (2019) suggest that this method is more subjective as it requires the researcher or observer to add their judgment to the data. But in some circumstances, the risk of bias is minimal. For example, if a study includes the number of people in a restaurant at a given point in time, provided the observer does not miscount, the data should be reasonably reliable (Wittig & Boesch, 2019). Variables that require distinctions from the observer, such as B. how many millennials visit a restaurant in a given period can lead to potential problems (Sileyew, 2019; Coe, Waring, Hedges & Ashley, 2021). In general, observation can determine the dynamics of a situation that generally cannot be measured by other data collection techniques (Wittig & Boesch, 2019). Observation can also be combined with additional information such as video (Bell, Bryman & Harley, 2018).

4.7.2 Experiment

An experiment is a type of data collection method where you, as a researcher, change some variables and observe how they affect other variables (Sgvri, Gulys & Koltai, 2021). The variables you manipulate are said to be independent, while the variables that change as a result of manipulation are dependent (Szinay, Cameron, Naughton, Whitty, Brown & Jones, 2021). According to Fellows and Liu (2021), the main advantage of doing an experiment is the ability to investigate causal linkages, which is not possible with an observational research. Additionally, experimental research may be used to a variety of disciplines, including sociology, psychology,

agriculture and medical research (Cash, Stankovi & torga, 2016). However, an experiment has the drawbacks of being costly and time-consuming (Jain, 2021; Cash et al., 2016). The following discussion will be based on survey and how different methods of survey can be used in a research study.

4.7.3 Survey

A poll is used to evaluate someone's opinions, beliefs, feelings, traits, needs and actions (Jain, 2021). It involves asking participants to respond to questions, then once the survey is over, their responses are examined (Kabir, 2016). In survey research, participants are chosen from the population by the researcher using a structured questionnaire. As other data collection techniques were insufficient for examining the research objectives of this study, the survey research method was employed (Mazhar, Anjum, Anwar & Khan, 2021). A survey approach was also chosen because of its benefits, which include being less expensive, taking less time and being a reliable way to analyze data on a certain population (Kabir, 2016). Even though there are various merits about the survey method, the researcher has to decide on the type of observation method to carry out the study (Rashid, Rasheed, Amirah, Yusof, Khan & Agha, 2021). There are two types of observational studies that a researcher must choose from, namely, cross-sectional and longitudinal studies.

According to Cvetković-Vega, Maguiña, Soto, Lama-Valdivia and Correa-López (2021), the study setting is not changed by the researcher as they collect data on their subjects. The distinguishing characteristic a cross-sectional study is its ability to compare various demographic groupings at a particular point in time (Wang & Cheng, 2020). Consider it like taking a picture. Whatever fits within the frame is used to form conclusions (Zangirolami-Raimundo, Echeimberg & Leone, 2018). A cross-sectional study design has the advantage of enabling researchers to compare numerous factors at once (Kesmodel, 2018).

However, cross-sectional studies may not provide conclusive evidence of cause-and-effect links (Kabir, 2016). Cohen, Manion and Morrison (2017) imply that this is

because such studies provide only a moment; they don't take into account what happens before or after the snapshot is taken. Therefore, we are unable to definitively determine whether our daily walkers had low cholesterol prior to beginning their exercise programs or whether their daily walking behaviour helped reduce previously high cholesterol (Setia, 2016; Connelly, 2016).

A longitudinal study is observational like a cross-sectional study. Once again, researchers respect the privacy of their subjects (Huque, Carlin, Simpson & Lee, 2018). lesener, Gusy and Wolter (2019) and Liu, Steele, Hamilton, Do, Furbish, Burke, Martinez and Gerlus (2020) suggest that researchers observe the same themes over and over in the course of a longitudinal study that can stretch out over years of time . A longitudinal study has the advantage of allowing researchers to track changes or developments in the characteristics of target populations at both group and individual levels (Huque et al., 2018). Crucially, longitudinal studies cover a longer period of time than a single moment (Deppermann & Pekarek Doehler, 2021). As a result, they are able to create timelines. In general, the design should be influenced by the research (Newsom, 2015).

The best design may, however, occasionally be determined by how the research develops. Studies that are cross-sectional rather than longitudinal can be completed more quickly (Newsom, 2015). McArdle and Nesselroade (2014) suggest that researchers can start with a cross-sectional study to determine if there are correlations or relationships between different variables. To study cause and effect, they would then set up longitudinal research. This study used cross-sectional type of observation since it is relatively cheap and less time-consuming than other types of research (Hoffman, 2015) and provides the researcher with a quick, simple and affordable way to get information (Newsom, 2015). Elhorst (2014) reveals that cross-sectional studies can be carried out easily and affordably using methods like personal interviews, telephone surveys, mail surveys, self-administered surveys and computer-assisted surveys. This enables researchers to

gather a large amount of data quickly. The following section will discuss the types of methods in conducting surveys.

4.7.3.1 Various methods of conducting surveys

Mohajan (2018) points out that the methods for conducting surveys are in-person interviews, telephone surveys, written surveys, online surveys and self-administered surveys. (1) Face-to-face interviews are methods of gathering information from respondents that are significantly more effective than other methods because respondents are more likely to trust the surveyors and provide open and honest feedback on the topic at hand (Nathan, Newman & Lancaster, 2019). Researchers are highly effective when discussing difficult subjects because they can quickly tell if their subjects are uncomfortable with the questions they are being asked (Mukhopadhyay, Philip, Jha, Namboodiri & Jawahar, 2019). (2) Compared to in-person surveys, telephone surveys need far less investment (Moreira, Claro, Felisbino-Mendes & Velasquez-Melendez, 2017).

Telephone surveys can be as expensive as or somewhat more expensive than internet surveys, depending on the necessary reach (Stellefson, Paige, Tennant, Alber, Chaney, Chaney & Grossman, 2017). Converse (2017) states that telephone surveys are less time-consuming and labour-intensive methods of contacting respondents than in-person interviews. If interviewers are in the same location, they can cross-check their questions to make sure the intended audience is asked questions that are free of errors (Kim & Jung, 2017). The biggest disadvantage of using the telephone to conduct surveys is that it is difficult to build a friendly rapport with the respondent because of the barrier created by the medium (Olson & Smyth, 2021). Since the researcher's credibility can be questioned, respondents are also very likely to opt to remain anonymous when providing feedback over the phone. (3) Mail surveys are another style of survey that is frequently employed (Newberry III & Israel, 2017). This type of survey uses the traditional mode of data collection of pen and paper because they may be used

in places where laptops, computers and iPads cannot (Williams, Edwards, Giambo & Kena, 2018).

Loomis and Paterson (2018) state that this technique improves the quantity and quality of survey responses obtained when collecting survey data for field research. (4) Compared to other methods, online surveys are cheapest and have the widest audience (Baier, 2018). These surveys perform much better than the other data collection techniques in terms of reach (Zijlstra, Wijgergangs & Hoogendoorn-Lanser, 2018). Some researchers prefer to conduct online surveys over the more conventional in-person or telephone surveys when multiple questions need to be asked of the target sample (Dalati & Marx Gmez, 2018). (5) The term "self-administered survey" refers to a data gathering procedure where the researcher is completely absent while respondents complete the survey (Morselli, Le-Goff & Gauthier, 2019). Berinsky, Margolis, Sances and Warshaw (2021) opine that in order to put it another way, the researcher delivers the survey to the participants along with instructions on how to complete it, then waits for the responses. In a self-administered survey, the majority of the questions are open-ended, allowing respondents to express their ideas completely and without any limitations (Wolf, Christmann, Gummer, Schnaudt & Verhoeven, 2021).

Mail-in questions are some of the most popular styles of self-administered surveys. Another illustration of a self-administered survey is an online questionnaire distributed to respondents via email invitations (Nanes & Haim, 2021). Data from respondents were gathered via a self-administered survey and a questionnaire was given out as the main study instrument. A questionnaire is a defined series of questions used to gather data from respondents (Kim, Cho, Kim & Chu, 2021). An open-ended questionnaire is a pre-coded, systematic and standard technique that is occasionally used to collect data from respondents who record their answers (Leedy & Ormrod, 2017). The researcher used a questionnaire to collect data from respondents as it ensures that information from different respondents is comparable (Saunders & Kulchitsky, 2021). In addition, the responses obtained

through questionnaires can be easily coded, facilitating data processing (Nanes & Haim, 2021). In addition, questionnaires save time and money (Abu-Alhaija, 2019). The questionnaires were personally sent to the respondents by the researcher, but the respondents completed them without their intervention. The above discussion was based on primary data collection methods. The next discussion will be based on secondary data collection methods.

4.8 SECONDARY DATA COLLECTION METHODS

Secondary data is the data previously collected by other researchers (Donnellan & Lucas, 2013). This means that researchers use previous studies to increase the efficiency of research (Johhson & Sylvia, 2018). In addition, this method is considered faster and cheaper (Johnston, 2017). Martins, da-Cunha and Serra (2018) suggest examples of secondary data collection methods, including government reports, journals, journals, newspapers, books and published sources. The secondary data of this study were obtained from other sources such as dissertations, theses, articles, journals and books relevant to the study (Martinson, 2018). The above discussion was based on secondary data collection methods. The next discussion will be based on questionnaire design and content.

4.9 QUESTIONNAIRE DESIGN AND CONTENT

4.9.1 Questionnaire

A questionnaire as the primary tool was used by the researcher for data collection (Willis, 2015). Schrepp (2015) defines a questionnaire as a list of printed questions that respondents fill in and in which they express their own opinion. In addition, a questionnaire allows data to be collected in a standard to ensure that it is internally reliable and clear for analysis (Leedy & Ormrod, 2017). A questionnaire can also be defined as a research tool consisting of a series of questions used to collect data from respondents (Hooper, Mullis, Martin & Fishbein, 2015). It is a vehicle used to collect information for analysis (Abu-Alhaija, 2019). A questionnaire

consists of questions that participants are asked to answer by providing facts, opinions, or preferences. A survey can be conducted by telephone in a public space, institute or by e-mail (Schrepp, 2015).

Because questionnaires guarantee that the data gathered from respondents is similar, the researcher employed them. Additionally, it is simple to code survey replies, which facilitates data processing (Schrepp, 2015). The questionnaires for this study were individually distributed to the respondents by the researcher. Two structured questionnaires were employed in this study, one in Sepedi and the other in English. To assist people who have trouble understanding English, the Sepedi questionnaire (Letlakalapoio) was provided. It had the same questions and format as the English questionnaire. A questionnaire was used in this study for the following reasons as stated by Abu-Alhaija (2019):

- Questionnaires are cheap and economical.
- They are suitable for the geographically dispersed population.
- They increase the accuracy and speed of recording.
- They ease data recording.
- They ensure that the anonymity of the respondent is maintained.
- They allow for easy analysis of results.

4.9.2 Survey Questions

Survey questions are divided into two types, namely open-ended and closed-ended (Edgar, Murphy & Keating, 2016). Open-ended questions are questions that allow respondents to freely express their ideas and answers (Abu-Alhaija, 2019). These questions have no fixed answers and participants are free to answer whatever they see fit (Mohajan, 2018). Open-ended questions help get accurate and insightful answers, including unanticipated suggestions (Kabir, 2016). According to Bernstein (2017), open-ended questions are questions that respondents answer in their own words without being constrained by other possible answers. Closed-ended questions, on the other hand, are a series of questions

where respondents' answers are limited to a fixed set of answers. These questions provide respondents with a range of answers to choose from. With closed-ended questions, respondents are limited to further expressing their opinion. One of the main advantages of closed-ended questions is that they are easy to design for pre-attempt analysis and easy to code (Mohajan, 2018; Kabir, 2016). In the construction or development of a questionnaire, the researcher followed the theoretical measures of each construct. The following is the discussion of how the questionnaire was formed or developed.

The term entreprenuerial orientation (EO) comes from the seminal work by Miller (1983), It is measured by innovation, risk-taking and pro-activeness. These theoretical measures provide foundation to measure the EO contrast in the highest order compound (Branch & McGivern, 2014). This theory postulates that business must first generate innovative ideas, then take calculated risks in funding those innovations and lastly, pro-actively responds to customer needs or market calls (Storey & Hughes, 2013). Lumpkin and Dess (1996) added two more dimensions to measure the construct: competitive aggressiveness and autonomy. According to Lumpkin and Dess (1996), EO requires the business to act autonomously and to innovate highly competitive products and services, take risks and act pro-actively towards market conditions. Moreover, Basco et al. (2020) conducted a study in China, Spain and Mexico. The study revealed a coefficient reliability of 0.789 and thus satisfactory to the requirement of reliability 0.7.

On the other hand, Kosa, Mohammad and Ajibie (2018) conducted a study at which 210 small firms were selected from the central part of Ethiopia using two level multi-stage sampling. There cronchbanch alpha for the study was 0.879. Finally, a study Rezaei and Ortt (2018) conducted in Netherlands analysing entrepreneurial orientation and firm performance revealed a reliability coefficient of 0.923. In addition, the researcher used five dimensions to measure the construct of EO in the study. The main reason for using the five dimensions as a measure of EO construct is that the researcher considers the EO as uni-dimensional and all

dimensions of EO are essential to consider and provide detailed results (Cho & Lee, 2020). The next discussion will be based on the MO and how the researcher measured the construct.

Kohli and Jaworski (1990) attracted the attention of many researchers all over the globe after introducing the notation market orientation (MO). According to Kohli and Jaworski (1990), MO is considered as behavioural approach. It is an organisational culture that is built on two decision criteria: long-term focus and profitability, as well as three fundamental dimensions: market intelligence, dissemination and responsiveness (Roux & Bengesi, 2014). Buli (2017) defines market intelligence as all involved activities towards understating the customer' current and future needs and forces involved. This implies that business must regularly engage in environmental scanning in order to have enough information about market needs (Fernandes, Ferreira, Lobo & Raposo, 2020; Alhakimi & Mahmoud, 2020). Dissemination refers to the sharing of intelligence across all departments and functions (Gruber-Muecke et al., 2015). The amount of information collected from the market must be fully integrated into all business functions to reach consensus about the best strategy (Morgan & Anokhin, 2020). Finally, responsiveness refers to the ability to respond to the intelligence that is generated and disseminated (Ali, Hilman & Gorondutse, 2020).

Even though, business collects data from the market and disseminate it across functions, it must respond to the needs of the market in order to remain competitive in the market (Cruz, de-Queiroz-Falcão & Mancebo, 2020). The researcher used the behavioural approach to measure the MO construct. Baber, Kaurav and Paul (2020) and Do, Le, Luong and Tran (2020) used this approach in study conducted in previous years. Furthermore, it is essential for the researcher to consider the psychometric properties of previous studies of the constructs. Therefore, a study by Tajeddini and Ratten (2020) using 169 Swiss firms revealed a coefficient value between 0.862-0.893 on MO dimensions reflecting a high level of reliability with a value greater than the suggested cut-off level of 0.7. Moreover, Asad, Chethiyar

and Ali (2020) conducted research in Sialkot, Pakistan. The study showed a MO reliability coefficient of 0.900. Finally, Puspaningrum (2020) conducted a study in Malang City with 100 SMMEs. The study found a reliability coefficient of 0.880 for MO. Above various studies show a reliabile coefficient of MO, now we take a look at reliability coefficient literature for ED in the next discussion.

The term ED has been at the centre of business research since the seminal effort of Duncan (1972). Omri (2015) defines ED as all outside and inside forces that affect and influence business' decision-making.Stability/dynamism, simplicity/complexity and generosity/hostility are all aspects of the environment (Dess & Beard, 1984). According to Wamba, Dubey, Gunasekaran and Akter (2020), dynamism is defined as the unpredictability of customer actions, product offerings and the rate of change and innovation in an industry in a dynamic vs stable environment. ED is the rate of change caused by outside forces that affect how businesses make strategic decisions (Zhang, O'Kane & Chen, 2020). The rate of environmental change affects the level of dynamism in ED. Additionally, the speed of environmental change affects the rate of environmental change. According to Wu, Wang and Tsai (2020), ED refers to the rate of environment change that a firm encounters throughout time.

The environment also tends to become more unexpected, unstable and uncertain for businesses as it grows more dynamic. Saeed, Jiao, Zahid, Tabassum and Nauman (2020) emphasise that due to abrupt changes in the technological, economic, legal and other realms, it is extremely difficult to find a stable environment. The researcher followed the seminal work by Duncan (1972) to measure the construct of ED. Even though ED has received much attention in recent years the way in which it is measured has not yet been changed (Omri, 2014). Fistly, Dubey, Gunasekaran, Childe, Bryde, Giannakis, Foropon, Roubaud and Hazen (2020) suggest a reliability coefficient of 0.84 for ED using 256 from India. Secondly, Seo, Kim and Kim (2020) conducted a study in Korea among small firms. The study confirms a reliability coefficient of 0.874 for ED. Finally, Wu

et al. (2020) approached 205 new ventures in Chinese BIs and revealed a 0.878 reliability coefficient for ED. The above discussion was based on how ED was measured in this study and the psychometric properties of the construct. Now we take a look at how business performance (BP) is measured and constructed in this study.

Performance is the capacity and capability of a business to effectively use the resources at its disposal to achieve goals in accordance with the company's established strategies (Zin & Ibrahim, 2020). Financial and non-financial metrics of performance are included. In this study, performance is measured by both financial and non-financial metrics, including customer satisfaction, brand awareness, customer retention and increased performance in comparison with competitors. Financial metrics include profit, sales and market share (Hoerl & Snee, 2020). The researcher aggregated performance by latent variables of non-financial and financial performance as stated above. Nguyen, Ntim and Malagila (2020) aggregated performance by using financial and non-financial performance measures this approach gives a wide spectrum towards performance. A study by Yasa, Giantari, Setini, Sarmawa, Rahmayanti and Dharmanegara (2020) suggested a reliability coefficient of 0.918 for performance, which is above the cut level of 0.70. Sumiati (2020) conducted a study in Indonesia and found a reliability coefficient of 0.827 for performance.

Finally, Tjahjadi, Soewarno, Hariyati, Nafidah, Kustiningsih and Nadyaningrum (2020) concluded a study in Indonesia using 175 respondents and opine a reliability coefficient of 0.855 for performance. In addition, the researcher used a survey method to collect data and self-completed questionnaires consisting of closed-ended questions. Abu-Alhaija (2019) used closed Likert scale questions in her study. Respondents utilise a Likert scale to indicate whether they agree or disagree with any question-related criterion. Likert scales are made up of a number of statements that are provided for each research setting. Respondents are asked to indicate their level of agreement using a rating scale (Joshi, Kale, Chandel &

Pal, 2015), ranging from “strongly agree” to “strongly disagree”. The following subsection reveals the content of the questionnaire.

4.9.3 Questionnaire Content

The questionnaire of this study is divided into four sections , namely: (1) demographic information, (2) dimensions of EO, (3) behavioural approach of MO, (4) measurements of ED and (5) performance (P).

The EO section used measures adopted from previous literature by Lumpkin and Dess (1996); Rua, França and Ortiz, (2017); Adebiyi, Amole, Arikewuyo and Oyenuga, (2019). The MO section used measures adopted from a previous study by Kohli and Jaworski (1990), ED followed the blueprints of Dincan (1972) and then finally BP is aggregated by financial and non-financial performance (Nguyen, Pham, Phan & Than, 2020). To show reliability in the study, the researcher used the internal consistency (Cronbach’s alpha) and the composite reliability that will be obtained from PLS SEM (Amirrudin, Nasution & Supahar, 2021). The Fornell and Larcker criteria were used to assess discriminant validity (Hair et al., 2018). The five-point Likert scale, ranging from (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree, was used to measure EO, to measure MO, ED and performance (Schrum, Johnson, Ghuy & Gombolay, 2020). Now that we showed the content of the questionnaire, let us look at the pilot study in the next discussion.

4.10 PILOT STUDY (PRE-TESTING)

A pilot study, as defined by Doody and Doody (2015), is a limited experiment created to perform a study with a select set of participants in advance of a larger research. A pilot study's main objective, according to Vogel and Draper-Rodi (2017), is to gauge how long the intended research will last. This avoids issues that may occur while conducting a large-scale study (Mohaddesi & Harteveld, 2020). Pilot projects enable the researcher to test and assess the efficacy of various data gathering and processing techniques (Tekola, Girma, Kinfe, Abdurahman, Tesfaye,

Yenus, WHO CST Team, Salomone, Pacione, Fekadu & Servili, 2020). It aids in providing answers to methodological queries and directing the extension of the research plan to make sure the appropriate methodologies are used (Teoh, Kaur, Dillon & Hristova, 2020). It also ensures that the feasibility of the research process is assessed (Arunasalam, 2017). It helps the researcher eliminate problems so changes can be made before conducting research on a large-scale study (Koch & Brich, 2020). The questionnaire was pre-tested with twenty owners of SMMEs and the questionnaire was self-administered by the researcher. The respondents did not participate in the final study (Fraser, Fahlman, Arscott & Guillot, 2018). The researcher was satisfied with the designed questionnaire and that the data collected is relevant and accurate (Koch & Brich, 2020). A pilot study helps to improve the wording and content of a questionnaire. The researcher pre-tested the questionnaire because, as pointed out by Perry and Daniels (2016), pre-testing:

- Gives the researcher the chance to thoroughly analyze the proposed statistical and analytical processes and assess how applicable they are to the data. The researcher may then be able to adjust the data gathering procedures as needed, leading to a more effective analysis of the data from the primary study.
- By enabling the researcher to adapt some aspects of the study to get around problems the pilot study reveals, this method can significantly lower the amount of unexpected issues.
- Significantly reduces time and cost. Almost often, the pilot test yields sufficient information for the researcher to decide whether to move forward with the major study. Because some respondents were reluctant to share the information with the researcher, the findings of the pilot study led to the removal of respondents' names (demographic information) and names of work places (business information) from the questionnaire.

4.11 POPULATION AND SAMPLING

4.11.1 Study area

The researcher focused on SMMEs in two selected district municipalities in Limpopo Province. These are Capricorn and Sekhukhune District Municipalities. Capricorn District Municipality consists of the following four local municipalities: Blouberg, Lepelle-Nkumpi, Molemole and Polokwane. Polokwane is the economic heartland of Limpopo Province and many SMMEs are located in the four local municipalities (Capricorn District Municipality, 2021). Sekhukhune District Municipality consists of four local municipalities: Elias Motsoaledi, Ephraim Mogale, Fetakgomo-Tubatse and Makhuduthamaga. Most businesses located in Sekhukhune District Municipality are SMMEs (Sekhukhune District Municipality, 2021). The two selected municipalities have a large spectrum of SMMEs operating in different fields. This provided the researcher with a high prospect of obtaining the necessary data to carry out the study.

4.11.2 Population

Majid (2018) defines population as a subject of study, including individuals, groups or organisations. Hamilton (2021) describes population as a collection of people of the same species living and reproducing in a given region. Weeks (2020) contends that the study should concentrate on and address the interests of the target population. In order to include a sample of the target population in their study, researchers often gather one (Van den Broeck, Sandy & Brestoff, 2013; Majid, 2018). The population of this study consists of SMMEs in selected communities of Limpopo Province. The study did not limit participation to industry but used the definition of SMMEs as set out in the revised National Small Business Act of South Africa of 2019. The definition is based on the number of employees, the annual turnover and the industry type defining SMMEs. Therefore, SMMEs of this study must fit the definition. The sampling frame, which refers to a list of all available SMMEs in the communities, does not exist in the study area because the researcher could not obtain a complete list of SMMEs in Limpopo Province. Managers and owners were eligible to participate in this study regardless of race, ethnicity, gender and educational background.

4.11.3 Sampling

Sampling is described as a method of selecting a sample of individuals from the study population. In addition, a sample is a subset of the population that indicates the characteristics of that population (Cresswell, 2017). According to Showkat and Parveen (2017), sampling is defined as a system for selecting a subset of the population, called a sample. In addition, it is considered to be more precise, less expensive and helps in determining research results. Kabir (2016) explains that the sampling aims to provide an estimate of the population limit and to test the study's hypothesis. Sampling is divided into two categories that include probability and non-probability sampling (Berndt, 2020). Gill (2020) suggests that probability sampling is also known as random sampling. With this type of sampling, each subgroup of the population has an equal chance of being selected (Campbell, Greenwood, Prior, Shearer, Walkem, Young, Bywaters & Walker, 2020). Probability sampling is accomplished by randomly a sample among all subdivisions of the population (Cresswell, 2017).

The following discussion reveals various methods of probability sampling. (1) Simple random selection is defined as a type of selection in which every person in the population has an equal probability of being selected (Invernizzi, Piaggi & Parrinello, 2020). The entire population should be included in the sample frame. You can use tools like random number generators or other methods based on chance to do this type of sampling (Tanaka, Eldar, Ortega & Cheung, 2020). (2) Simple random sampling and systematic sampling are comparable, but systematic sampling is typically slightly easier to perform (Mishra, Mallick, Jena & Chae, 2020).

Each person in the population is assigned a number, but instead of randomly assigning numbers, individuals are selected at predetermined intervals (Bellagambi, Lomonaco, Salvo, Vivaldi, Hangout, Ghimenti, Biagini, Di Francesco, Fuoco & Errachid, 2020). It is important to check the list for hidden patterns that might skew the sample when using this strategy (Mahmud, Huang, Salloum,

Emara & Sadatdiynov, 2020). (3) Stratified sampling divides the population into smaller groups that may vary significantly (Buntin, 2020). By ensuring that each subgroup is adequately represented in the sample, you can get more accurate results (Heen, Lieberman & Meithe, 2020).

You can use this sample strategy by segmenting the population into smaller groups or strata in accordance with the trait of interest (Stratton, 2021). Based on the population's overall proportions, they choose the right number of people to remove from each category (Feichtinger & Grchenig, 2021). Next, choose a sample by random or systematic selection from each subgroup. (4) Although each smaller group should share traits with the larger sample, the cluster sample population is likewise divided into smaller groups (Sibley, 2021). Rather than choosing a representative sample of each subgroup, they choose whole subgroups at random (Feichtinger & Grchenig, 2021). If possible, you might add each unique sample cluster participant (Ellis, 2021). If the clusters are big, you may also choose individuals from each cluster using one of the approaches mentioned above (Flammia, 2021).

Although this strategy is effective for dealing with large and dispersed populations, there is a higher probability of sampling error due to the possibility of significant differences between clusters (Iliyasu & Etikan, 2021). Ensuring that the sampled clusters accurately reflect the entire population is a challenge. In addition, non-probability sampling refers to a method where certain population members have no chance of selection or where the probability of selection is not clearly known (Etikan & Bala, 2017). It makes assumptions when choosing study-related topics based on interests (Taherdoost, 2016). Non-probability sampling, which includes convenience, snowball, purpose and quota sampling, is frequently used in descriptive research. Convenience sampling is a sort of sampling in which the target population is chosen according to certain criteria so that participants in the research can be included (Scholtz, 2021).

Convenience sampling is sometimes referred to as accidental sampling since the researcher has access to the data at any time due to the target components' accessibility and availability (Etikan, Musa & Alkassim, 2016). In addition, convenience sampling is less complicated and more affordable than other sample techniques (Emerson, 2021). The term "snowballing" describes a decision that is based on a recommendation. A small number of groups are familiar to the researcher (Hanage, Qiu & Kennedy-Shaffer, 2020). As a result, he employs a small number of individuals to persuade others to take part in the research. Additionally, this approach is viewed as biased since suggestions might be offered by other respondents depending on what they value in others; this may be because of certain traits (Etikan & Bala, 2017).

The researcher chooses the participants for the study based on their expertise and their judgment when using targeted sampling as a sampling strategy (Parker, Scott & Geddes, 2019). Additionally, because it only targets those relevant to the research, this approach is more practical, affordable and accessible (Walliman, 2017). In order to create a sample with a comparable distribution of characteristics, quota sampling selects participants based on the same defined characteristics or categories that they represent (Taherdoost, 2016). Uncontrollable and regulated quota sampling are two categories of quota sampling. While in controlled sampling the researcher is limited to using reasonable judgment in selecting individuals, in uncontrollable quota sampling the researcher is free to choose subjects at will (Showkat & Parveen 2017).

4.11.3.1 Sample size

When testing a model using partial least square structural equation modeling (PLS-SEM), the minimum sample size should be ten times the greatest number of structural routes that are simultaneously directed at the latent component (Hair et al. 2018). Additionally, Charan and Biswas (2013) contend that sample sizes greater than 30 and lower than 500 are adequate for the majority of studies where the population is unknown. Additionally, when the population or sample frame is

unknown, work like Durdyev, Ismail and Kandymov (2018) have employed the PLS-SEM as the analytical method. This study used no-probability sampling using convenient sampling and snowball sampling techniques. The reason for using convenience and snowball sampling is that the sampling frame of SMMEs does not exist in the study as the researcher cannot obtain a complete list of SMMEs in these selected Municipalities.The above discussion was based on population and sampling used in this study. The next discussion will be based on data analysis.

4.12 DATA ANALYSIS

In order to highlight important information from the collected data, Nassaji (2015) defined data analysis as the process of analyzing and modeling calculations and evaluations. Additionally, data analysis is believed to be a lengthy, challenging, fascinating and creative process (Houghton, Murphy, Shaw & Casey, 2015). Smart-PLS version 4.0 was used to simulate the simulation work to determine the relationship between observable factors and their latent constructs on build quality (Ringle, Sarstedt, Mitchell & Gudergan, 2020). Smart-PLS is a graphical user interface program for partial variance-based modeling of least-squares structural equations (Hair, Hult, Ringle & Sarsted, 2017). In addition to estimating route models with latent variables, the program calculates common evaluation criteria using the PLS-SEM technique (Mueller & Hancock, 2018).

In exploratory research, PLS-SEM is mostly used for theory building (Bamgbade, Kamaruddeen, Nawi, Yusoff & Bin, 2018). Path analysis, confirmation factor analysis, second-order factor analysis, regression models, covariance structure models and correlation structure models are important applications of SEM (Hair, Hult, Ringle, Sarstedt, Danks & Ray, 2021). In addition, SEM allows the analysis of the linear relationships between the latent constructs and manifest variables. It can also produce accessible parameter estimates for the relationships between unobserved variables. In general, SEM allows multiple relationships to be tested simultaneously in a single model with different relationships, rather than examining

each relationship individually. PLS includes a two-step procedure as recommended by Ali, Rasoolimanesh and Cobanoglu (2019) that involves the evaluation of the outer measurement model and the inner structural model.This model is further discussed below.

4.12.1 Structural Equation modelling (SEM)

The second-generation multivariate data analysis technique known as structural equation modeling (SEM) is widely used in market research because it allows for the verification of additive and linear causal models that are theoretically justified (Hair et al. 2021). SEM allows marketers to visually examine the relationships between interesting variables to prioritise resources to better serve their customers (Cheah, Thurasamy, Memon, Chuah & Ting, 2020). The fact that unobservable, hard-to-measure latent variables can be used in SEM makes it ideal for addressing business research problems (Ahmad, Zulkurnain & Khairushalimi, 2016). A structural equation model has two submodels: the outer model describes the relationships between the latent variables and their observable indicators, while the inner model specifies the relationships between the independent and dependent latent variables (Wong, 2016). In SEM, a variable can be exogenous or endogenous. Exogenous variables have path arrows pointing away from them and none leading to them. An endogenous variable, on the other hand, has at least one path leading to it and represents the effects of one or more other variable(s) (Sarstedt & Cheah, 2019). The following are different approaches to SEM.

14.12.1.1 Different approaches to SEM

There are several different approaches to SEM. The first approach is the widely used covariance-based SEM (CB-SEM) using software packages such as AMOS, EQS, LISREL and MPlus (Memon, Ramayah, Cheah, Ting, Chuah & Cham, 2021). The second approach is Partial Least Squares (PLS), which focuses on analysis of variance and can be performed with PLS-Graph, VisualPLS, SmartPLS and WarpPLS (Memon, Jun, Ting & Francis, 2018). It can also be used with the PLS module in the statistical software package r. Ringle, Sarstedt, Mitchell and

Gudergan (2020) suggest that the third approach is a component-based SEM known as Generalized Structured Component Analysis (GSCA); it is implemented by Visual GSCA or a web-based application called GeSCA. Another method of performing SEM is called Non-linear Universal Structural Relational Modeling (NEUSREL) and uses NEUSREL's Causal Analytics software (Hair, Sarstedt, Ringle & Gudergan, 2017). These approaches are further discussed below:

- *CB-SEM:*

CB-SEM has been used in the social sciences for several years and is still the preferred data analysis method to test or reject theories through hypothesis testing, especially when the sample size is large, the data are normally distributed and, most importantly, the model is correctly specified (Shiau, Sarstedt & Hair, 2019). That is, in the process of transforming a theory into a structural equation model, the appropriate variables are selected and linked together (Sarstedt, Hair Jr, Nitzl, Ringle & Howard, 2020; Khoi & Tuan, 2018). However, many practitioners and researchers from industry note that in reality it is often difficult to find a dataset that meets these requirements (Shiau et al., 2019). Additionally, the research objective can be exploratory where we know little about the relationships that exist between the variables. In this case, SMME owners and managers can consider PLS.

- *PLS-SEM:*

PLS is a soft predictive model for SEM that makes no assumptions about the distribution of data (Cheah, Nitzl, Roldan, Cepeda-Carrion & Gudergan, 2021). Therefore, PLS-SEM becomes a good substitute for CB-SEM in the following circumstances: small sample size; limited theory is accessible for applications; high priority is placed on prediction accuracy; and uncertainty regarding accurate model specification. Note that PLS-SEM is not suitable for all types of statistical analysis (Hair, Hollingsworth, Randolph & Chong, 2017). Managers also need to be aware of some weaknesses of PLS-SEM, including high quality structural path coefficients required when the sample size is small (Hair et al., 2017).

If the problem of multicollinearity is not well handled when arrows only have one head at a time, it fails to model undirected correlation (Latan, 2018). A potential lack of complete consistency in latent variable assessments can result in a biased component estimate (Hwang, Choi & Shin, 2020). Loads and path coefficients and there can be large mean square errors in the estimate of path coefficient loads (Hair, Hult, Ringle & Sarstedt, 2017). Despite these drawbacks, PLS is useful for structural equation modeling in practical research projects, particularly when there are few respondents and the data distribution is skewed, as when interviewing female executives or multinational CEOs, for example (Latan, 2018). Many industries, including behavioural sciences, marketing, administration, management information systems and corporate planning, have adopted PLS-SEM (Henseler, 2017).

- *GSCA & Other Approach:*

When general measures are required for model fitting, or when nonlinear latent variables must be accepted, GSCA can be a better alternative for running structural equation models than PLS (Hwang, Sarstedt, Cheah & Ringle, 2020). However, because GSCA and NEUSREL are relatively new approaches in SEM, the amount of literature for review is limited. Managers and owners may find it difficult to find enough examples to understand how these new SEM approaches can be used in different business research scenarios (Hair, Hult, Ringle & Sarstedt, 2017; Henseler, Hubona & Ray, 2017; Latan, Noonan & Matthews, 2017). The researcher adopted PLS-SEM in this research project due to its reduced sample size requirements, easier testing of moderating and mediating relationships and built-in ability to deal with formative indicators.

4.12.2 Partial Least Square (PLS)

PLS contains a two-step procedure as recommended by Henseler, Ringle and Sinkovics (2019), which involves the evaluation of the outer measurement model and the inner structural model. This procedure is further discussed below.

4.12.2.1 Evaluation of Outer structural Model

The external measurement model attempts to determine the validity, internal consistency and reliability of both observable and unobserved variables assessed by the questionnaire (Ringle, Da Silva & Bido, 2015). Validity ratings are based on convergent and discriminant validity, while consistency ratings are based on independently observed and created reliability tests. By analyzing the standardized external influences on the observed variable, the reliability of a single observed variable can be used to compare an observed person's variance to an invisible variable (Ryoo, Park, Kim & Ryoo, 2020). External stress scores of 0.7 or higher are considered highly acceptable for observed variables, while scores less than 0.7 are discouraged (Hair et al., 2017; Henseler, Hubona & Ray, 2017). For each latent construct, the Average Variance Extracted (AVE) should be calculated to check the convergent validity of the variable. The latent constructs in the model should account for the lowest 50% of the variance of the observed variables. As a result, this suggests that the AVE should be higher than 0.5 for all structures (Hubona & Ray, 2017; Latan et al., 2017).

- Discriminant validity

The manifest variable in each construct varies from other constructs in the route model when its cross-load value in the latent variable is higher than that in all other constructs (Purwanto, Asbari, Santoso, Haque & Nurjaya, 2020). Cross-loadings and the Fornell and Larcker criterion are used to evaluate discriminant validity (Hair Jr, 2020). A construct shouldn't have the same variance as any other constructs above its AVE value, according to the proposed standard (Cepeda et al., 2017; Hair et al., 2017). According to Fornell and Larcker (1981), the square root of AVE

for each latent variable should be larger than their correlations (Purwanto et al., 2020).

4.12.2.2 Evaluation of Inner Structural Model

After confirming that the measurement models are valid and reliable, the next step is to measure the results of the internal structural model. Assessment of the structural model comprises the Common Method Bias (CMB), R2, Q2 and path coefficients (Hair et al., 2019). Since the information was self-reported, the possibility of CMB was investigated. The variance inflation factors (VIFs) derived from a comprehensive collinearity test can be used to detect CMD. Collinearity in the pathology is indicated by VIFs larger than 3.3. This is a warning flag that a model could be CMB-contaminated (Hair Jr, 2020). However, a CMB-free model can be assumed if the VIFs are equal to or lower than 3.3. (Henseler et al., 2015).

- Measuring the Value of R2

The structural model's coefficient of determination, which assesses the total impact size and variation explained in the endogenous construct, serves as a predictability indicator (Cheah, Thurasamy, Memon, Chuah & Ting, 2020). An R2 value of 0.75 is regarded as substantial, an R2 value of 50 is moderate and an R2 value of 0.26 is poor, according to Henseler et al. (2015) and Hair et al. (2017).

- Estimation of Path Coefficients (*b*) and T-statistics

The path coefficients in the PLS and the standardised path coefficients in the regression analysis are similar (Lajuni, Lai, Sondoh Jr & Mohidin, 2020). The b-value tested the significance of the hypothesis. The b denotes the expected variation in the dependent construct for a unit variation in the independent construct(s) (Nasidi, Ahmad, Dahiru & Garba, 2021). The b-values of each pathway in the hypothetical model are calculated, the larger the b-value, the greater the substantial effect on the endogenous latent constructs (Latan et al., 2017). However, the b-value must be checked for significance by the t-statistic test

(Hair, 2015). The bootstrapping method was used to assess the significance of the hypothesis whether it is accepted or not, the bootstrapping method was used to generate the significance levels of the standardised coefficients (Sarstedt & Cheah, 2019). The acceptable T-scores for a two-tailed test are 1.65 for a 10% significance level, 1.96 for a 5% significance level and 2.58 for a 1% significance level. In order to be able to test whether we accept or reject the standard beta values were calculated. The larger the standard beta value, the larger the effect of the endogenous latent variable (Hair et al., 2017; Akter, Fosso-Wamba & Dewan, 2017).

- Measuring the Effect Size ($f2$)

The impact size (f2) displays the strength of each exogenous latent construct's influence on the endogenous latent construct (Anjani, 2021). The effect size displays if one construct significantly influences another and how the R2 value changes when a construct is removed from the route model (Fatoki, 2019). According to Hair et al. (2019), the values of 0.02, 0.15 and 0.35 indicate the minor, medium and large impacts of an external latent variable on an endogenous latent variable, respectively. Furthermore, effect size values less than 0.02 suggest no effect (Yahaya-Nasidi, 2021).

- Predictive Relevance of the Model (Q2)

Cross-validated redundancy was used to quantify the quality of the PLS path model, which was computed utilising blindfolded approaches, using Q2 statistics (Shanmugapriya, Mehta & Saxena, 2022). The endogenous latent constructs should be predicted by the conceptual model, according to the Q2 criteria (Arham, Norizan, Norizan, Arham & Ibrahim, 2021). For a certain endogenous latent construct in the SEM, the measured Q2 values must be larger than zero (Hussain, Fangwei, Siddiqi, Ali & Shabbir, 2018).

- The goodness of Fit Test

GOF is defined as a global fit measure; it is the geometric mean of both the extracted mean variance and the mean R-squared of the endogenous variables (Hair Jr, 2015). The Goodness Of Fit test (GOF) is used to determine whether the empirical data is adequately captured by the model (Shanmugapriya et al., 2022). The GOF has values from 0 to 1. Fatoki (2019) states that the GOF value of 0.10 (small), 0.25 (medium) and 0.36 (large) shows the global validation of the model. The GOF is calculated by averaging the AVEs and multiplying by the R2 value and then obtaining the square root value (Hair Jr, 2015).

- Estimated Model Fit

The estimated and saturated model assesses the correlation between all constructs. The estimated model is a model based on an overall impact scheme and takes into account the model structure (Purwanto et al., 2020). It is therefore a more restricted version of the Fit scale (Hair, 2015). Model fit is measured using the standardised mean square residual (SRMR) (Shanmugapriya et al., 2022), which shows the average of the standardised residuals between the observed and hypothetical matrices (Fatoki, 2019). Scores for SRMR range from zero to 1.0, with well-fitting models receiving scores less than 0.05 (Purwanto et al., 2020). A lower SRMR indicates a better fit.

4.13 RELIABILITY AND VALIDITY

4.13.1 Reliability

Reliability refers to the degree to which a study measurement provides consistent and accurate results (Hair et al., 2017). The reliability of the analysis is important as it ensures the consistency of the measurement tool (Taherdoost, 2016). Drost (2015) defines reliability as the degree to which measurements reappear when researchers apply those measurements to different cases. Reliability in PLS-SEM is verified by doing the outer model evaluation (Hair et al., 2019). According to Hair Jr (2015), the external measurement model aims to calculate the composite

reliability, internal consistency and validity of the observed variables (measured by the questionnaire) along with the unobserved variables. Reliability in PLS-Sem is examined by checking indicator reliability and internal consistency reliability (Fatoki, 2017).

Hair et al. (2019) postulate that indicator reliability is verified by examining indicator loadings and that loadings above 0.708 are recommended as they suggest that the construct explains more than 50 percent of the indicator variance and thus provides acceptable item reliability. Internal consistency reliability, on the other hand, is verified by using composite reliability or Cronbach's alpha (Hwang et al., 2020). According to Hair, et al, (2019), higher values generally indicate higher levels of reliability. Composite reliability scores between 0.60 and 0.70 are considered acceptable in exploratory research and scores between 0.70 and 0.90 ranges from fair to good. Scores of 0.95 and higher are problematic as they indicate item redundancy and thus reduce construct validity (Ryoo et al., 2020). Cronbach's alpha is another measure of reliability and values of 0.7 and above are expected. The researcher used the internal consistency Cronbach’s alpha and the composite reliability that will be obtained from PLS SEM. The Fornell and Larcker criterion and Heterotrait–Monotrait ratio (HTMT) was used to assess discriminant validity (Hair et al., 2018).

4.13.2 Validity

Validity clarifies the confidence and correctness of study findings by determining if an instrument employed measures the construct it is meant to test (Zohrabi, Abdelwahed & Shi, 2017). This specifies that the measures are done appropriately (Heale et al., 2015). The validity in PLS-SEM is checked by evaluating the external model. Four types of validity include face validity, content validity, construct validity and criterion validity (Drost, 2015; Zohrabi et al., 2017). Face Validity is the degree to which the tool measures all content that should be measured (Wood, Wright, Harris, Pal, Franklin & Vine, 2021). The researcher ensured face valididy by weighing the views of experts/sampled respondents against those outside the

sample frame (Schulz, Back, Schaan, Bertsch & Vögele, 2021). Content validity measures how well the set of items in the instrument matches with the content of the construct (Jefferies, Bremer, Kozera, Cairney & Kriellaars, 2021).

Therefore, the researcher ensured content validity by cross-checking the survey or measurement method to ensure that it covers all relevant parts of the subject it aims to measure (Hair Jr, 2015). Construct validity refers to conclusions drawn from the outcomes relating to the studied concept (Luo, Wang, Neumann, Hare & Salekin, 2021). Furthermore, construct validity checks how well a scale measures the identified concept (Abu-Alhaija, 2019; Heale & Twycross, 2015). The researcher achieved construct validity by ensuring that indicators and measurements are carefully developed based on relevant existing knowledge (Jefferies et al., 2021). Finally, criterion validity refers to the correspondence of an instrument and one or more variables (Hair et al., 2019).

The researcher ensured this validity by calculating the correlation between the results of measurements and the results of the criterion measurement (Aran, Lewis, Watson, MacMillan, Power & Galbally, 2022). If there is a high correlation, this gives a good indication that your test is measuring what it intends to measure (Abdelkarim, Fritsch, Jekauc & Bös, 2021). Validity in this study is measured using 5% significant level at all constructs. Kareem, Aziz, Maelah, Yunus and Dauwed, (2019) used the above mentioned components of validity in their study in Irag. With this study, the researcher used the following as pointed out by Abu-Alhaija (2019) to ensure validity.

- Pre-testing the research in a pilot study.
- Sampling done using non-probability methods to ensure external population validity.
- Self-administered questionnaires are used with the aim of gaining a high response rate.
- Reviewing the literature broadly on theoretical and empirical constructs.

The validity in PLS-Sem is examined by noting the convergent and discriminant validity of the constructs. Convergent validity is the extent to which the construct converges to explain the variance of its items (Hair Jr et al., 2019). The metric used to assess the convergent validity of a construct is the average extracted variance (AVE) for all items in each construct (Fatoki, 2017). Acceptable AVE is 0.50 or higher, indicating that the construct explains at least 50 percent of the variance of its items (Hair et al., 2019). Contrarily, discriminant validity measures how a construct is empirically different from other constructs in the structural model (Hair et al., 2019). According to the conventional metric provided by Fornell and Larcker (1981), each construct's AVE should be compared to the squared inter-construct correlation (as a measure of shared variance) of that construct and all other reflectively assessed constructs in the structural model (Nunfam, Afrifa-Yamoah, Adusei-Asante, Van Etten, Frimpong, Mensah & Oosthuizen, 2021). The shared variance for all model constructs should not be larger than their lives. Now that the above discussion is based on the components of reliability and validity, the next is based on ethical considerations.

4.14 ETHICAL CONSIDERATIONS

The researcher received clearance from the University of Limpopo, Turfloop Research Ethics Committee (TREC) for approval of this study. As part of the participation, the respondents received a letter of permission, a declaration of consent and a questionnaire. Strict confidentiality was assured to the participants of the survey in order to obtain the necessary information. The identity of the participants was not disclosed. Participants will be informed of the purpose of the research and that the information obtained will be used for research purposes only. Ethical considerations are concisely outlined below.

- Confidentiality and anonymity of participation – Confidentiality means you know who the participants are but you hide their identities from your study report, while anonymity means you don't know who they are. Both are

important moral questions (Hall & Studdert, 2021). The researcher made sure that the respondents remained anonymous. This means that the names, addresses and contact details of the participants were not disclosed.

- Voluntary participation – refers to when a human research subject exercises their right to free choice, they are said to be participating voluntarily. This right is protected by national law, international law and scientific community rules of conduct (Persad & Emanuel, 2021). The participation of the respondents was voluntary. They could opt-in or opt-out of the study without any negative concerns.
- Respect and dignity – Dignity is the quality of being deserving or honourable and respect for someone based on their traits or accomplishment is referred to as respect (Thompson, Stringfellow, Maclean & Nazzal, 2021). The researcher ensured respect and dignity towards the participants. The information and comments provided have been respected and used effectively. The participants were treated the same and received the same questionnaire.
- Risk and harm-Newman, Guta and Black, (2021) state that risk is the probability connection between danger and harm. In this research study, there was no physical, social, legal, psychological or harmful risk involved for taking part in the study.
- Informed concern- refers to the act of giving your full consent before fully participating in the study (Rawlings, Brandt, Ferreres, Asbun & Shadduck, 2021). Respondents participated voluntarily and understood what it means to take part in the research and gave consent to do so.

4.15 CHAPTER SUMMARY

The study's research technique was covered in this chapter. To create a conceptual framework for comprehending the methods employed, the research methodology and philosophy were defined. The chapter began with the problem statement of the study, followed by the aims and hypotheses of the study. The

study further revealed various research philosophies; where the positivist research philosophy was found suitable for this study. The chapter further discussed various research approaches and selected the deductive approach.

Furthermore, the motivation for using the research design was outlined in terms of quantitative approach, data collection method, sampling method and data analysis method. The researcher used the quantitative research design where responses of participants where labelled numerically. This research design method was found suitable for this study. Furthermore, data was collected via a self administered questionnaire with the use of survey and convenience methods taken in a high order compound. Additionally, secondary data was adopted from government reports, journals, magazines, newspapers, books and published sources. Moreover, the questionnaire was designed using the theoretical context of the each construct involved in the study. Since the study did not have specific sample, the theories of this construct assisted in determining the sample size of the study .i.e. the Smart PLS-SEM ten times rule.

Furthermore, the study used SmartPLS 4.0 to analyse the data from the respondents. This analytical tool has two parts that were briefly discussed above .i.e. the PLS part and the SEM part. Finally, reliability and validity were ensured using the PLS-SEM. Ethical considerations were discussed to ensure that respondents' data is not biased. Confidentiality and privacy were strictly maintained. The above chapter revealed various methodological analyses that the study used. The following chapter will disciss the results of the analysis.

CHAPTER FIVE
DATA ANALYSIS

5.1 INTRODUCTION

This chapter presents results of the study on the relationship between entrepreneurial orientation and the performance of SMMEs: the role of market orientation and environmental dynamism. This chapter presents the response rate and discusses the demographic variables of the respondents. Descriptive statistics and the Structural Equation Modelling will be discussed. Detailed inferential outcomes are also provided. While structural equation modeling tests the model and hypotheses, descriptive statistics shed more light on the personalities of the respondents. The performance of SMMEs, as well as the mediating variable (MO) and moderating variable, are tested along with the independent variable (EO) (ED). In addition, results are analysed. Financial and non-financial performances are reflected as aggregated constructs of performance (P) and are deliberated in detail. Frequency tables and graphs present the findings of respondents' demographic attributes as percentages. The means and standard deviation of descriptive statistics, along with graphical summaries, are used to offer respondents' scores on the variables under study (EO, MO, ED and P).

5.2 RESPONSE RATE

A technique to determine whether two random samples are derived from the same distribution is the Kolmogorov-Smirnov test. When the distributions of the two samples match, the test is valid. The Kolmororov-Sminorf test was performed in this study to determine whether the data were normal and it revealed that they were. The statistical results of the study are shown by the response rate based on how participants responded.

Table 5.1: Response Rate

Respondents	Sent out	Returned	Returned percentage	unreturned	Unreturned percentage
SMME owners	860	403	46.9%	457	53.1%

The survey's response rate is displayed in Table 5.1. Only four hundred and three (403) of the eight hundred and sixty (860) questionnaires that were distributed were returned. The resoonse rate was 46.9%. Four hundred and fifty seven questionnaires (457) were not returned, reflecting a non-return percentage of 53.1%.

5.3 KOLMOGOROV–SMIRNOV TEST

Normality tests are performed to determine whether a data set is well modeled by a normal distribution and to estimate the probability that a random variable underlying the data set is normally distributed (Hanusz & Tarasiska, 2015). When the null hypothesis is strongly refuted by a small p-value (usually 0.05), the null hypothesis is accepted. You do not reject the null hypothesis because a high p-value (> 0.05) shows that there is little evidence to support it.

Table 5.2: Normality analysis for entreprenuerial orientation, market orientation, environmental dynamism and business performance

Name of constructs	Kolmogorov-Smirnov	
	Statistic	**Sig.**
Entreprenuerial Orientation	0.165	0.000
Market Orientation	0.192	0.000
Performance	0.116	0.000
Environmental Dynamism	0.126	0.000

Note sig @ 5%: Environmental dynamism (ED), performance (P), entrepreneurial orientation (EO) and market orientation (ED).

Table 5.2 indicates that EO, MO, ED and P are tested for normality. The normality analysis for EO by Kolmogorov-Smirnova is 0.165 and sig @ 0.000, MO is 192 and sig @ 0.000, P is 116 sig @ 0.000 and ED is 0.126 sig @ 0.000. The results reveal that these constructs are fit to be tested by the SmartPLS software since the normality rate supported.

5.4 DEMOGRAPHIC INFORMATION

Respondent demographics include gender, age, type of industry, business category, number of years in operation and number of employees. The demographic information is discussed using tables and figures.

5.4.1 Gender

The gender patterns of SMME owners as they relate to their involvement in firms, entrepreneurial orientation and performance are shown in this section. Age diversity among entrepreneurs is essential because it promotes the creation of new jobs, innovation and economic progress (Hathaway & Litan, 2014). Table 5.3 shows results of respondents.

Table 5.3: Gender of the respondents

Gender	Frequency	Percent
Male	202	49%
Female	211	51%
Total	**403**	**100%**

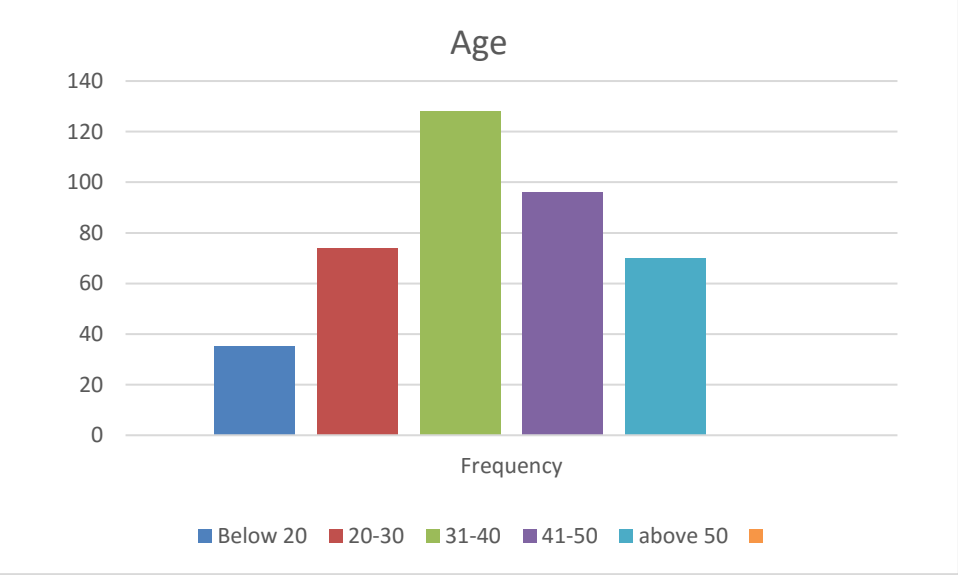
According to Table 5.3, out of the 403 SMME owners and managers who took part in the study, 51% are women and 49% are men. The findings show that female SMME owners dominated the survey and that a lot of women are currently working

in the SMME sector. According to a National Women's Foundation report from 2014, more women are starting their own businesses. In addition, women have established new firms at a pace that is twice that of men over the past ten years. In a research by Masocha (2018) on SMMEs, female respondents made up 51% of the sample, while male respondents made up 49%. This suggests that there are more businesswomen today. Males were once thought to be the ones in business, but recently, women have started running SMMEs with success. Increased gender diversity among entrepreneurs boosts innovation, productivity and innovative approaches (Hathaway & Litan, 2014).

5.4.2 Age

The purpose of addressing the age distribution of SMME owners is to identify the dominant age group and comprehend its beliefs, goals and motivations for operating SMMEs. The following figure shows the age of the respondents.

Figure 5.1: Age of the respondents



According to Figure 5.1, the age bracket of 31 to 40 has the highest percentage of respondents (31.8%), followed by that of 41 to 50 (23.8%). Age groups 20 to 30 make up 18.3% of the population, while those over 50 make up 17.4% and those

under 20 make up 8.7%. According to SEDA (2019), there were 27% more SMME owners aged 45–49 than there were in prior research, which contradicts the findings. The proprietors' longer tenure in the industry and experience could be the cause. Results also showed that, despite a large rise in the age group 25-29, a percentage of SMME owners over the age of 40 remained at 60%. The fact that unemployment is at a high level could be a contributing factor in this growth. They decided to start their own firms as a result.

5.4.3 Type of industry

This section creates a matrix to categorise the many industries that SMMEs operate in. Knowing the types of industries that most SMMEs are involved in and which ones are more likely to succeed if a firm is registered in them would be helpful. Table 5.4 shows the results of the participants in relation to the type of industry they work in.

Table 5.4: Type of industry of respondents

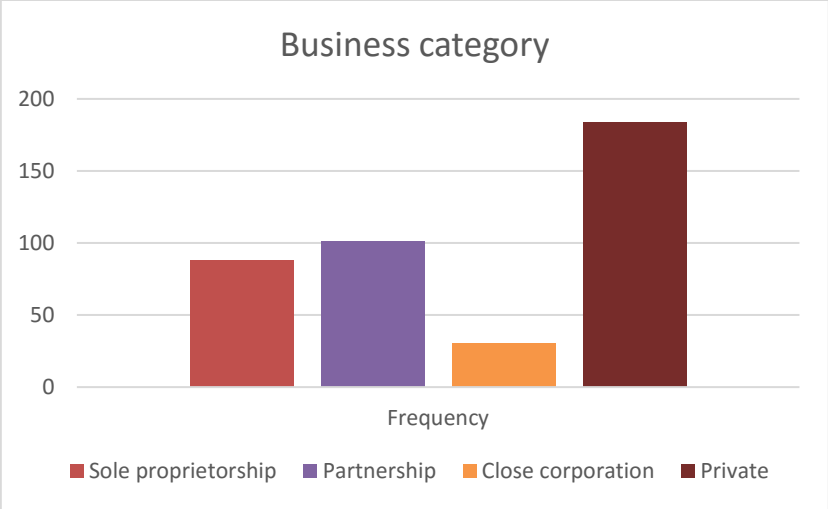
	Frequency	Percent
Retail	104	25.3%
Service	201	48.6%
Manufacturing	81	19.6%
Accommodation	27	6.5%

In Table 5.4 48.6% of SMMEs focus on service, 25.3% on retail and 19.6% on manufacturing and 6.5% on the accommodation industry. This indicates that the dominant sector is the service industry, which means that most of the businesses are in this industry. This contrasts with the Small Business Survey (2019), which identified manufacturing as the fastest growing industry, followed by education, technology and real estate. This contradicts the study as it shows that most owners are in the service sector.

5.4.4 Business Category

The table below illustrates the categorisation of business category.

Figure 5.2: Business category



According to the findings shown in Figure 5.2 above, respondents who work in the private sector account for the largest share of the total population (45.7%), followed by partnerships (25.1%), sole proprietorships (21.8%) and close corporations (7.4%). The findings in this figure are at odds with those of Mankgele and Fatoki (2018), who discovered that the majority of research participants were sole proprietors. These findings suggest that the majority of respondents were owned privately. Only a significant differential of 20.6% separated private ownership (45.7%) from partnership (25.1%). The reason the close corporation was lowest is because registration for close corporations has been suspended, meaning there have been few close corporations since 2010.

5.4.5 Age of business operation

Table 5.5 below indicates the age of business operation. The table depicts the frequency of age of business operation.

Table 5.5: Age of business operation

Age of business	Frequency	Percentage

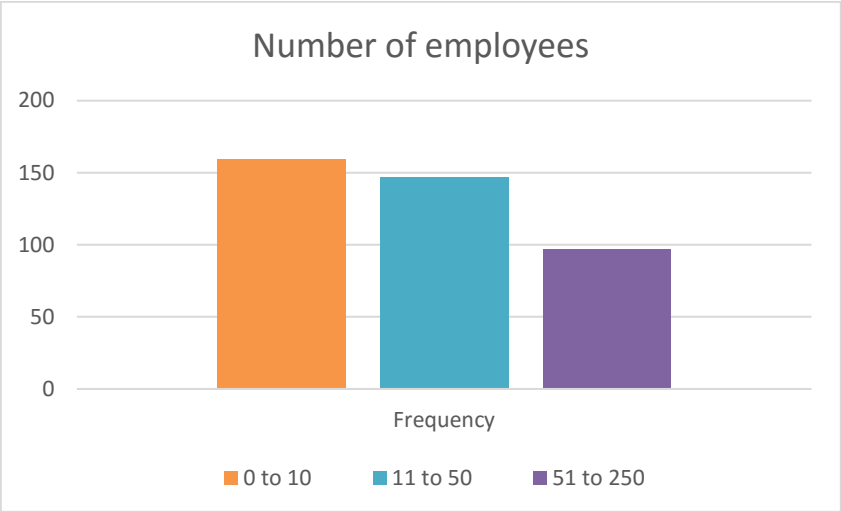
(years)		
0-1	62	14.9
2-5	126	30.5
6-10	104	25.3
11-15	112	27.0
16+	9	2.2

Table 5.5 shows how long businesses have been in existence. The findings indicate that, of the 403 businesses that took part in the survey, 14.9% have been in operation for 0–1 years, 30.5% for 2–5 years, 25.3% for 6–10 years, 27.0% for 11–15 years and 2.2% for more than 16 years. According to the findings, the bulk of enterprises have been in operation for 2 to 5 years, while only a small percentage have been around for 16 or more. The findings in the figure above are at odds with earlier works by Dzansi and Okyere (2015). The majority of SMMEs that took part in the two studies' surveys have been in business for between 2 and 5 years, according to their findings.

5.4.6 Number of employees

The purpose of total employees is to determine if SMME owners employ their staff in accordance with the updated National Small Business Enterprise Act of 1996's definition (Act no 102 of 1996). According to the National Small Business Act 1996, as amended 2003, a small business is a separate legal entity with branches, which may include cooperatives and non-governmental organisations, principally engaged in any industry (Government Gazette, 2019). In addition, this definition uses number of employees, annual turnover and industry to describe SMMEs. The definition helps to know the business performance related to SMMEs as the statistics are compared to previous literature to see the changes related to employment. The results are reflected in figure 5.3.

Figure 5.3: Number of employees



According to the aforementioned figure, 39.5% of respondents have between 0 and 10 employees, followed by 36.5% who have between 11 and 50 employees. SMMEs with 51 to 250 employees make up 24.0% of all businesses. This suggests that the majority of SMME firm owners have 0–10 employees working for them. The results of this study are at odds with those of the Small Business Landscape Survey (2019), which shows that 47% of respondents have between 2 and 5 employees on average. 39% of business owners do not employ anyone. Only 1% of SMME entrepreneurs have between 21 and 50 workers. Employees are essential to an organisation's ability to carry out various activities and improve the efficiency of the business.

5.5 DESCRIPTIVE STATISTICS OF ENTREPRENEURIAL ORIENTATION MEASURES

The level of confidence of SMME owners is measured in this part by entrepreneurial orientation using descriptive analysis, which is based on the mean, standard deviation and Cronbach's alpha. The mean and standard deviation of the EO measurements, as well as the Cronbach's alpha, will all be covered in detail in this section's descriptive statistics.

Table 5.6: Descriptive statistics of Entrepreneurial orientation

CONSTRUCTS	N	Mean	Std. Deviation
Innovativeness			
EO1	413	4.6	0.7
EO2	413	4.5	0.7
EO3	413	4.5	0.8
Pro-activeness			
EO4	413	4.3	0.8
EO5	413	4.3.	1.1
EO6	413	3.8	0.8
Risk-taking			
EO7	413	4.1	0.8
EO8	413	4.3	0.8
EO9	413	4.2	0.9
Competitive aggressiveness			
EO10	413	4.0	0.7
EO11	413	4.5	0.7
EO12	413	4.4	0.8
Autonomy			

EO13	413	4.4	1.1
EO14	413	3.9	0.7
EO15	413	4.5	0.7
Valid No	15		
Scale Mean	4.3		
Standard deviation	0.8		
Cronbach's alpha	0.9		

The EO construct's scale mean and summated standard deviation are shown in Table 5.6, as are the mean and standard deviation for each item. According to the items, the majority of respondents appear to concur with the questions and do not have any concerns or issues regarding EO. The fact that the standard deviation of the scale is 0.8 and the mean of the scale is 4.3 indicates that participants highly concur with the questions. From the 15 items of EO, the items with the highest mean include "Our business has a strong emphasis on Research and Development, technological leadership and innovations". (Mean = 4.6) and the lowest item "Our business has a competitive posture." with a 3.8 average mean. These mean numbers are higher than 3.00. This suggests that respondents completely concur with the EO assertions. The value of 0.9 for Cronbach's alpha is shown in Table 5.6. This makes it clear that the coefficient is higher than the usual Cronbach coefficient of 0.70, indicating that EO is reliable. The majority of EO items measure the same fundamental concept, as evidenced by the high coefficient.

5.6 DESCRIPTIVE STATISTICS OF PERFORMANCE

Performance factors measure the level of sustainability on SMMEs. The descriptive analysis used includes the mean, standard deviation and Cronbach's alpha.

Table 5. 7: Descriptive statistics on performance

Descriptive Statistics			
CONSTRUCTS	**N**	**Mean**	**Std. Deviation**
P1	413	4.0	1.1
P2	413	4.2	0.9
P3	413	4.0	1.0
P4	413	3.8	1.0
P5	413	4.0	0.9
P6	413	3.7	1.0
Valid N (6)	6		
Scale Mean	4.0		
Standard deviation	1.0		
Cronbach’s alpha	0.8		

The average scale mean and standard deviation for the performance construct, as well as the mean and standard deviation for each item, were revealed by descriptive statistics on performance, as shown in Table 5.7. The fact that the mean values for all three items are greater than 3, indicating that participants appear to have agreed with the questions, is instructive. The average standard deviation of 1.0 and the scale mean of 4.0 respectively indicate that respondents concur with the questions 0.8 is the Cronbach's alpha. Good consistency is indicated by this.

5.7 DESCRIPTIVE STATISTICS OF MARKET ORIENTATION

The study used behavioural approach by Kohli and Jaworski (1990) to investigate the construct of market orientation. The following are MO's latent variables at high order compound.

Table 5.8: Descriptive statistics of market orientation

CONSTRUCTS	N	Mean	Std. Deviation
1. Intelligence generation			
MO1	413	4.3	1.1
MO2	413	4.4	0.8
MO3	413	4.5	0.9
MO4	413	3.9	0.7
MO5	413	4.5	0.9
MO6	413	4.4	1.0
MO7	413	4.2	1.0
MO8	413	4.3	1.0
MO9	413	4.1	0.9
2. **Intelligence dissemination**			
MO10	413	4.2	0.7
MO11	413	4.1	0.8
3. Responsiveness			
MO12	413	4.3	0.9

MO13	413	3.8	0.7
MO14	413	3.9	1.1
MO15	413	4.1	1.1
MO16	413	4.0	1.0
MO17	413	4.3	0.9
Valid No	17		
Scale Mean	4.2		
Standard deviation	0.9		
Cronbach’s alpha	0.8		

The average scale mean and standard deviation of the market orientation construct, as well as the mean and standard deviation of each item, were found in descriptive statistics on market orientation in Table 5.8. The fact that the mean values for all three items are greater than 3, indicating that participants appear to have agreed with the questions, is instructive. The average standard deviation of 0.9 and the scale mean of 4.2 indicate that respondents are in agreement with the questions.0.8 is the Cronbach's alpha. Good consistency is indicated by this.

5.8 DESCRIPTIVE STATISTICS OF ENVIRONMENTAL DYNAMISM

Table 5. 9: Descriptive statistics of environmental dynamism

CONSTRUCTS	N	Mean	Std. Deviation
ED1	413	4.1	0.8
ED2	413	4.1	0.9

ED3	413	4.4	0.7
ED4	413	4.3	0.7
Valid No	4		
Scale Mean	4.2		
Standard deviation	0.8		
Cronbach’s alpha	0.9		

The mean and standard deviation for each item, as well as the average scale mean and standard deviation for the environmental dynamism construct, were revealed by descriptive statistics on environmental dynamism, as shown in Table 5.9. The fact that the mean values for all three items are greater than 3, indicating that participants appear to have agreed with the questions, is instructive. The average standard deviation of 0.8 and the scale mean of 4.2 respectively indicate that respondents agree with the questions and 0.9 is the Cronbach's alpha. This specifies good consistency. The above discussion was based on the descriptive statistics. The next discussion will be based on the properties of SmartPLS-SEM version 4.0.

5.9 PARTIAL LEAST SQUARE STRUCTURAL EQUATION MODELLING (PLS SEM)

5.9.1 Reflective measurement model

A reflective model occurs when the indicators of a construct are considered to be caused by that construct. Matthews, Hair and Matthews, (2018) further state that when indicators are highly correlated and interchangeable, they are reflective and their reliability and validity should be thoroughly investigated. Examination of the indicator Loadings Internal Consistency Reliability, Convergent Validity and

Discriminant Validity is one of the criteria for evaluating the reflection measurement. These factors are discussed below:

Table 5.10: Reflective measurement

Construct	Item code	Outer loadings	Outer weights	CA	CR	AVE
Entrepreneurial orientation (EO)				***0.9***	***0.891***	***0.506***
	EO1	0.565	0.197			
	EO2	0.737	0.182			
	EO3	0.855	0.187			
	EO4	0.871	0.175			
	EO5	0.664	0.193			
	EO6	0.789	0.168			
	EO7	0.719	0.195			
	EO8	0.843	0.172			
	EO9	0.733	0.173			
	EO10	0.535	0.188			
	EO11	0.616	0.176			
	EO12	0.641	0.186			
	EO13	0.587	0.175			
	EO14	0.740	0.179			
	EO15	0.659	0.184			
Environmental dynamism (ED)				CA	CR	AVE
				0.9	***0.947***	***0.817***

	ED1	0.887	0.283			
	ED2	0.932	0.264			
	ED3	0.893	0.284			
	ED4	0.903	0.282			
Performance (P)				CA	CR	AVE
				0.8	***0.869***	***0.528***
	BP1	0.830	0.218			
	BP2	0.803	0.220			
	BP3	0.650	0.217			
	BP4	0.651	0.215			
	BP5	0.756	0.217			
	BP6	0.646	0.219			
Market Orientation (MO)				CA	CR	AVE
				0.8	***0.959***	***0.579***
	MO1	0.898	0.178			
	MO2	0.723	0.188			
	MO3	0.780	0.179			
	MO4	0.758	0.186			
	MO5	0.620	0.183			
	MO6	0.633	0.192			
	MO7	0.659	0.186			
	MO8	0.726	0.194			
	MO9	0.823	0.192			

MO10	0.810	0.897
MO11	0.647	0.876
MO12	0.779	0.912
MO13	0.862	0.965
MO14	0.744	0.887
MO15	0.824	0.943
MO16	0.728	0.893
MO17	0.851	0.965

* NOTE: Environmental dynamism (ED), performance (P), entrepreneurial orientation (EO) and market orientation (ED).

5.9.2 Indicator loadings

Examining the indicator loadings is the first stage in the assessment of a reflective measurement model, according to Hair, Risher, Sarstedt and Ringle (2019). They further claim that loadings above 0.708 are recommended as they suggest that the construct explains more than 50 percent of the indicator variance and thus provides acceptable item reliability. Table 5.10 above showS that all item loadings of all constructs are greater than 0.535, This means that all construct loadings should be retained as they explain more than 50% of the variance of the indicators and thus provide item reliability.

5.9.3 Internal consistency reliability

Utilising Jöreskog's (1971) composite reliability, the second step involves evaluating internal consistency reliabilityInternal consistency is often assessed using correlations between different items on the same test or the same subscale on a larger test. According to Viladrich, Angulo-Brunet & Doval (2017), It determines whether a set of items designed to measure the same general construct produce comparable results. In most cases, higher values indicate a higher level of reliability. Reliability scores between 0.60 and 0.70 are considered acceptable in exploratory research, but scores between 0.70 and 0.90 are considered fair or good. Scores of 0.95 and above present a challenge as they

indicate item redundancy and reduce construct validity. Other Reliability metric is Cronbach's Alpha, which should be at least 0.7.The composite reliability values in Table 5.9 above are greater than 0.70 but less than 0.95, indicating good construct reliability. Additionally over 0.7, Cronbach's alpha values show satisfactory construct reliability.

5.9.4 Convergent validity

The convergent validity of each construct measure is discussed in the third step of evaluating the reflective measurement model. The degree to which a construct converges to explain the variance of its elements is called convergent validity. The mean extracted variance (AVE) for all items on each construct is the matrix used to assess the convergent validity of a construct. If the acceptable AVE is 0.50 or more, the construct represents at least 50% of the variance of its elements (Hair et al., 2019). Looking at Table 5.10 above, all of the constructs in this research project achieved an AVE greater than 0.50, indicating reasonable convergent validity.

5.9.5 Discriminant validity

The degree to which a construct differs empirically from other constructs in the structural model is evaluated using discriminant validity as the fourth step in reflective measurement scale assessment. The heterotrait-monotrait ratio (HTMT) was the conventional metric and Fornell and Larcker (1981) advised comparing the average variance of each construct to the squared inter-construct correlation (as a measure of shared variation) of that construct and all other structurally assessed constructs. All model constructs should not have a shared variance that is greater than their AVEs. The square root of the average variance extracted (AVE) is represented by the diagonals in bold and italics in the following Table 5.11 and the correlations are represented by the other entries. Additionally, as indicated in Table 5.11, the square root of AVE is bigger than the correlations among the latent

variables. The two criterions being met suggest a sufficient amount of discriminant validity. These tests all show that the measuring model is effective.

Table 5.11: Discriminant validity: Fornell-Larcker criterion

	P	ED	EO	MO
P	***0.727***			
ED	0.655	***0.903***		
EO	0.368	0.352	***0.711***	
MO	0.446	0.517	0.486	***0.761***

Sig @ 5% *NOTE: performance (P) environmental dynamism (ED), entrepreneurial orientation (EO) and market orientation (ED),

The square root of the average variance extracted (AVE) is represented by the diagonals in bold and italics in Table 5.11, while the correlations are represented by the other entries. Additionally, the square root of AVE is greater than the correlations among the latent variables, as shown in Table 5.11. A sufficient level of discriminant validity is indicated by the fulfillment of the two requirements. All of these tests show that the measurement model works well.

Table 5.12: Discriminant validity: HTMT (heterotrait–monotrait ratio)

Construct	P	ED	EO	MO
P				
ED	***0.652***			
EO	0.328	***0.511***		
MO	0.410	0.506	***0.729***	
ED*(EO & P)	0.450	0.510	0.590	***0.790***

Sig @ 5% *NOTE: Environmental dynamism (ED), performance (P), entrepreneurial orientation (EO) and market orientation (ED)

The values of HTMT are shown by the diagonals that are bolded and italicised in Table 5.12, while the other entries show the correlations. In addition, the HTMT is higher than the correlations between the latent variables, as shown in Table 5.12. A sufficient level of discriminant validity is indicated by the fulfillment of the two requirements. All of these tests show that the measurement model works well.

5.10 STRUCTURAL MODEL

5.10.1 Common method bias (CMB)

Common method bias (CMB) occurs when changes in replies are brought on by the instrument rather than the respondents' true predispositions, which the instrument seeks to elucidate (Hair, Page & Brunsveld, 2019). In other words, you are analysing variances because the instrument introduces bias. Consequently, the results are contaminated by the noise of the biased instruments (Kock, 2015). Common Method Bias (CMB) could pose a threat as biases from systematic errors can affect the results (Hair, 2021). The full collinearity test based on variance inflation factors (VIFs) was used to assess both vertical and lateral collinearity (Jordan & Troth, 2020). If VIF has a value greater than 3.3, this indicates that the model may be contaminated with CMB (Fatoki, 2019). The VIF values for this research study are**, 1.45 (EO), 1.59 (MO), 1.40 (ED) and 1.11 (P).** The VIF values of the model constructs are less than 3.3. This means that this study is free from CMB.

5.10.2 R Square (R^2)

R squared is a statistical measure that represents the proportion of variance for a dependent variable (Hair et al., 2018). While correlation explains the strength of the relationship between an independent and dependent variable, R^2 explains the amount of variance in the second variable. The R^2 shows the proportion of variation in the dependent variable(s) that is explained by one or more predictor

variables. According to Hair et al. (2019), R^2 of 0.75, 0.50 and 0.25 can be considered significant, moderate and weak.

Table 5. 13: Saturated model results

Construct	R^2
EO	**0.654**
MO	**0.763**
ED	**0.607**
P	**0.564**

***NOTE:** entrepreneurial orientation (EO) performance (P), market orientation (MO) and environmental dynamism (ED)

In this study, R^2 values obtained reveals that it is clear that we have substantial (P and MO) and moderate (ED) R^2.

5.10.3 Path Coefficients and T-Statistics

When testing whether the hypothesis is accepted or not, the bootstrapping method was used to generate the significance levels of the standardized coefficients (Hair et al., 2019). The acceptable T-statistics for a two-tailed test are 1.65 for a 10% significance level, 1.96 for a 5% significance level and 2.58 for a 1% significance level. The greater the standard Beta value, the bigger the effect of the endogenous latent variable. The table below shows the effect of the path coefficient and T-statistics.

Table 5.14: Path coefficient and T-statistics

Hypothesis	Standard Beta	T-statistics	Decision
EO→P	0.761	7.038	Accepted
EO→ MO	0.780	4.431	Accepted
MO→P	0.372	5.765	Accepted

Sig @ 5% *NOTE: Performance (P), entrepreneurial orientation (EO) and market orientation (ED)

The above table shows the T-statistics and path coefficient of the relationship between EO and P, EO and MO, MO and P. **H1=**Hypothesis one proposes that entrepreneurial orientation (EO) and performance (P) are significantly positively related. The results (SB=0.761; T=7.038; P<0.05) show that there is a significant positive relationship between EO and P. Hypothesis one is accepted. Then **H2=** Hypothesis two proposes that entrepreneurial orientation (EO) and market orientation (MO) are significantly positively related. The results (SB=0.780; T= 4.431, P<0.05) show that there is a significant positive relationship between EO and MO. Hypothesis two is accepted. Finally, **H3=** Hypothesis three proposes that market orientation (MO) and performance (P) are significantly positively related. The results (SB=0.372; T= 5.765, P<0.05) show that there is a significant positive relationship between MO and P. Hypothesis three is accepted.

Table 5.15: Path coefficient and T-statistics

Hypothesis	Standard Beta	T-statistics	VAF	Decision
EO→MO→P	0.638	5.744	27%	Accepted

Sig @ 5% *NOTE: Performance (P), entrepreneurial orientation (EO) and market orientation (ED)

The above table shows the T-statistics, path coefficient and VAF of the mediating relationship between entreprenuerial orientation (EO), market orientation (MO) and performance (P). **H4=**Hypothesis four proposes that market orientation (MO) mediates the relationship between entrepreneurial orientation (EO) and performance (P) and the results show that MO partially mediates the relationship between EO and P. The results (SB= O.638; T=5.744, P<0.05 and VAF=27%) show that MO mediates the relationship between EO and P. Hypothesis four is accepted.

Table 5.16: Path coefficient and T-statistics

Hypothesis	Standard Beta	T-statistics	Decision
ED*EO→P	0.541	7.152	Accepted

Sig @ 5% ***NOTE: performance (P), environmental dynamism (ED) and entrepreneurial orientation (EO)

The above table shows the T-statistics, path coefficient and VAF of the moderating relationship between entreprenuerial orientation (EO), environmental dynamism (ED) and performance (P). **H5=**Hypothesis four proposes that environmental dynamism (ED) moderates the relationship between entrepreneurial orientation (EO) and performance (P) and the results show that ED positively mediates the relationship. The results (SB=-0.541; T=7.152, P>0.05) show that ED mediates the relationship between EO and P. Hypothesis five is accepted. The next discussion will be based on the goodness of fit test.

5.10.4 Goodness of Fit Test

GOF is defined as the global fit measure; it is the geometric mean of both average variances extracted and the average R-square (R^2) of the endogenous variables (Hair, 2019). The test of goodness (GOF) is used to determine whether the empirical data is adequately captured by the model. The GOF has values from 0 to 1. Hair et al., (2020) postulate that the GOF values of 0.10 (small), 0.25 (medium) and 0.36 (large) provide global validation of the model demonstrate. The GOF is calculated by averaging the AVEs and multiplying by the R value and then obtaining the square root value. Since this research has multiple endogenous variables, we will also have different GOF values, which are calculated as follows:

Table 5.17: GOF values

Endogenous variables	AVE	R^2	AVE* R^2	GOF values
EO	0.506	0.654	0.331	**0.575**

MO	0.579	0.763	0.442	**0.665**
ED	0.817	0.607	0.496	**0.704**
P	0.528	0.564	0.298	**0.546**

*NOTE: performance (P), environmental dynamism (ED), entrepreneurial orientation (EO) and market orientation (ED)

Based on the table above, it can be concluded that empirical data fit the model satisfactorily and have significant predictive power.

5.10.5 Predictive Relevance of the Model (Q^2)

The predictive relevance of the model is a recommended supplementary assessment test (Hair, et al, 2017). This study used Q2 to evaluate the predictive model. The model is predictive when the Q2 value is greater than zero (Hair, et al, 2018). The Q2 values of this model are EO=0.467; MO=0.544; ED=0.632 and P=0.759 and are greater than 0 and therefore suggest that the model has reasonable predictive power.

5.10.6 The Effect Size (f^2)

The effect size (f2) shows the magnitude of the effect of each exogenous latent construct on the endogenous latent construct (Hair et al., 2018). The effect size shows whether one construct has a substantial impact on another construct and how deleting a construct from the path model changes the value of the R (Hair et al., 2018). In the guidelines for evaluating f2, Hair et al., (2019) point out that these values of 0.02, 0.15 and 0.35 represent small, medium and large effects of an exogenous latent variable on an endogenous latent variable, respectively represent. In addition, effect size values less than 0.02 indicate no effect is present. The effect size values of this model are EO=0.309; MO=0.248; ED=0.299 and P=0.288. These values show a moderate effect on the endogenous variables.

5.10.7 Estimated Model Fit

The estimated and saturated model assesses the correlation between all constructs. The estimated model is a model based on an overall effects scheme and takes into account the model structure (Hair Jr et al., 2021). It is therefore a more restricted version of the measure of fit. Model fit is measured using the standardised root mean square residual (SRMR), which shows the average of the standardised residuals between the observed and hypothesised matrices (Hair et al., 2019). The SRMR values vary from zero to one, with values smaller than 0.05 obtained by well-fitting models. Better fit is indicated by a lower SRMR. The study's SRMR value, which is 0.043, indicates that the model fits the data well.

5.11 MEDIATION ANALYSIS

Mediation is a test conducted to discover if a mediator construct can significantly carry the ability of an independent variable to a dependent variable (Hair et al., 2018). Similarly, a mediation test determines the indirect effect of the independent variable on the dependent variable through a mediator variable (Liengaard, Sharma, Hult, Jensen, Sarstedt, Hair & Ringle, 2021). The mediation test used in this research paper was based on the PSL approach and is measured by means of bootstrapping 5000 re-sampling analysis with formulated hypotheses. The table below illustrates the results of mediation.

Table 5.18: Mediation results

Direct effect from @ (EO)		**Indirect effect (mediation) @ MO**		**Total effects to @ (P)**					
Coefficient	**P-value**	**Coefficient**	**P-value**	**Coefficient**	**SD**	**T-value**	**VAF**	**P-value**	**EO (2.5%;97.5%)**
0.761	0.000	0.576	0.000	0.638	0.786	5.744	27%	0.000	0.599;0.756

Sig @ 5% *****NOTE: Performance (P), entrepreneurial orientation (EO) and market orientation (MO)

From the above table, the mediation analysis was performed to assess the mediating role of market orientation by SMMEs **(MO)** on the linkage between entrepreneurial orientation **(EO)** and performance **(P)** of SMMEs. The above results revealed that the direct effect was significant (Beta=0.761and P<0.05). The indirect effect became significant (Beta= 0.576 and P<0.05). The total effect of EO on P through MO was found significant (Beta: 0.638; T= 5.744; P<0.05 and VAF=27%). This shows that the relationship between EO and P is partially mediated by MO. The bias-corrected confidence interval is 0.599; 0.756 and since there is no zero in between this means that the mediation effect is significant. The next discussion is based on moderation analysis.

5.12 MODERATION RESULTS

Moderation is a test conducted to discover if a moderator construct can significantly affect the relationship between the independent and dependent variable (Pulka, Ramli & Mohamad, 2019). Similarly, a moderation test determines the direct effect of the moderating variable on the relationship between the independent variable and the dependent variable through a moderating variable (Hair, 2019). The moderating test used in this research paper was based on the PSL approach. The test is measured by means of bootstrapping 5000 re-sampling analysis with formulated hypotheses. The table below illustrates the results of mediation.

Table 5.19: Moderation analysis

Total effect (EO→P)		**Direct effects (EO*ED→P)**				
Coefficient	**P-value**	**Coefficient**	**SD**	**T-value**	**P-value**	**EO (2.5%; 97.5%)**
0.761	0.000	0.541	0.085	7.152	0.000	.499;.646

Sig @ 5% *NOTE: Performance (P), entrepreneurial orientation (EO) and environmental dynamism (ED)

From the above table, the moderation analysis was performed to assess the moderating role of environmental dynamism **(ED)** by SMMEs on the linkage between entrepreneurial orientation **(EO)** and performance **(P)** of SMMEs. The above results revealed that the total effect of EO on P was significant (Beta=0.761; T=7.038; P<0.05). With the inclusion of the moderating variable (ED), the impact of EO on P became significant (Beta= 0.741; T=9,141; P<0.05). The results show an average weight on the slop plot and the relationship between EO and P is moderated by MO. The bias-corrected confidence interval is 0.499; 0.646, since there is no zero in between this means that the direct effect is significant. From the above discussion moderation findings were discussed. The next will be based on table hypothesis.

5.13 RESEARCH HYPOTHESES

Table 5.20: Research hypotheses

	Hypothesis	**Results**
H1	There is a significant positive relationship between entreprenuerial orientation and the performance of SMMEs.	Accepted
H2	There is a significant positive relationship between entreprenuerial orientation and market orientation of SMMEs.	Accepted
H3	There is a significant positive relationship between MO and performance of SMMEs.	Accepted
H4	MO mediates the relationship between EO and the performance of SMMEs.	Accepted
H5	H5: ED moderates the relationship between EO and the performance of SMMEs (The higher the ED, the stronger the positive relationship between EO and the performance of SMMEs)	Accepted

5.14 CHAPTER SUMMARY

This chapter discussed data analysis, testing hypotheses and disclosing results. First, the chapter reveal the response rate and is 48% from the total number of questionnaire distributed. Secondly, the study further revealed the results of normality from the Kolmogorov-Smirnov test and Shapiro Wilks tests. These tests ensure that a data set is well-modelled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. Thirdly, the chapter discussed the demographic information of the participants and made inference based on findings. Then the chapter later revealed the descriptive statistics results of each construct of the study. The results show that all have an acceptable means and standard deviation, Cronbach alpha coefficient was satisfactory.

Moreover the SmartPLS version 4.0 was used to analyse the data. Firstly, the reflective measures were analysed measuring reliability and validity. The findings indicate satisfactory reliability and validity of the construct of the study. A structural model was analysed using comm on method bias, R2 squared, path coefficients and T-statistics, goodness of fit test, predictive relevance of model, the effect size and estimated model fit. All structural model analysis provided with satisfactory results as per required by each test requirement. Lastly, mediation and moderation analysis results are presented and revealed a direct significant effect of mediation variable (MO) on the relationship between EO and P. The study further reveals a partial mediation of MO on EO-P nexus with 27% mediation VAF. This result is in line with Filatotchev et al. (2017), which reveal that MO mediates the relationship between EO and P. Finally, the chapter also revealed the direct effect of moderating variable ED on EO-P nexus. The study further reveal that the relationship between EO and performance is moderated by ED with an average weight plot and the findings of this study are in line with that by Pulka et al. (2019),

Ruiz-Ortega et al. (2013) and Zhai et al. (2018). From the above discussion various analysis were interpreted and presented. The next chapter will focus on the summaries, coclusions, reccomendations of the study and future research suggestions.

CHAPTER SIX
RESEARCH SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

Given the findings of this study, summaries, conclusions and recoomendations are provided. This chapter concludes the study on the relationship between entrepreneurial orientation and the performance of SMMEs in selected municipalities of Limpopo Province: the role of market orientation and environmental dynamism, based on hypotheses tested in the previous chapter. Each contructs of performance assisted in making conclusions, thus financial and non-financial performance of SMMEs. The chapter highlights the objectives, hypotheses and problem statement. Summary of the research results and recommendations are discussed. Recommendations are provided to help SMME owners to know the importance of entrepreneurial orientation, market orientation and to monitor the dynamism of the environment to aid business performance. Furthermore, recommendations are provided to encourage owners to adopt entrepreneurial orientation. The study's limitations and areas for future research are also presented.

6.2 PROBLEM STATEMENT

The sustainability of SMMEs is of vital importance in the socio-economic development of South Africa. In the South African context, many SMMEs do not move from the existence stage, which is the first stage of growth, to subsequent stages such as survival, success and take off and the resources maturity stage (Small Business Institute, 2018; Small Enterprise Development Agency, 2018) . According to Asah, Fatoki and Rungani (2015), 70%-80% of SMMEs fail within five years of operation. They face numerous challenges such as lack of finance and intense competition (Ayandibu & Hougton, 2017). To cope with such challenges an entrepreneurial approach to strategy making generally referred to as entrepreneurial orientation (EO) may be vital for organisational success (Khan, Li,

Safdar & Khan, 2019). However, most studies on EO and the performance have focused on financial indicators with inconclusive empirical findings (Milovanovic & Wittine, 2014; Ambad & Wahab, 2016).

Research on how EO affects both financial and non-financial performance of SMMEs is sparse (Sahoo & Yadav, 2017). Entrepreneurial performance is about achievement not only about financial but also non-financial indicators. Measuring only business financial performance is restrictive. The inclusion of non-financial indicators gives a more complete measure of the performance of SMMEs (Corner, et al., 2017). In addition, the mechanism through which EO affects the performance of SMMEs remains unclear and empirical research is scarce (Li, et al., 2019). Research on the role of MO and ED in the relationship between EO and the performance of SMMEs is sparse. The available studies on the mediating effect of MO in the EO-performance nexus focused on Turkey and South Korea (Ruzgar et al., 2014; Cho & Lee, 2020).

In addition, studies on the moderating effect of ED in the relationship between EO and the performance focused on Swiss and Pakistani firms (Tajeddini & Mueller, 2019; Shafique, 2020). The concentration of studies on businesses primarily in developed countries restricts theoretical completeness and such a relationship must be validated in the setting of SMMEs in developing countries such as South Africa (Nkomo, 2015). Because of the dynamic corporate environment in developing countries like South Africa, significant degrees of environmental uncertainty are common, making it an excellent place to test organisational theories. South Africa is reliant on Western science and understanding, even though its environmental concerns are fundamentally different (Jacobs & Maritz, 2020). Therefore, the research problem that will be the focus of this study is “how does EO affect the performance of SMMEs in South Africa. Performance in this study is consequently aggregated by the financial and non-financial performance of SMMEs and what role do MO and ED play in this relationship”.

6.3 OBJECTIVES

The objectives of the study are to:

- To investigate the relationship between EO and the performance of SMMEs.
- To examine the mediating effect of MO in the relationship between EO and the performance of SMMEs.
- To investigate the moderating effect of ED in the relationship between EO and the performance of SMMEs.

6.4 HYPOTHESES

To gather sufficient evidence and investigate this research, the researcher has obtained an answer to the following hypotheses:

Primary hypothesis

H1: There is a significant positive relationship between EO and the performance of SMMEs

Secondary hypotheses (mediating effect of MO)

H2: There is a significant positive relationship between EO and MO of SMMEs.

H3: There is a significant positive relationship between MO and the performance of SMMEs.

H4: MO mediates the relationship between EO and the performance of SMMEs

Secondary hypothesis (moderating effect of ED)

H5: ED moderates the relationship between EO and the performance of SMMEs (The higher the ED, the stronger the positive relationship between EO and performance of SMMEs).

6.5 SUMMARY OF RESULTS

6.5.1 Summary of demographic information of response

The results on the demographic characteristics of the respondents show that the SMME industry is 51% dominated by females. In this study, the majority of SMME owners are between 31 and 40 years old. The results of previous studies showed that 49.5% of women possess SMMEs (Abbas, Mahmood, Ali, Raza, Ali, Aman, Bano & Nurunnabi 2019). On the other hand, San-ong, Adedeji, Cheah, Leong, Tan and Masoud (2021) indicate that 72.4% of SMMEs are owned and managed by males rather than women and that 71% are aged between 21 and 30 years old and this is inconsistent with this study. In addition, most participants work in the service sector compared to retail, manufacturing and accommodation. The survey found that the highest total number of people employed by SMMEs ranges from 0 to 10 and the number of years of operation of SMMEs ranges from 2 to 5 years. This contradicts a study by Chazireni (2017) which found that over 80% of SMMEs have been operating for more than 11 years. In addition, most of the SMMEs that have been in operation for a long time are those that have renewed their plans, goals and goals.

6.5.2 Summary of results on the relationship between entreprenuerial orientation and performance

Explicating the mediating mechanisms underlying the EO-performance relationship remains an important yet underexplored research area in the EO literature (Lumpkin & Dess, 1996; Wales et al., 2013). This study revealed that there is a significant relationship between EO and performance and these findings are consistent with number of studies conducted previously. A study by Shu, De Clercq, Zhou and Liu (2019) using 229 Italian firms point out that all EO dimensions positively affects performance. Furthermore, Otache and Mahmood (2015) investigated 297 bank managers in Nigeria. The outcomes of the structural model indicated a positive and significant link between entrepreneurial orientation and performance. Meanwhile, Aliyu et al., (2015) investigated a study in Nigeria

using 640 owners/managers of SMMEs. The study concluded that entrepreneurial orientation is significantly and positively related to performance. On the other hand, Khan, Rathore and Sial (2020) conducted a study in Pakistan using simple random sampling technique and analysis. The study illustrated positive link between entrepreneurial orientation and entrepreneurial skills, entrepreneurial skills and entrepreneurial performance. Furthermore, Akhtar, Ismail, Hussain and Umair-ur-Rehman, (2015) conducted a study on Asian SMMEs. The study supports that entrepreneurial orientation of a firm has significant positive influence on the performance. Finally, Abbas, Ahmad, Ahmad, Nasim, Fatima, Hussain, Rehman, Khan, Hasanuzzaman, Fahad and Boote, (2017) conducted a study in Pakistan using 213 manufacturing SMMEs. The findings of the study reveal that performance and EO are positively related to one another. However, the context of a firm definitely acts as a moderator by determining the effect of entrepreneurial orientation on performance. This effect is explained by the conditioning power of context over innovation, proactiveness and risk-taking, which are the three major components defining firm entrepreneurial orientation across contexts (Wales et al., 2013). This study further shows that EO is positively associated with the simultaneous and sustained performance of firms and the extent to which government has a role in shaping entrepreneurship in firms (Shu et al., 2019).

6.5.3 Summary of results on the relationship between entreprenuerial orientation and market orientation.

There has been comparatively modest research that examines the link between strategic orientations, such as entrepreneurial orientation and market orientation and their downsides on performance in developing countries. This study reveals a positive effect of EO to MO and it is in line with the results found by Buli (2017) and Gruber-Muecke et al. (2015). Affendy, Asmat-Nizam and Farid (2015) also conducted a study of 386 SMMEs in Malaysia. The findings of the study show that entrepreneurial and market orientation exert a positive effect. Meanwhile, Pratono, Darmasetiawan, Yudiarso and Jeong (2019) conducted a study using 280 firms in

Malaysia and concluded that entrepreneurial orientation and market orientation have a strong influence among each other. Furthermore, Octavia, Indrawijaya, Sriayudha and Hasbullah (2020) conducted a study in Jambi Province using 250 SMMEs that already use digital e-commerce. The results show that entrepreneurial orientation influences market orientation. The findings are also in line with results by Zafar et al. (2016), which point out that the implementation of EO in business is most likely to assist in identifying strong market capabilities. Furthermore, Kajalo and Lindblom (2015) and Ngo and OCass (2012) claim that uni-dimensional studies of EO and MO alone are not sufficient to yield better results and should be linked with other variables to ensure influence among variables and that this contrary to the results found in this study. Furthermore, MO is the core determinant of EO and EO is the predecessor of MO (Ruzgar et al., 2014; Octavia & Ali, 2017).

6.5.4 Summary of results on the relationship between market orientation and performance.

Results on the effect of MO on performance of SMMEs show an acceptable high level of MO on performance. Results show that there is a significant positive relationship between MO and performance. The findings are in line with that of Gruber-Muecke et al. (2015) and Yu et al. (2016). For instance, Sarker and Palit (2015) suggest superior performance is yield through MO and is a complimentary asset. Udriyah, Tham and Azam, (2019) conducted a study in Selangor, Malaysia. The study revealed that market orientation and innovation also have significant effects on performance both directly and indirectly through a competitive advantage. Alobaidi and Kitapci (2019) investigated a study among 189 hotels. The results showed that MO had a significant positive effect on HP (Hotel Performance). Furthermore, Sampaio, Rodrigues and Hernández-Mogollón (2021) conducted a research in Spain and Portugal. The results show that the effect of market orientation on performance is positive and direct. Additionally, Bamfo and Kraa (2019) conducted a study in Ghana. The results showed that the market orientation variable of customer orientation positively and significantly predicts

performance. In this situation, SMMEs need to understand the concept of market orientation, which can bring performance benefits to SMMEs. However, the result of this paper is in conflict with the results of Kajalo and Lindblom (2015), which indicate that MO does not directly affect performance in small firms and indicate that market capabilities act as a link between MO and performance.

6.5.5 Summary of results for market orientation mediating the relationship between entreprenuerial orientation and performance

The study illustrate that MO partially mediate the relationship between EO and performance, with a VAF value of 27%. The results of the study are in contour with that of Filatotchev et al. (2017), Presutti and Odorici (2018) and Vega-Vázquez et al. (2016), suggesting that EO eventually leads to improved MO, which results in improved performance. Furthermore, Boso, Story and Cadogan (2013) conducted a study in Ghana's entrepreneurial firms. The findings of the study indicate that aligning high levels of EO and MO improves performance. Finally, Salehzadeh, Pool, Tabaeeian, Amani and Mortazavi (2017) conducted a study using 164 participants. The results show that market orientation was a direct antecedent of performance. Contrary, Filatotchev et al. (2017) state that MO exclusively mediates the relationship between EO and performance and for business that preserve MO it is advisable to promote MO while sustaining their level of entreprenuerial penchant. Kollmann et al. (2019) advocate that there is no path association between EO and performance and introducing mechanism of MO in EO structure could lead to improved products and services in Germany.

6.5.6 Summary of results for Environmental dynamism moderating the relationship between entreprenuerial orientation and performance.

The study opined the significant effect of ED on the relationship between EO and performance, the findings shows an average weight on the slop plot. The findings of this study are in streak with that of Pulka et al. (2019), Ruiz-Ortega et al. (2013) and Zhai et al. (2018) who postulate that ED modertates the relationship between EO and performance. Asad, Chethiyar and Ali (2020) conducted a study in

Pakistan with 230 participants. The study found that the moderating effect of the external environment on the relationships between total quality management, entrepreneurial orientation, market orientation and performance was also considered significant. Furthermore, Onwe et al. (2020) investigated small firms in Nigeria and reveal that environmental hostility moderates the relationship between Entrepreneurial Orientation and performance positively. Contrarily, Okeyo (2014) and Musawa et al. (2018) disagree with the effect stating that ED affects not all dimensions of EO but one and thus innovativeness. A changing environment provides a company with numerous chances in terms of market demands. In volatile situations, entrepreneurially oriented businesses can outperform their competitors. Firms with a high level of innovation have a better chance of achieving higher levels of performance in a hostile environment (Omri, 2015).

6.6 CONCLUSIONS

6.6.1 Conclusion on demographic characteristics

This study concludes by highlighting that the SME industry is female dominated and the majority of owners are between 31 and 40 years old. These results are not consistent with previous studies as SEDA (2019) found that the age of SMME owners ranges from 45 to 49 years. This is due to the number of SMME owners who have been in the SMME industry for a long time and therefore have experience. The study also found that a larger percentage of SMME owners are in the service industry and this industry is still growing than other industries. The study highlighted that a larger percentage of SMMEs have between 0 and 10 employees and most firms have been in existence for 2 to 5 years. These results indicate that SMMEs are employed according to the definition of SMMEs under the National Small Enterprise Act 1996 (Act No. 102 of 1996), which has been revised and is discussed in Table 2.5 of Chapter 2.

6.6.2 Conclusion on entreprenuerial orientation and performance

The study findings conclude by highlighting the most important items of EO thus, risk-taking, innovativeness, pro-activeness, autonomy and competitive aggressiveness as well as the performance thus, non-financial and financial performance. The items of EO under risk-taking which contribute to performance comprise, “Our business introduced new service and product line in the past three years” pro-activeness,“Our Business typically responds to actions which competitors initiate” risk-taking”, Our Business has a strong proclivity for risky projects” autonomy, “When confronted with decision-making under uncertainly, our business typically encourages the employees to implement key programs without previously consulting the owners”; and competitive agrresiveness, “In dealing with competitors, our business is willing to adopt unconventional methods of competing”. All these EO factors help in achieving business goals.

6.6.3 Conlusion on entreprenueial orientation and market orientation

To create a competitive advantage, SMME owners need to be strategically oriented. In order to do this, it is crucial to improve owners' knowledge of the concept. Owners need to have a clear understanding of the concept of entrepreneurship and its importance in increasing SMME performance. SMME owners must engage themselves and their employees in ongoing strategic orientation training. In addition, they need to increase their knowledge of market orientation to acquire more skills to work efficiently in order to gain a competitive advantage. Additionally, SMME owners must be able to orient both existing staff and new hires on how strategic alignment can impact performance.

6.6.4 Conclusion on market orientation and performance

SMME owners are recommended to exploit market orientation in order to increase performance and are advised to focus on market orientation to achieve improved business performance. It is further recommended that SMME owners need to strategically implement market orientation at the highest order. Furthermore, from the latent variables of MO used in this study i.e. the behavioural approach, it is

clear that it is important for the managers or owners of businesses to periodically perform market researches in order to update the information about the market and the strategies of MO. This will result in improved performance.

6.6.5 Conclusion on mediation (market orientation) on the relationship between entreprenuerial orientation and performance

This study took an approach using performance constructs for SMMEs by EO and MO. Furthermore, all proposed hypotheses of the study supported the approach. From the results, we can conclude that a company showing a high level of EO and MO has the ability to become an entrepreneurial-oriented company and can successfully carry out entrepreneurial tasks and activities. The results of this study conclude by accepting the hypothesis that there is a significant effect of MO on the relationship between EO and performance. This is indicated by the findings indicating a p-value of less than 0.05. This study postulated a direct and indirect effect of MO on the relationship between EO and performance and thus, $p<0.05$. From these findings, it is evident that MO has an influence on EO-performance nexus.

6.6.6 Conclusion of moderation (Environmental dynamism) on the relationship between entreprenuerial orientation and performance

This study followed an approach using performance constructs for SMMEs through EO and ED. Furthermore, all proposed hypotheses of the study supported the approach. From the results, we can conclude that a company that shows high levels of EO and ED has the ability to become an entrepreneurial-oriented company and can successfully carry out entrepreneurial tasks and activities. The results of this study conclude by accepting the hypothesis that there is a significant effect of ED on the relationship between EO and performance. This is denoted by findings that indicate the p value of less than 0.05. This study claimed a direct effect of ED on the relationship between EO and performance and thus, $p<0.05$. From these findings, it is evident that ED has an influence on EO-performance node.

6.7 RECOMMENDATIONS

6.7.1 Recommendations for entreprenuerial orientation and performance

Based on the research results and conclusions, this study recommends that SMMEs need to adopt the EO dimensions; Innovative ability, risk-taking proactivity, autonomy and competitive aggressiveness to increase blood pressure. Entrepreneurs must consider risk-taking to respond effectively and successfully to the dynamic environments in which organisations need to increase the speed of decision-making. Entrepreneurs should innovate and develop new products ahead of their competitors. They should also be proactive by conducting strategic environmental scans for new opportunities in the market. They should also be autonomous when dealing with emergent situations and results in a competitive advantage. Lastly, they should be aggressive when it comes to competition in order to compete effectively and use business resources efficiently.

6.7.2 Recommendations for entreprenuerial orientation and market orientation

Our results give credibility to the premise that market orientation and entrepreneurial orientation are both viable business models for small businesses. Marketing is especially suited to handle the connection between a firm and its environment and entrepreneurial mindset is essential for an organisation's long-term survival in a competitive setting. This suggests that many of the resources required to promote an entrepreneurial perspective may already be available inside the marketing department. Owners and managers of SMMEs must create an organisational culture that will guarantee the correct application of EO and MO components. Once more, the ability by business owners, managers and employees within an organisation to effectively use EO and MO may be connected with that ability. Therefore, in order to update their strategic orientation and create higher levels of customer value, business owners or managers need to exercise and work on MO and EO.

6.6.3 Recommendations for market orientation and performance

Market orientation and performance have a favourable link, which suggests that small business owners would perform better if they gave serious consideration to the operations of both major and latent markets, taking into account both their strengths and weaknesses. Again, if managers/owners and staff collaborate to assure the provision of high-quality goods and services to satisfy customers, small firms will achieve superior performance, which emphasises the need for coordinated marketing. Market orientation clearly has a favourable impact on how well small businesses perform, as evidenced by the high correlation between these two variables and performance. Market orientation and performance have a favorable correlation, which suggests that small business owners will prosper. Therefore, an increase in market oriented practices will result in performance that is at least as high, ensuring the long-term viability of the enterprises. Therefore, the competitive strategy for small businesses should be built around customer and competitor orientation as well as the incorporation of marketing orientation into their corporate culture.

6.6.4 Recommendations for market orientation mediating the relationship between entreprenuerial orientation and performance

Our findings support the idea that small enterprises can successfully operate using both market and entrepreneurial orientation. According to the positive correlation between EO, MO and performance, small business owners would perform better if they carefully considered the operations of both major and latent markets, taking into account both of their strengths and shortcomings. The strong link between these two variables and performance shows that market orientation certainly has a positive impact on how well small enterprises function. A positive association between market orientation and performance predicts that small business owners will do well. In order to ensure the long-term viability of market-oriented practices, more market-oriented practices will produce performance that is at least as high.

6.6.5 Recommentations for environmental dynamism moderating the relationship between entreprenuerial orientation and performance

Entrepreneurs should hold annual or regular growth workshops, semiars and conferences so that they are educated and gain more information on strategic direction and environmental sensitivities/dynamism. It is recommended to include entrepreneurship programmes in higher education institutions or training courses so that entreprenuers will be well aware of the risks and merits of entreprenuership. The implementation of the programme will also help to outline ED in broader form, its definition, methods and link it to entrepreneurial characteristics. Government agencies and SEDA can organise workshops to promote and encourage SMME owners to raise and implement EO in their organisation. Business awareness, training and commercial courses can also help to strengthen the strategic direction of the owner. Financial advisors should be consulted by SMMEs to be educated on the use of financial metrics and indicators to encourage high levels of EO on performance.

6.8 STUDY LIMITATIONS

This study showed pertinent proof for the link between EO and performance. The following discussion reveals the limitations of the study. The first limitation is that the study was conducted on selected communities, namely the Capricorn District Municipality and the Sekhukhune District Municipality in the Limpopo Province. Other districts and provinces were excluded from participating in the study. This limits the researcher to draw broader conclusions about the effects of EO, MO and ED on performance in different domains. Results cannot be generalised to companies that fall within the same range as results may vary based on different municipalities, provinces and countries. Other studies may use different provinces or conduct a national or international study.

Second, the sample of this study includes SMMEs in the retail, manufacturing, accommodation and services sectors. It is therefore recommended to carry out

research into other business areas not mentioned in the future. Other studies can focus on all kinds of sectors as defined by the SEDA to ensure that results are conclusive. Thirdly, the study's use of a cross-sectional research methodology prevents evaluation of the interrelationships between EO, MO, ED and performance's long-term effects. The effectiveness of EO, MO and ED on performance must be evaluated using a longitudinal research design because the benefits from these interventions are difficult to see in the short term. Despite the fact that a positive and significant association between the variables was discovered, methodological variation is still required to evaluate the relationship. Further researchers can deploy longitudinal researches so that the results can be observed over-time and better recommendations made.

Fourthly, since the researcher utilised snowball sampling in this study, there is a possibility for sample bias and a margin of error since some people refer to those that they know who share similar features. As a result, a researcher was able to connect with a small number of participants and would not be able to finish the study with reliable findings. Fifthly, the researcher used convenience sampling, which has the potential for bias and limits our ability to be certain that the sample we are working with is actually representative. Sixthy, future researchers can employ other methods of sampling to better the results. Additionally, qualitative empirical research would provide an in-depth and extensive understanding of the relationship between EO, MO, ED and performance in the context of small businesses.

6.9 SUGGESTIONS FOR FUTURE RESEARCH

This study on the relationship between EO, MO, ED and performance has not recivied much attention, so it is necessary for the study to be undertaken on a national or international basis since this study was only done in selected municipalities of Limpopo Province. Furthermore, future researchers can undertake this study using other methods of research like qualitative or hybrid since the

researcher used the quantitative research method. The researcher of this study used the cross-sectional reseach methodology. It is advisable for future resaerchers to use the longitudinal method in data collection so that conclusions can be based on results that were collected overtime or repeaditly. Additionally, future researchers can use other methods of sampling to better the results and the conclusions of the study. The study used subjective measures of performance, other studies can use objective measures of performance.

6.10 CHAPTER SUMMARY

This chapter discussed the summary, conclusions and recommendations of the study. The chapter notes that the study found a significant positive relationship between all hypotheses put forward. It has been found that there is a significant positive relationship between EO and performance. In addition, a positive significant relationship between EO and MO was found. Based on the hypothesis tested, it was concluded that there is a positive significant relationship between MO and performance. Furthermore, it was also concluded that MO mediates the relationship between EO and performance. Additionally, it was evident that ED moderates the relationship between EO and performance. Therefore, it is evident that EO plays an important role in determining performance through entrepreneurial behaviour in implementing strategic direction. Limits and areas for further research were presented. Limitations identified include considering a longitudinal study to examine how MO and EO enable the delivery of strategic benefits to SMMEs over time. Future research was discussed and include the fact tha the research investigates the effect of owners' characteristics on performance and other strategic orientations.

Additionally, suggestions were made to improve the relationship between EO and performance. One of the recommendations is that government organisations and the Small Business Development Agency (SEDA) organise workshops to encourage and support SMMEs to increase their level of strategic orientation and

entrepreneurial awareness. Another recommendation is training programs and entrepreneurial courses to support owner self-efficacy. Another suggestion is that SMMEs seek out financial advisors to learn how to use financial data and indicators to support high levels of EO on performance.

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ANNEXURE 1: ENGLISH QUESTIONNAIRE

I am Caswell Nkotsana Maja a Master of Commerce student from the University of Limpopo in the department of business management. I am conducting research on the topic: Entrepreneurial orientation and the performance of SMMEs in selected municipalities of Limpopo province: the role of market orientation and environmental dynamism. I request that you participate in my research by completing this questionnaire. Your privacy will be highly maintained since this questionnaire is for research purpose only. Completing this questionnaire will take only 5 minutes of your time and I will appreciate your cooperation.

Request: Please answer by marking (X) in the correct box.

SECTION A: Demographic profile

1. Gender

Male	Female
1	2

2. Age group

Below 20	20-30	31-40	41-50	Above 50
1	2	3	4	5

3. Which industry do you operate?

Service	Retail	Manufacturing	Accommodation
1	2	3	4

4. Which category does your business fall under?

Close Corporation	Sole proprietorship	Partnership	Private
1	2	3	4

5. How many years has your firm been in business?

0-1	2-5	6-10	11-15	16+
1	2	3	4	5

6. How many employees does your firm have?

0-10	11-50	51-250
1	2	3

Section B: EO

Form the table below there are five EO dimensions thus: innovativeness (questions 1-3), pro-activeness (questions 4-6), risk-taking (questions 7-9), competitiveness (questions 10-12) and autonomy (questions 13-15).

Request: Please respond by ticking [X] from 1-5 of the Likert scale. Please indicate your agreement or disagreement with the following statements by choosing either; strongly disagree, Disagree, Neutral, Agree or strongly agree

A. Innovativeness

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
1.	Our business has a strong emphasis on Research and Development, technological leadership and innovations					
2.	Our business introduced new service and product line in the past three years.					
3.	Our business has made drastic changes in product and service lines.					

B. Pro-activeness

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
4.	Our Business typically responds to actions which competitors initiate					
5.	Our business is always the first business to introduce new					

	products/services, administrative techniques, operating technologies, etc.					
6.	Our business has a competitive posture.					

C. Risk-taking

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
7.	Our business has a strong proclivity for risky projects.					
8.	Generally, our business believes that, owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve business objectives when confronted with decision-making situations involving uncertainty.					
9.	Our business typically adopts a bold, aggressive posture to maximise the probability of exploiting potential opportunities.					

D. Competitive aggressiveness

	Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

		1	2	3	4	5
10.	In dealing with competitors, our business intensively monitors the actions of the competitors.					
11.	In dealing with competitors, our business typically adopts a head-to-head confrontational strategy					
12.	In dealing with competitors, our business is willing to adopt unconventional methods of competing.					

E. Autonomy

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
13	When confronted with decision-making under uncertainly, our business typically encourages the employees to act independently without previously consulting the owners.					
14.	When confronted with decision-making under uncertainty, our business typically encourages					

	the employees to make key strategic decisions without previously consulting the owners.					
15.	When confronted with decision-making under uncertainty, our business typically encourages the employees to implement key programmes without previously consulting the owners.					

Section C: Market orientation

A. Intelligence generation

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
1.	In this business, we meet with customers at least once a year to find out what products or services they will need in the future.					
2.	In this business, we do a lot of in-house market research.					
3.	We are speed to detect changes in our customers' product preferences					
4.	We poll end users at least once a year to assess the quality of our products and services.					

5.	We are speed to detect fundamental shifts in our industry (e.g., competition, technology, regulation).					
6.	We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.					
7.	When something important happens to a major customer in the market, the whole business unit knows about it within a short period.					
8.	Data on customer satisfaction are dissemination at all levels in this business unit on a regular basis					
9.	When one department finds out something important about competitors, it is speed to alert other departments.					

B. Intelligence dissemination

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
10	Our business host interdepartmental meetings at least once a quarter to discuss market trends and developments					

11	Marketing personnel in our business spend more time discussing customers' future needs with other functional departments.					

C. Responsiveness

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
12	It takes us little time to decide how to respond to our competitors' price changes.					
13	For one reason or another we tend to monitor changes in our customer's product or service needs.					
14	We periodically review our product development efforts to ensure that they are in line with what customers want.					
15	Several departments get together periodically to plan a response to changes taking place in our business environment.					
16	The activities of the different departments in this business unit are well coordinated.					
17	When we find out that customers					

	would like us to modify a product or service, the departments involved make concerted efforts to do so.					

Section D: Environmental Dynamism

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
1.	Environmental changes in our local market are intense.					
2.	Our clients regularly ask for new products and services.					
3.	In our local market, changes are taking place continuously.					
4.	In our market, the volumes of products and services to be delivered change fast and often.					

Section E: Business Performance

	Statement	**Strongly disagree** 1	**Disagree** 2	**Neutral** 3	**Agree** 4	**Strongly agree** 5
1.	Customer satisfaction has increased during the last 3 years.					
2.	Market retention has increased					

	for the last 3 years.					
3.	Increased performance compared to competitors in the past 3 years.					
4.	Our sales have increased during the last 3 years.					
5.	Our market share has increased for the last 3 years.					
6.	Our profit growth rate has increased during the last 3 years.					

…. Thank you….

…. For your…...

….. Participation ….

ANNEXURE 1: SEPEDI POTŠIŠONYAKIŠIŠO

Leina laka ke nna Caswell Nkotsana Maja ke moithuti wa Masetase wa taolo tša kgwebo ka Unibesiti ya Limpopo. Ke dira dinyakišišo ka sererwa se selatelago: tša kgwebo ponagalo ya go phrintha le dirago ya SMMEs go mebasepala eo e kgethilwego ya Porofense ya Limpopo: tirišo ya mmaraka ponagalo ya go phrintha le tiragalo ya tikologo. Ke kgopela gore le tšeye karolo mo nyakišišong yaka kago thlatša potšišonyakišišo ye. Go tšea karolo ga lena etlaba sepiri, kage potšišonyakišišo ye ele ya dinyakišišo fela. Yona etla tšea fela metsotso eme hlano legona nka thabela perekišano mmogo ya lena.

Kgopelo: Araba ka go thala sefapano goba khross (x) go lepokisana leo le nago le Karabo ya maleba go ya ka wena/lena.

KAROLO A: Phorofaele ya tša botho

7. Bong

Monna	Mosadi

8. Legoro la tša bogolo

Ka tlase 20	20-30	31-40	41-50	Go feta 50
1	2	3	4	5

9. Tša kgwebo/Mošomo

Ditirelo	Tša go rekiša	Tšweletšo
1	2	3

10. Kgwebo ya gago e wela legorong lefe?

Ya bolaodi	Ya gago o le tee	seboka	praebete
1	2	3	4

11. Ke mengwaga e mekae e šoma kgwebo yeo ya lena/ya gago?

0-1	2-5	6-10	11-15	16+ go feta
1	2	3	4	5

12. E nale badiredi/bašomi ba ba kae?

Lefeela	1-10	11-50	51-250
1	2	3	4

Karolo ya B: tša kgwebo ponagalo ya go phrintha

Gotšwa go tafola ye elatelago, gona le balele bogolo tše hlano tšona ke: Bokgoni/bomfsa (1-3), Thego-tiragalo (4-6), Tšeyo ya kotsi (7-9), Phadišano šoro (10-12) le Boipušo (13-15).

Kgopelo: le kgopelwa gore le arabe kago thala [X] go tlhoga go 1-5 ya Likert scale.le kgopelwa gape gore le bontšhe gore lea dumela goba lea gana ka dipolelo tše dilatelago; Aowaowa, Aowa, Ga kene nnete, Ee le Nnete nnete.

A. Bokgoni/bomfsa

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
1.	Kgwebo ya rena e tšeela R&D, thekinolotši, boeteapele le bokgoni hlogong kudu-kudu.					
2.	Kgwebo ya rena e tšweleditše ditirelo le ditšweletšwa tše mpsha megwageng ye meraro ya go feta.					
3.	Kgwebo ya rena e diragaditše diphetogo lefapheng la ditirelo le ditšweletšwa.					

B. Thego-tiragalo

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
4.	Kgwebo ya rena e fetotša magato ao barekiši mmogo ba tšeago					
5.	Kgwebo ya rena e phela ele ya mathomo goka tšweletša ditirelo, ditšweletšwa, thekinolotši, etc tše dimpsha					
6.	Kgwebo ya rena ene phadišano					

	kgathegile.					

C. Tšeyo ya kotsi

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
7.	Kgwebo ya rena ene tshepho e kgolo go diprojeke tša goba le kotsi					
8.	Gabotse-botse, Kgwebo ya rena e dumela gore go kolota/šetša tša thlago kudu go thuša go tšweletša Boyo ba kgwebo pele o lebane le sephetho seo sesenego le tshepho.					
9.	Kgwebo ya rena e amogela mafolofolo, bogale le seemo goka godiša letseno.					

D. Phadišano šoro

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
10.	Ge re lekola barekiši mmogo ba rena, Kgwebo ya rena e lekola magato le dipheto tša barekiši					

	mmogo.					
11.	Ge re lekola barekiši mmogo ba rena, Kgwebo ya rena e amogela maano ao a lebeletšanago.					
12.	Ge re lekola barekiši mmogo ba rena, Kgwebo ya rena amogela mekgwa ya makgonthe yago phadišana					

E. Boipušo

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
13	Ge re lebane le sephetho seo se senago ler tshepho, kgwebo yaka efa babereki tumelo ya goka tšeea sephetho ntle le goka bolela le babagolo ka kwebong.					
14.	Ge re lebane le sephetho seo se senago ler tshepho, kgwebo yaka efa babereki tumelo ya goka tšeea sephetho mabapi le maano ntle le goka bolela le babagolo ka kwebong.					
15.	Ge re lebane le sephetho seo					

	se senago ler tshepho, kgwebo yaka efa babereki tumelo ya goka tšeea sephetho mabapi le mananeo ntle le goka bolela le babagolo ka kwebong.					

Karolo ya C: Bohlabela bja mmarakeng

A. Mahlale a meleko

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
1.	Kgwebo ya rena, re gahlana le bareki barena gatee mo ngwageng go leka go hwetša gore baka thabela ditirelo le ditšweletšwa dife ka moso.					
2.	Kgwebo ya rena, re dira kudu dinyakišišo tsa mmaraka re etela bareki ka gae.					
3.	Kgwebo ya rena e kapela go lemoga diphetogo go dikgetho tša bareki					
4.	Kgwebo ya rena e lekola khwalithi ya ditirelo le ditšweletšwa ga tee mo ngwageng					
5.	Kgwebo ya rena e ka pela goka lemoga diphetogo kamo					

	indasitiring (e.g diphadišano, thekinolotši, melao).					
6.	Kgwebo ya rena ka mehla le mehla e lekola/šetša kgonagalo ya diphetogo tšeo e sa di laoleng go bareki.					
7.	Ge go kaba le seo se diragalelang moreki mogolo ka mmarakeng, kgwebo ka moka etlo tseba ka nako e nnyane.					
8.	Ditsebišo ka kgotsofalo ya bareki e phatlalatšwa kgwebo ka moka ka mehla yohle					
9.	Ge dipatemente e tee e hwetša se sengwe ka barekiši mmogo, e phatlalatšwa ka pela go tše dingwe di dipatemente					

B. Kabelo ya mahlale

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
10	Kgwebo ya rena e swara					

	mebithini ga tee mo kgweding tše tharo ka mmaraka le kgodišo ya ona.					
11	Motho wa go bereka ka mmaraka o tšea nako e ntšhi a bolela ka mo a swanetšego go kaonafatša ditirelo tša bareki					

C. Karabelo

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
12	Ere tšea nako e nnyane goka fetola go theko tša barekiši mmogo go rena					
13	Ka lebaka le le tee goba a mang re lekola diphetogo tša ditirelo le ditšweletšwa tša bareki ba rena					
14	Ka mehla re lekola ditirelo le ditšweletšwa tša rena go kgonthišiša gore di ka maleba goka kgotsofatša bareki ba rena					
15	Di dipatemente tše mmalwa di dula fase ka mehla go lekola					

	diphetogo tšeo diragalang ka lefaseng la tša di kgwebo					
16	Di kgato tša di dipatemente tšeo di fapanago kamo kgwebong dia kgokaganywa					
17	Ge re hwetša gore bareki ba duma ditirelo goba ditšweletšwa dika fetolwa dipatemente yeo e dira bo nnete ba taba eo.					

Karolo ya D: Phetogo ya tikologo

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
1.	Phetogo ya tikologo ka mmarakeng wa rena wa kgauswi e kudu					
2.	Bareki ba rena ba phela ba botšiša ka ditiragatšo goba ditšweletšwa tše dimpsha					
3.	Ka mmarakeng wa rena wa kgauswi, diphetogo di diragala ka mehla					
4.	Ka mmarakeng, ditšweletšwa le ditiragatšo di fetoga ka pela le ka					

	mehla					

Karolo ya E: Tiragalo tša kgwebo

	Setatamente	**Aowaowa** 1	**Aowa** 2	**Ga kene nnete** 3	**Ee** 4	**Nnete nnete** 5
1.	Leswao la rena le lemogilwe kudu mengwageng ye meraro yago feta					
2.	Kgotsofalo ya bareki e nameletši mengwageng e meraro yago feta					
3.	Re lotile bareki ba bantšhi mengwageng eme raro yago feta					
4.	Koketšo ya tiragalo re lebeletše ya barekiši mmogo megwageng ye meraro yago feta					
	Letseno la rena le gotše mengwageng e meraro ya go feta					
	Shere tša mmaraka di hlatlogile mengwageng e meraro yago feta					
	Boelwe ba rena bo nameletše mengwageng e meraro yago feta					

…. Ke leboga….

…Nako…

…Ya lena…

ANNEXURE 2: CONSENT FORM

Research title "Entrepreneurial orientation and the performance of SMMEs in selected municipalities of Limpopo province: the role of market orientation and environmental dynamism".

Researcher: Caswell Nkotsana Maja

I. _____hereby voluntarily agree to participate in the following project: Entrepreneurial orientation and the performance of SMMEs in selected municipalities of Limpopo province: the role of market orientation and environmental dynamism.

I understand that:

1. My responses will be treated with confidentiality and only be used for the purpose of the research.

2. No harm will be posed to me.

3. The research project aim has been explained to me.

4. I do not have to respond to any question that I do not wish to answer for any reason.

5. Access to the records that pertain to my participation in the study will be restricted to persons directly involved in the research.

6. Any questions that I may have regarding the research, or related matters, will be answered by the researcher.

7. Participation in this research is entirely voluntary and I can withdraw my participation at any stage.

8. I understood the information regarding my participation in the study and I agree to participate.

Signature of interviewee **Signature of witness**

_____ _____

Signature of interviewer

_____

Signed at_____ on this ____ day of _____20___

ANNEXURE 3: EDITORIAL LETTER

Stand 507 Caledon village, email: kubayijoe@gmail.com, cell 0794848449

04 October 2022

Dear Sir/Madam

SUBJECT: EDITING OF DISSERTATION

This is to certify that the dissertation entitled 'Entrepreneurial orientation and the performance of small, medium and micro enterprises in selected municipalities of Limpopo Province: the role of market orientation and environmental dynamism' by Caswell Nkotsana Maja has been copy-edited and that unless further tampered with, I am content with the quality of the dissertation in terms of its adherence to editorial principles of consistency, cohesion, clarity of thought and precision.

Kind regards

Prof. SJ Kubayi (DLitt et Phil)

ANNEXURE 4: SIMILARITY RESULTS

Masters research

ORIGINALITY REPORT

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