

Entrepreneurial Strategies and Export Diversification: Assessment Of Small And Medium Business Enterprises In Kwara State

Abba Zekeri (PhD)¹, Issa ABDULRAHEEM (PhD)² & Sola Johnson, OGUNBIYI³

Over the Nigerian economy, there is the need to boost the growth of the agricultural sector. The Economic Intelligence Unit reports that the Nigerian agricultural sector will remain not just as a supporter of generally monetary development, but also as a major source of labour. The study employed a cross sectional survey approach due to the types involved in the study of Small and Medium Enterprises. The population of the study was drawn from 84 agribusinesses in Kwara State who are into importation of agricultural products. The study was analyzed using analysis of variance (ANOVA) to determine the effect of the variables. The investigation found that entrepreneurial strategies are undoubtedly key factors used essentially for agribusiness performance. The study concluded that entrepreneurial strategies are key factors for export diversification which should be given due consideration by all the stakeholders. From the study, it has been set up that entrepreneurship has limit ought to be energized and upgraded by improving the fare enhancement. It is recommended that entrepreneurship strategies should be integrated into capacity building should be improved and promoted further to elicit the resilience in pro-activeness, risk-propensity and innovativeness needed by the agribusiness SMES to ensure diversification. Hence, Government should set up satisfactory framework for agribusiness SMEs to improve their expansion.

Keywords: Agribusinesses, Entrepreneurship, Export Diversification, Innovative capacity, Expansion.

Introduction

Export diversification among small and medium-sized enterprises (SMEs) is a subject of considerable relevance, principally owing to the observed growth effects of cross border trading, and the demonstrated capacity of SMEs to drive economic development at national, regional and global levels. Diversification is seen as a huge part of the amplification of business earnings and in the course of the most recent couple of decades, numerous SMEs began it as a requisite of business achievement. An extraordinary number of firms have decided to work globally as the world has become globalized bringing about a quick increment in worldwide exchange. Fare broadening no longer include 'just huge associations; additionally numerous SMEs effectively enhanced and speak to a significant piece of global business.

As a result, SMEs today more frequently experience universal issues tantamount to those of large organizations. Notwithstanding the perceived commitments of SMEs to worldwide

¹Senior Lecturer, Department of Business and Entrepreneurship, Kwara State University, Malete

²Associate Professor, Department of Business and Entrepreneurship, Kwara State University, Malete

³Postgraduate Student, Department of Business and Entrepreneurship, Kwara State University, Malete

Corresponding Author: covid19palliativeforcoops@gmail.com: Phone: 08138473475

of worldwide fares have fallen consistently over ongoing decades, to approach levels. The decrease in sends out inside this district raises questions about establishments, techniques and government strategies planned for upgrading send the locale have added to an improvement or decay in SMEs' global exchange. e of SME exports diversification forms have been perceived in sub Saharan area all in all. In Nigeria, it is obvious that the local market is frail, and without trade inclusion, it will be probably not going to drive firms into Likewise, other African nations have shown that the general inward local market is too little to even consider propelling firms' versatility. Likewise, because of firms are at expanded danger of disappointment, on the off chance that they decide their household showcase (Akande,2018).

Nigerian economy all in all, there is a need to help the development of the rural intelligence Unit report (The Economist, 2013) conjectures that the Nigerian vision will stay significant, not just as a supporter of by and large monetary vision in addition as a significant boss of work. The agrarian segment extends to al for development and employment creation. Nigeria's agrarian area is y SMEs. SMEDAN (Small and Medium Enterprises Development Agency of conveyed by Nigeria's Minister for Trade and Investment (March 2013), express tribute 98.01 % of the all out commitment of agrarian part organizations to Developing organizations are frequently estimated as far as their capacity to eir local markets, and specifically the fare of their items and administrations. assets and capacities could impact their capacity to act in sending out. An and capacities could influence an association's capacity to meet the prerequisites rkets and could in this manner genuinely hamper the fare execution of the firm & Fernandez Ortiz, 2010). Examination to recognize the impact of agricultural ad abilities on the fare execution of this area is subsequently essential so as to ion to satisfy its latent capacity. As per Balabanis and Katsikeas (2003) universal ted with a great deal of hazard, decisively in light of the vulnerability natural in just as the intricacy and antagonism that exists in worldwide markets. This fixate on the segments of enterprising direction which are imaginativeness, and the limit or ability of the firm to face challenges (Patel & D'Souza, 2009; Katsikeas, 2003; Lumpkin & Dess, 1996; Miller, 2013). The significance of ection to the endurance and execution of firms has been recognized in the g (Lumpkin & Dess, 2001; Wiklund & Shepherd, 2015; Covin & Slevin, 1991; Hughes & Morgan, 2007). It has additionally been stretched out to SMEs' ion concentrates in a Nigerian setting (Ibeh & Young, 2001; Ibeh 2013; Okpara 2010). Pioneering direction and the ability to internationalize is regularly an is' capacity to outfit assets from outside, not least in view of asset requirements. the study examined the effect of entrepreneurial strategies on export among agribusiness SMEs in Kwara State.

Review

arification

strategies have risen as a significant idea in the internationalization and business ing in the course of recent decades (Huang et al., 2010; Ibeh and Young, 2001).

posed by Miller (2013), EO includes an association's eagerness to advance and market contributions (innovativeness); to take risks by trying out new and uncertain services (risk taking); and to be more proactive than its competitors in seeking out new opportunities (proactiveness).

Therefore, considers an entrepreneurial firm to be one that participates in product innovation, undertakes risky ventures and develops proactive innovations ahead of others (Baker and Sinkula, 2009; Liu et al., 2011; Runyan, et al. 2018). In like way, Dess (2001), Entrepreneurial strategies are the procedures, practices, and dynamic lead to new section or new pursuit dispatch and backing of business exercises. Mill operator (2013) seems to offer the soonest operationalization of the section idea. He explains the develop of enterprising direction by characterizing a firm as one that participates in item promoting advancement, attempts to some degree first, and is first to think of proactive developments, beating contenders to the entrepreneurial orientation has risen as a significant idea in the internationalization and growth in the course of recent decades (Huang et al., 2010; Ibeh and Young, 2001). As proposed by Miller (2013), Entrepreneurial strategy includes an association's eagerness to restore its market contributions (imaginativeness); to face challenges by taking on and dubious items and administrations (chance taking); and to be more proactive in searching out new commercial center chances (proactiveness). Mill operator along these lines, believes a pioneering firm to be one that takes an interest in item development, embraces hazardous endeavors and creates proactive developments in business (Baker and Sinkula, 2009; Liu et al., 2011; Runyan, et al. 2018). In like way, Dess (2001), Entrepreneurial strategy is the procedures, practices, and dynamic lead to new passage or new pursuit dispatch and backing of business exercises. Mill operator (2013) seems to offer the soonest operationalization of the section idea. He explains the build of pioneering direction by characterizing an organization as one that takes part in item showcasing development, embraces to some degree first endeavors, and is first to think of proactive advancements, getting the best of

Resource Leveraging

Resource leveraging refers to systematically assessing the use of existing resources, identifying additional resources, or creating new resources in community and state systems to meet needs (e.g., leveraging existing funding streams or newly identified funding opportunities for organizations not previously accessed, and leveraging new opportunities). Organizations are frequently estimated regarding their capacity to work outside their boundaries, and specifically the fare of their items and administrations. Agrarian SMEs' characteristics could impact their capacity to act in sending out. An absence of asset and influence can influence an association's capacity to meet the prerequisites of unfamiliar markets in this manner truly hamper the fare execution of the firm (Arteaga-Ortiz & 2010). Examination to distinguish the impact of rural SMEs' assets and abilities in this area is along these lines important so as to enable the segment to increase its capacity.

Innovativeness

Innovativeness is the number one characteristic of an entrepreneurial organization (Kuratko, 2011). It is an act that sees creative ideas through, resulting in new products or services. Schumpeter refers to innovation as the process of creatively destructing an "old order"

a "new order" as a result of new combinations (Barringer & Bluedorn, 2011, 2001). Innovative organizations see things the way others see them but do it differently. It is the ability to translate creative ideas into something concrete, unique, or useful. Innovation could be product-market innovation or technological innovation. Innovation could be strategic renewals or improvements to existing products, processes, or services (Gertsen, & Riis, 2006). According to Schumpeter, innovative acts result in new products, processes, sources of raw materials, and organizations (Kuratko, 2019; Lassen

Networking
Networking is the way toward setting up a commonly valuable relationship between different businessmen and likely customers or potentially clients. Additionally, it is a lot of hubs (for example, associations, singular, work unit) and ties between them (Galaskiewicz, Greve and Tsai, 2004). Networking can be portrayed as the creation of autonomous hubs with direct or potentially circuitous connections (De Man, 2006). Networking is controlled by the basic inspiration of the person to procure what they need/wants from the other individual. Networking has been portrayed as a way to interface, mingle and work with others (Van Winkelen, 2003). Networking helps to create a place that can expand one's own worth and thusly draw in others to join (Or, 2006).

Networking is not restricted to specific situations and people can network at any time and place, wherever there is an opportunity a networking opportunity (Yeung, 2006). Systems administration should take into consideration effective strategic approaches and the improvement of organizational culture (Kay, 2004), trust and social capital, which add to the accomplishment of organizational endeavors in a business (Yeung, 2006). Igwebuike (1998) coordinated trust and common regard in business practice to the board by expressing that they need to participate in some type of networking so as to expand their activity

Proactiveness
Proactiveness is concerned with the capacity of an association to distinguish or envision opportunities and marshal out assets to abuse recognized open doors before different competitors. It is tied in with being the first or among the first to recognize the nearness of market openings and adventure them. A proactive firm can see openings where others see none. An association can be proactive in identifying potential market needs and taking activities, through conveying quality items, to meet these needs. As indicated by Miller (2017), proactive firms follow up on as opposed to waiting for opportunities in their surroundings.

Miller (2015) noticed that proactiveness is of specific significance to send out arranged marketing scenarios. Indeed, scientists have discovered that SMEs that forcefully and frequently advertise data and exercises regularly increase first-mover points of entry and have the option to profit by nearby market openings and accomplish better monetary results (Huang et al. 2012). Huang et al. (2010) and Yang (2008) proposed that attributable to their proactive nature SMEs will in general perform better since they to a great extent seek after opportunities in front of contenders. Also, Ibeh and Young (2001) note that some SMEs tend to be proactive and aggressive in their pursuit of opportunities in overseas markets while others tend to be reactive (conservative).

ence

such as Lages and Montgomery (2014); Ibeh (2014); Sousa, (2014); Kazem and Ali; Shamsuddoha and Ali (2016) used either objective or subjective measures for performance. Objective measures use actual data whereas subjective measures use self-evaluation of export performance (Zou & Stan, 1998; Katsikeas et al., 2000). Some research has used multidimensional measures, combining two or more export performance measures (Belso-Martinez, 2016; Altintas, 2017). Objective measures found in the literature is export sales' growth and export intensity (export as percentages of total sales). However, some researchers argue that export performance is not an objective (Louter et al., 2011). Therefore, some researchers used subjective measures such as executives' and export managers' perceptions of export performance (Shoobridge, 2014). They argue that a reasonable measure of success is the ability to meet a company's goals and therefore any measure of export performance should include self-assessment of success. Also, there is consensus in the literature that management expectations and commitment are important in export initiation, continuation and eventual export success (Cavusgil, 2014; Williams, 2012). The use of subjective measures appears to be advantageous because data is easier to collect. Management evaluation of a firm's export performance appears to be guided more by their subjective perceptions than by objective measures (Ripolles, 2018). The most widely used performance measure according to export intensity

used either objective or subjective measures for export performance (Lages & Montgomery, 2014; Ibeh, 2014; Sousa, 2014; Kazem & Heijden, 2016; Shamsuddoha & Ali, 2016). Objective measures use actual data whereas subjective measures use perceptions and self-evaluation of export performance (Zou & Stan, 1998; Katsikeas et al., 2000). Some research has used multidimensional measures, combining two or more export performance measures (Belso-Martinez, 2016; Altintas, 2017). Objective measures found in the literature is export volume, export sales' growth and export intensity (export as percentages of total sales). However, other researchers argue that export performance is not an objective (Louter et al., 2011). Therefore, some researchers used subjective measures such as executives' and export managers' perceptions of export performance (Shoobridge, 2014). They argue that a reasonable measure of success is the ability to meet a company's goals and therefore any measure of export performance should include self-assessment of success. Also, there is consensus in the literature that management expectations and commitment are important in export initiation, continuation and eventual export success (Cavusgil, 2014; Williams, 2012). The use of subjective measures appears therefore to be advantageous because data is easier to collect. Management evaluation of a firm's export performance appears to be guided more by their subjective perceptions than by objective measures (Ripolles, 2018). The most widely used performance measure according to export intensity

based on the resource based view theory which advocates for the formulation of the suitable strategy requires not only the control of resources and the ability to organise and alter them (Bamey et al., 2001; Eisenhardt & Bamey, 2001; Peteraf, 1993). Where this is the case, unique resources and capabilities sustain competitive advantage (Conner, 1991; Haahti et al., 2005; Barney, 1986). Empirical research on the resource-based view have revealed that core competences rather than static resources are essential to determining

relative position of a firm (Newbert, 2007). Firms in evolution countries may face asset obsolescence, or be subject to an excess of physical resources (Fahy et al., 2003; Heath, 1996). This might prompt firms to constantly update their strategies. Firms in significant change nations may confront shortcomings and outdated nature, or be subject to an abundance of physical assets (Fahy et al., 2003; Peng and Heath, 1996). This prompts firms to continually refresh their systems. The technique (Hoskisson et al., 2000) of examining variables need to date been the subject of little examination utilizing an asset based perspective with regards to change economies. This stands out from across the board examination of analysts of asset based ideas to a wide scope of examination points, for the most part about an intricate and fluctuated set of factors marked as assets and additionally resources (Barney et al., 2001; Makadok, 2001; Newbert, 2007; Schulze, 1994) or unmistakable as well as resources (Barney et al., 2001; Wemerfelt, 1984).

Assets can be seen as groups of substantial and elusive resources, including an organization's administration aptitudes, its hierarchical procedures and schedules, and the data and controls (Barney et al., 2001). Different adaptations of the RBV structure have been made. These renditions incorporate, yet are not constrained to: (1) powerful ability (Barney et al., 1997); (2) asset shortage hypothesis (Castrogiovanni et al., 2006); (3) asset shortage hypothesis (Pfeffer and Salancik, 1978); (4) asset trade hypothesis (Zacharakis, 1991). The asset based perspective on the firm (Barney, 1991). In any case, while these renditions examine their underlying foundations and motivations from the compositions of many (for example the dynamic capacity hypothesis and the asset shortage) hypotheses, they are not Barney's (1991) system, which accomplished far reaching notoriety. Barney's system is from strategic management and is alternatively referred to as the resource-based view (RBV). The fundamental suspicion of the RBV (Barney, 1991) is that a firm has unique assets that are fixed, uncommon, non substitutable and non-imitable that give it an upper hand over the next. As indicated by Barney, the causality between these assets (that are stationary, uncommon, non substitutable and non-imitable) and the firm's performance or a gathering of firms is exceptionally uncertain, dubious and hazy, even to the firms themselves. Following Barney, these logical factors chiefly represent the firm's upper hand as well as upper hand in a given industry. The hypothesis is that it will take rivals in a similar industry longer to find the insider facts behind the firm's prosperity (upper hand) in light of the fact that of the heterogeneity and the recipient firm(s) have.

The ownership of such assets will accumulate upper hand to the business being, the business leader(s) can in any case continue this bit of leeway for as long as well as over the long haul since rival firms will regularly set aside a more time to make up for lost time. Subsequently, the main firm(s) can accomplish a long-term upper hand.

The effect of entrepreneurial orientation on performance of handicraft business was studied. The study was conducted among the members of Federation of Handicrafts. A simple random sample is employed among 397 population and 196 completed the survey questionnaire. Out of this, 178 responded but only 161 of this business performance is measured through the three dimensions, namely profitability, growth and innovation. Descriptive statistics, correlation and regression analysis are used to infer results. However, business status, respondents' qualification,

coverage, employment generation, and gender equality seemed good but fertile areas of were found only in tourist areas of Nepal. The findings of correlation and regression that autonomy, risk-taking, and pro-activeness and competitive aggressiveness were correlated with business performance. However, innovativeness had no correlation with business performance of handicraft enterprises in Nepal. The empirical findings of their recommended that the companies should pay proper attention to expand their business in Nepal as well because Nepal has also other potential areas of tourism.

(2016) in his study titled "entrepreneurial orientation dimensions and business performance of women entrepreneurs in Three Ghanaian cities" posits that women entrepreneurs and small businesses play a significant role in fostering economic growth and development through possession of Entrepreneurial Orientation Dimensions (EODs). The objective of the study was to examine the EODs and business performance of women entrepreneurs in three cities (Accra, Kumasi and Takoradi) using Lumpkin and Dess (1996) five EODs. Questionnaires, interviews and observation were used to collect data from 286 women entrepreneurs from these three cities. Data were analyzed with thematic analysis and chi-square test. Of the five EODs were perceived to be important for business performance. Innovation, ethical orientation was also found to be important for business performance of entrepreneurs. Marital status, number of children, age and size of business as well as beliefs were factors that inform EODs of women entrepreneurs. The study suggested that the realities of women entrepreneurs should be incorporated at the formulation stage of all entrepreneurial related policies.

6) in his study, "entrepreneurial orientation and business performance of handicraft enterprises in Nepal: a study of Nepalese Handicraft Enterprises" represents the role of Entrepreneurial Orientation in business performance of handicraft enterprises in Nepal. The examination of the impact of five EO measurements on craftsmanship business execution. An irregular example was utilized among 397 populace and 196 respondents were interviewed. The business execution is estimated through the three measurements, to be innovativeness, development, and benefit. Elucidating insights, connection and relapse were utilized to dissect the information and to surmise results. Nonetheless, business owners' capability, national inclusion, work age, and sexual orientation appeared to be acceptable yet prolific zones of business were discovered in several zones of Nepal. The discoveries of connection and relapse speak to that risk-taking, and professional liveliness and serious forcefulness were related with business execution. In any case, creativity had no relationship with execution of craftsmanship undertakings in Nepal. The exact discoveries of their study suggested that the organizations should give legitimate consideration to extend their business in different States of Nepal too in light of the fact that Nepal has additionally other potential areas of the travel industry.

6) in his study titled "entrepreneurial orientation dimensions and business performance of women entrepreneurs in Three Ghanaian cities" posits that Ghanaian women entrepreneurs and small businesses play a significant role in fostering economic growth and development due to their possession of Entrepreneurial Orientation Dimensions (EODs). The objective of the study was to analyze the EODs and business execution of ladies business in Ghanaian urban areas (Accra, Kumasi and Takoradi) utilizing Lumpkin and Dess (1996) five EODs model. Surveys, meetings and perception were utilized to gather information

business people from these three urban communities. Information were dissected using regression and chi-square test. Four of the five EODs were seen to be significant for the study. Furthermore, moral direction was likewise seen as significant for the study of ladies business visionaries. Conjugal status, number of kids, age and size of the business were factors that educate EODs of ladies business people. The study suggested that the real factors of ladies business visionaries ought to be taken into account in the plan phase of all innovative related strategies.

Jack (2017) examined the entrepreneurial orientation and sustainability decision making and Entrepreneurial orientation and its effect on sustainability decision making in the study of sustainable fashion firms. The study made use of exploratory and confirmatory data were collected through structured surveys and rich in-depth interviews. The study used a multi-dimensional measure of entrepreneurial orientation (innovativeness, risk-taking and future orientation) and a multi-dimensional measure of sustainability decision making (economic, social and ecological). From the data, the study provide insights to sustainable entrepreneurs that effect the allocation of resources internal and external to the firm (e.g. strategic partnerships, recruitment, product development) in decision making that is aligned with their sustainability orientation.

The study also examined how the entrepreneurial orientation (EO) (innovativeness, risk-taking and future orientation) influenced the performance of exporting small and medium enterprises in Nigeria. It adopted a Descriptive research design via the structured survey questionnaire administered to a sample of 134 exporters handling non-oil export in the textile, food processing, light manufacture industries, mechanised agriculture and as suppliers of services. The results of the descriptive data imply that entrepreneurial orientation works better when all the dimensions are put to use as a whole than as individual, then the contributions of EO to the performance of the firm. However, their innovativeness was low. The study recommended that innovativeness should be encouraged and enhanced by improving the technological networking for competitive innovations in the foreign market. Entrepreneurship education should be promoted to permeate the socio-economic environment with attributes necessary for sustainable growth, the export production should be technologically to enhance innovativeness, as well as stable and consistent government regulations among other factors should be entrenched in the system to reduce the environmental stressor.

Ahmed (2016) examined the relationship between entrepreneurial orientation and performance of SMEs. The Study inspected whether competitive advantage orientation and performance of SMEs. Surveys was utilized to gather data from Kano. Fractional Least Square auxiliary condition was used for the information examination and speculations testing. The finding of the study was that Competitive Advantage intervenes the connection between entrepreneurial orientation of SMEs. The examination add to Resource Based View of SMEs and offers some proposal to strategy producers.

Seabrook (2019) analyzed the connection between innovative direction, government and the execution of Nigerian SMEs in the rural area. The result of this investigation is the ability of rural SMEs to be proactive, creative and daring people just as government effect on send out execution of Nigeria Agricultural SME's. SME internationalization is at a disturbing pace, showing the worldwide noteworthiness of SMEs to both worldwide markets. The rural area has end up being basic to the development of the economy; as far as both imaginative results and occupation creation quite a bit of these SMEs capacity to send out their items. The paper closes by introducing zones for research on pioneering direction and the significance of sending out to support economy

Methodology

The study employed a cross sectional survey approach due to the complexities involved in the study. The population of the study was drawn from all SMEs Agribusinesses in Kwara State into importation of agricultural produce. The State has a relatively high number of agribusinesses with different practices due to different cultural, geographical background of the people. Kwara State also has the advantage of growing different crops. The study based on convenience sampled 84 agribusinesses registered with Export Promotion Council, Ilorin Zone. Data collection was done by use of a closed questionnaire. The questionnaire was adopted from similar relevant studies with some modifications aimed at addressing the specific context. It was structured into personal profile of respondents, organizational profile and information addressing research questions that were of the point type, Likert scale ranging from 5 - denoting a strongly agreed to 1 - strongly disagreed. A confirmatory factor analysis was carried out to test whether the construct are consistent with a researcher's understanding of the nature of that construct. The researcher also used explanatory factor analysis to confirm further the relationship between the variables. The standard multiple regression was used to analyze the data from the study.

Results and Interpretation

Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.751 ^a	0.564	0.555	0.40505

Dependent Variable: Exportation 2020

The table presents the model summary of the effect of entrepreneurial strategies on exportation. The table shows R-squared and Adjusted R-squared to be 0.564 and 0.555 respectively, which implies that entrepreneurial strategies explains about 56.4% of variation of exportation. The standard error of the estimate stood at 0.405, and this indicates this value is derived from serial correlation.

Sum of Squares	df	Mean Square	F	Sig.
41.239	4	10.310	62.841	.000 ^b
31.828	194	.164		
73.067	198			

Table: Export Diversification

Dependent Variable: Resource Leverage, Innovative capacity, Networking Capability and Proactiveness
Exportation 2020

the analysis of variance (ANOVA) for the model. F statistic is shown with probability value 0.000 indicating the reported F statistic is significant. This overall model is significant. In other words, entrepreneurial strategies has export diversification.

ats ^a	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
	.263	.161			1.632	.104
age	-.026	.060	-.025		.438	.662
acity	.833	.070	.762	11.974	.000	
	.071	.046	.074	1.526	.129	
	-.020	.077	-.019	-.260	.795	

Model: Export Diversification

Version 2020

ats the coefficient of the effect of entrepreneurial strategies on export result shows export diversification has a positive effect on export positive impact of this variable is found to be statistically significant with having β value of 0.833. This is evident from the probability value (Sig.) (i.e. 5% level of significance). A unit increase in innovative capacity lead to in export diversification. This was supported by the study of Ezie, and examined impact of entrepreneurship orientation on SMEs performance in central Nigeria as a study. The study recommended that SMEs operators to their knowledge with recent technological additions so as to be equipped with skills needed to serve their old and potential customers to enhance sales growth generations. Similarly, Nik and Ibeabuchi (2019) also established that by their research on entrepreneurial orientation and the importance of exporting to the economy, the study is also in line with study of Adesanya (2018) who suggested entrepreneurship education should be promoted to permeate the socio-economic attributes necessary for sustainable growth, the export production base should be strengthened to enhance innovativeness, as well as stable and positive trade relations among other factors should be entrenched in the system to improve the environment stressor.

Recommendations

Entrepreneurial strategies are undoubtedly macroeconomic upshots used essentially for performance. Hence entrepreneurial strategies are key factors for export

tion which should be given due attention by all the stakeholders. From the study, it has been established that entrepreneurial innovative capacity should be encouraged and enhanced by the export diversification. It is therefore recommended that entrepreneurship should be integrated into capacity building should be improved and promoted further to resilience in pro-activeness, risk-taking propensity and innovativeness needed by the SMEs to ensure diversification. Also, Government should put adequate measures in place for agribusiness SMEs to improve export diversification.

- S. & Shafiq, S (2014):-the impact of organizational culture, organizational commitment on performance; a case study of telecom sector; global journal of management and business research administration and management,14 (3).
- D. (2010) Micro, small and medium enterprises' activities, income level and poverty reduction in Ghana – A synthesis of related literature. *International Journal of Business and Management*, 5 (12): 196-
- T (2013). familiar factors. Personality traits and self-efficacy as Determinants of entrepreneurial intention among vocation based college of education students in oyo state. The African symposium journal of education research network. 13 (2), 213-223.
- O (2018).Entrepreneurial Business Orientation and Economic Survival of Nigerians *International Review of Management and Business Research*,3 (2)
- J. P., & Bhattacharyya, S. (2010) Measuring organizational performance and organizational excellence of SMEs – Part 2: An empirical study of SMEs in India. *Measuring Business Excellence*, 14 (3): 42-52.
- D., (2014) Perception of Entrepreneurship Education in Adekunle Ajasin University: the Gender Perspective *Journal of Educational and Social Research*. 4(6), 447-458.
- (2012). Changing role of women in Somalia: an empirical survey of social and economic contribution of somali women entrepreneurs in banaadir region. *Academic Research International* , Vol. 3 (No. 1), 311-321.
- Sheikh Ali & Abdel Hafez Ali (2014) Entrepreneurial Orientation And Performance of Women Owned and Managed Micro and Small Enterprises in Somalia.
- Minnit, M. , Langouitz, N. (2006). Global Entrepreneurship Monitor, 2005 Report on women and Entrepreneurship. *GEM Publication*.
- & Igwe N.N (2017). Proactive Human Resources Management and Performance of Privatized Organizations, *European Journal of Business and Social Sciences*,6(1).
- S., & Busenitz, L., (2001): The Entrepreneurship of resource based theory. *Journal of management*.
- aduri (2007), Growth, Distribution and Innovations, Understanding their interrelations, Routledge, London.
- J and Migiyo, S. O (2014): Entrepreneurship Complexity: Salient features of entrepreneurship. *African Journal of Business Management*.vol 8 (19) 835-837.
- Austine & Asotibe Ngozi.P (2015). Stimulating Women Potentials through entrepreneurship for National Development in Nigeria *Journal of Poverty, Investment*