



A Publication of Departments of Accounting & Finance and Business Administration, Fountain University, Osogbo.
Journal homepage: www.osogbojournalofmanagement.com

SCANNING TASK AND GENERAL ENVIRONMENTS: A COMPARATIVE EFFECT ON THE PERFORMANCE OF SMES IN LAGOS STATE, NIGERIA

Peter Olatunji OLAYIWOLA (Ph.D) & Israel Niyi AKEKE (Ph.D)

¹Department of Accounting and Business Administration, Distance Learning Institute,
University of Lagos, Lagos, Nigeria

²Department of Business Administration, Faculty of Management Science
Ekiti State University, Ado Ekiti, Nigeria

Abstract

The study examined the relationship between environmental scanning and financial and non-financial performance of SMEs in Lagos State, Nigeria. Survey research design was adopted. The population of the study comprised 3864 Small and Medium Enterprises in Lagos State, Nigeria. Stratified and purposive sampling techniques were used to select the participating SMEs. Results showed a positive and significant relationship between task and general environmental scanning and performance. In addition, task and general environmental scanning jointly predicted performance of SMEs. It is recommended that SMEs owners should concentrate more on the task environment as it has more direct effect on organizational objectives. In addition, the size of the general environment is usually large, available staff may not have the competency required and the cost may be too large for SMEs. Hence owner-manager should concentrate efforts on scanning the immediate environment. While attempt could be made toward outsourcing general environmental scanning information from business research agencies at a reduced cost.

Keywords: task/immediate environment, remote/general/macro environment, SMEs performance.

1. INTRODUCTION

Organisations whether small, medium or large operate within a business environment and their activities are affected by it either positively or negatively. Organisations survive by acquiring resources (human and materials) from the business environment and they can only justify their continued existence through capacity to collect and analyse relevant information available and relevant to their operations within the business environment. Availability of appropriate and timely information is required to make quality business decisions. The processes through which organisations familiarise themselves with environment is what is known as environmental scanning. It is a systematic gathering of relevant information with a view to combat competition and achieves competitive advantage. Failure of any organisation to align itself with its environment has serious implications on its performance. Small and medium enterprises in today's turbulent and dynamic environment are expected to absorb

Corresponding Author: +234 802 300 5464

Email: polayiwola@unilag.edu.ng

changes and trends of the environment through working knowledge of the environment and apply such knowledge to adjust their behaviour, structure and positioning in a timely way for a competitive advantage. SMEs are cumbered with a number of challenges from their smallness and inability to engage well qualified and experienced managers (Pearce II, Chapman, & David 1992). These and many others had increased the rate of SMEs folding up. The aim of this study is to evaluate the comparative effect of scanning task and general environment on performance of SMEs. Specifically this study achieved the following objectives: examined the relationship between scanning task environment and performance of SMEs, studied the effect of scanning general environment and performance of SMEs and investigate the combined effects of scanning task and general environment on performance of SMEs. Three hypotheses were tested .

2. LITERATURE REVIEW

2.1 Environmental Scanning

Environmental scanning is an important step in planning. Before an organisation can establish feasible goals and objectives, it must first of all search its environment for opportunities that may be available for exploitation and the resources it will need to tap or exploit such opportunities. Organisations also face many threats to avoid or curtail. This is necessary because if an organisation does not know what is available or what is happening around it, it cannot be kept abreast with the dynamic business environment. In order to scan the environment, management needs accurate, useful and up-to-date information. This implies that organisations must develop a good Management Information System (MIS) and know the various sources of information to guide decisions' making.

Environmental scanning according to Costa (1995); Subramanian, Fernandes, & Harper (1993) is associated with the pioneering work of Anguilla (1967) who defines scanning as a manner through which managers acquire relevant information about what happens outside the company so that future courses of action are taken and highlighted the significance of scanning to the operations of firms. According to Brush (1992), Mohan-Neil (1995), Pearce II, Chapman, & David (1992), environmental scanning is critical to the success of new ventures, while they linked the failure of many ventures to the unwillingness or inability of owner-managers to carry out sufficient environmental scanning to guide decision making. Scanning is seen as central to strategic planning process since the external environment in which firms operate is full of degree of uncertainty. If a firm must survive and grow, it is mandatory for firms to align their operations with the dynamic nature of the business environment. This allows organisations to take advantage of opportunities that may arise, while at the same time dealing with threats identified in the process of scanning (Yassai-Ardekani & Nystron, 1996). Bergeron (2000) on the other hand affirmed that information is an important resource that needs to be managed and use strategically so as to effectively cope in any competitive environment. Other researchers emphasised the importance of data gathering step as critical step in the information processing phases (Boynton, Gales, & Blackburn, 1993).

Knowledge acquired in scanning activities assist management in planning organisation's future course of action. Organisations scan environment in order to understand external forces so that they may develop effective responses that secure or improve the organisations' competitive position in both present and future (Choo, 2001). Environmental scanning analyse information about every sector of the external environment that can help management to plan for the organisations' future. Scanning covers not only competitors,

suppliers and customers, but also includes technology, economic conditions, political and regulatory environment, social and demographic trends.

2.2 Scanning Task and General Environment

Brush (1992) classified information obtainable from environments into industry related and macro related information. The industry related is concerned with information related to customers, competitors, suppliers, distributors and the like, while macro related is concerned with information related to national and international economies, socio-cultural, technological, political, legal and other related trends. Industrial related information is more immediate environment and it includes the day to day operations of firms in similar products or services, while macro information is concerned with a more general nature that tend to be less immediate in nature but may also have significant effect on the overall success of firms' operations. Similarly, Temtime (2001); Sawyerr, Ebrahimi, & Thibodeaux, (2000); Strandholm & Kumar (2003) in their independent studies classified environments into task (or immediate) and remote or general environment. The study of Abiodun (2009) identified the importance of task environments and suggested that organisation leadership should concentrate efforts on task environment as scanning inappropriate sections of the environment or scanning not supportive of organisational objectives may result in wasteful scanning efforts both in terms of time and resources. When scanning efforts are linked with organisation performance, it implies that appropriate segments scanned lead to improved performance. Management ingenuity and judgement are required to determine the relevant sections of the environment that needs most attention, so as to ensure a more effective and efficient result-oriented scanning efforts. Temtime (2001) posited that environmental scanning is a useful tool as it permits organisation to adapt to its environment; provides the external intelligence that organisational leaders need in planning, decision-making and strategy formulation.

2.3 Scanning and Organisational Performance

The study of Barringer and Bluedorn (1999) found a positive relationship between scanning intensity and corporate entrepreneurial intensity, the implication of the result is that scanning is fundamental and an important management function for opportunity recognition and threat detection which must constitute a principal concern for any organisation that must stay on top of competition. The most dominant argument is that environmental information is required to make appropriate operation decisions of strategic nature. Hence there is strong connection between the environmental scanning and strategic planning as no meaningful strategic planning can take place without an effective environmental scanning (Peace II *et al*, 1982; Smeltzer, Fann, & Nikolaisen, 1988; Boynton *et al*, 1993; Yasai-Ardekan & Nystron 1996). Olamade, Oyeibisi, Egbedokun & Adebowale (2009) investigated environmental scanning strategy of manufacturing companies in Southern Nigeria, a sample of 84 manufacturing firms were selected, result shows that manufacturing firms actively engaged in systematic gathering, analyses and assimilation of information about business environment and this impact positively on their performance. The study of Ogbojafor, Kuye & Sulaimon (2009) examined the relationship between scanning intensity and firms' performance in the manufacturing sector in Nigeria. Results indicated a statistically significant relationship between scanning and firms' performance as well as a significant difference between the performance of firms whose scanning intensity are high and the performance of firms whose scanning intensity are low.

The implication of the study is that SMEs need to intensify efforts in scanning activities as this is the only way to detect opportunities and thereafter channel resources

Corresponding Author: +234 802 300 5464

Email: polayiwola@unilag.edu.ng

towards achieving optimum return on investment thereby enhance performance. The study of Saadeghvaziri, Khaef, Motaqi, & Esfahani, (2012) found that scanning competitive environment of the Iranian automobile industry as the major and only factor that influences the performance of the industry, while the general environment has little or no influence on performance. Other studies found positive relationship between environmental scanning and firms' performance, although, this relationship is not a direct one, but it is believed to be the consequence of the overall improved strategic management process (Dollinger, 1985; Daft Sormunen, & Parks, 1988).

3. METHODOLOGY

3.1 Research Design

The study adopts survey research design as it permits an investigation of relationship that exist among several predictors and criterion variable of interest (Folarin, 1993; Osuala, 2001; Lawal, 2005; Oladele, 2007; Tabachnick & Fidel, 1983). Population of the study comprised 3864 Small and Medium Enterprises in Lagos, Nigeria. Lagos state has the largest number of SMEs in Nigeria which informed its choice as the study area (SMEDAN, 2012). Multistage sampling technique were adopted which include stratified and purposive sampling. Stratified sampling was used to ensure that SMEs in different sectors (strata) of the economy were represented in the survey. Purposive sampling was used as it allows the researcher to focus primarily on registered and incorporated SMEs. A total number of 408 copies of questionnaire were retrieved from SMEs owners in Lagos metropolis and analysed representing 74.2% response rate.

3.2 Research Instrument

Primary data were obtained via self-administered questionnaire. The questionnaire included a seven scale modified Likert type in which respondents were asked to indicate their degree of agreement or disagreement. Research instrument for the study was divided into three sections, section one seek for demographic information of the respondents, section two contains questions relating to characteristics of the organisations (SMEs) involved in the study and section three captured immediate and general environmental factors and SMEs financial and non financial performance. Cronbach alpha was calculated from a pilot study conducted in Ogun State Nigeria, a neighbouring State, immediate and general environment was 0.93 and performance 0.89.

3.3 Task and General Environmental Scanning Measurement

There are different aspect of environmental scanning that have been measured in previous studies, frequency of scanning and degree of interest were two popular dimensions widely used (Zhang, Mojid & Foo, 2011). Others are scope of scanning (Beal, 2000; Strandholm & Kumar, 2003); use and accessibility of information, (May, Stewart, & Sweo, 2000; Ngankroeckjdi & Specce, 2008; Stewart, May, & Kalia, 1993), type of scanning (primitive, ad hoc, reactive, and proactive) (Subramanian *et al*, 1993); type and role of scanning unit (Olsen, Murthy, & Teare 1994) and scanning function (Subramanian *et al*, 1993). This study adapted Barringer and Bluedorn, (1999); Kuye, (2008), using a fourteen item to measure environmental scanning, but divided into two, the first seven items measured task or immediate environment, while other seven items measured the remote or general environment.

3.4 Performance Measurement

SMEs Performance was measured with a combinations of financial (profit growth) and non-financial (innovation and creativity) variables as used by (Kuye, (2008); Kumar *et al*, (2001); Garg Walters, & Priem, 2003). Respondents were asked to rate the performance of their organisations on a 7-scale, where one (1) represents very low and seven (7) very high performance. The scale of measurement used for performance was based on previous studies, these studies avoided direct measurement of performance as most SMEs owner managers are not willing to disclose vital information of their firms “(Kroeger, 2007; Lechner & Vidar, 2014). It is a hard task to access information relating to finances from SMEs owners (Beal, 2000).

3.5 Analytical Tools

Simple percentage and frequency tables were employed to analyse the bio-data of respondents and the sampled SMEs, mean and standard deviation for the the responses to questionnaire items, while correlation analysis and multiple regressions were used to test the hypotheses raised. Correlation analysis and multiple regressions are common analytical techniques in strategic planning and performance related studies (Garg *et al*, 2003; Strandholm & Kumar, 2003; Kuye, 2008).

3.6 Demographic Profile of Respondents

This study showed that 55.6% of the respondents were males, age bracket of 26 – 60 years accounted for 79.7% while age bracket of 20 – 25 years and 61 years and above constitute 18.4% and 2% respectively. Most of the respondents are within working population. The educational background revealed that 60% of the respondents hold first or postgraduate degrees, while 15.9% hold NCE/OND, 11.5% Technical education, 5.6% and 2.2% hold apprenticeship and First School Leaving Certificates respectively. An increasing number of business owners have above secondary education. This development is welcome as this may possibly improve the quality of management activities and quality of decision making. Marital status of the respondents showed that 55.1% married, 38.7% single while 6.1% are either widow, separated or divorced. The study also seek respondents to indicate the duration of their working experience before they started their own business, 48% has less than 5 years experience, 27.2% have five years but less than ten years experience while 24.9% have 10 years and above work experience. Previous work experience ought to positively affect business success. Respondents were also ask to indicate their annual income when they were in paid employment, 59.3% earned less than five hundred thousand naira per annual, 23.5% earned above five hundred thousand naira but less than one million, while 17.6% earned more than one million per annum. After commencement of business, 46.6% earned below one million naira, 26.2%, 15.4% and 11.8% earned one million but less than five million, five million but less than ten million and ten million and above respectively. There is a slight increase in the level of income as a result of becoming a business owner.

3.7 Demographic Profile Of The SMEs

Small and Medium Enterprises (SMEs) were broadly divided to twelve subsectors in SMEDAN (2012) National Survey of Micro, Small and Medium Enterprises (MSMEs) in Nigeria. Number of workers at the start-up reveals that 86% have between 1 and 9 workers, 12.7% between 10 and 50, while 1.2% had between 51 and 200 workers. Respondents were

also requested to indicate the current number of workers, 56.1% have between 1 and 9 workers, 38.5% have between 10 and 50 workers, while 5.4% now have between 51 and 200 workers. This revealed a slow increase in the subsector in terms of the contribution to employment generation. SMEs owners were requested to indicate business start up capital, an overwhelming 75% start –up capital was less than ten million naira. Source of the start-up capital include 56.1% personal savings, 18.9% family, 4.4% friends, 11.5% banks loan, 5.6% cooperative/ Esusu and 3.4% microfinance banks. Despite several policies of government to create access for SMEs to obtain loans at reduced cost, most business owners still rely heavily on personal and family related sources as revealed in this study.

4. RESULTS AND DISCUSSION

This section present the findings and the discussion of findings of this study.

Table 4.1 Descriptive Statistics for Task/ immediate environment

| Variables (Task/Immediate environment) | N | Min | Max | Mean | Std. Deviation |
|--|----------|------------|------------|-------------|-----------------------|
| Extent of the use of routine gathering of opinion of clients/customers | 408 | 1.00 | 7.00 | 5.7647 | 1.61337 |
| Extent of the use of explicit tracking of the policies and tactics of competitors | 408 | 1.00 | 7.00 | 5.1152 | 1.68502 |
| Extent of the use of forecasting sales | 408 | 1.00 | 7.00 | 5.2034 | 1.65302 |
| How often information is collected from competitors' strategies to remain abreast of changes therein | 408 | 1.00 | 7.00 | 5.0956 | 1.73082 |
| Extent of the use of forecasting customers' preference | 408 | 1.00 | 7.00 | 5.1520 | 1.66521 |
| Extent of the use of gathering of information from suppliers and other channel members | 408 | 1.00 | 7.00 | 5.0294 | 1.82236 |
| How often information is collected from suppliers strategies to remain abreast of changes therein | 408 | 1.00 | 7.00 | 4.9093 | 1.83713 |
| Mean of Means | | | | 5.1814 | |

Source : Authors summary of responses

Table 4.1 showed mean and standard deviation of the responses to the extent to which owner-managers routinely gathered information from opinions of customers, competitors, competitors' strategies, forecasting customers preference and others. These are factors that constituted immediate/task environment, they affect directly the achievement of organizational goals and objectives. From the table, the average mean of the seven items is 5.1814 in a scale of 7.0. this result indicated that greater efforts are directed towards collection of information that are immediate and have more relevance to the day to day operations of the organization. This result has corroborated some previous studies which suggested that scanning immediate environment has positive and direct effect on the performance of organisations (Abiodun, 2009; Olamide, Oyebisi, Egbedokun & Adebawale, 2009).

Table 4.2 Descriptive Statistics for Remote/General environment

| Variables (Remote/General environment) | N | Min | Max | Mean | Std. Deviation |
|---|----------|------------|------------|-------------|-----------------------|
| Extent of the use of forecasting technology | 408 | 1.00 | 7.00 | 4.9167 | 1.77144 |
| Extent of the use of special marketing research studies | 408 | 1.00 | 7.00 | 4.6691 | 1.88641 |
| How often information is collected from economic trends to remain abreast of changes therein | 408 | 1.00 | 7.00 | 5.2083 | 1.73934 |
| How often information is collected from Technology trends to remain abreast of changes therein | 408 | 1.00 | 7.00 | 4.9951 | 1.78031 |
| Extent of the use of special marketing research studies | 408 | 1.00 | 7.00 | 4.6691 | 1.88641 |
| Extent of the use of trade magazines, government publications and news media | 408 | 1.00 | 7.00 | 4.6324 | 2.07646 |
| How often information is collected from demographic trends to remain abreast of changes therein | 408 | 1.00 | 7.00 | 4.7132 | 1.83432 |
| Mean of Means | | | | 4.829 | |

Source : Authors summary of responses

Table 4.2 showed the responses of owner-managers to the extent to which they pay Attention to forecasting technology, special marketing research studies, economic trends and others which are regarded as remote or macro environment. The average of the mean of the seven items is 4.829, lower than scanning the immediate environment. Although, both are equally important but closer attention should be placed on immediate environment

Test of Hypotheses

Table 3 Scanning Task and General environmental factors with Financial and Non Financial Performance Correlation Matrix

| Variables | 1 | 2 | 3 | 4 |
|---------------------------|----------|----------|----------|----------|
| 1 Scanning Task/immediate | 1 | | | |
| 2 Scanning Remote/General | .563** | 1 | | |
| 3 Financial performance | .268** | .239** | 1 | |
| 4 Non financial per. | .396** | .365** | .432** | 1 |
| N | 408 | 408 | 408 | 408 |

** Correlation is significant at the 0.01 level (2-tailed).

Hypotheses one and two were tested with the aid of Pearson moment correlations and the results are as shown in Table 3. Hypothesis one found a positive and significant relationship between scanning task/immediate and performance of SMEs. So also hypothesis two found a positive and significant relationship between scanning remote/general performance. Thus hypotheses one and two are accepted and we conclude that scanning both immediate and general environment are both positively and significantly related to performance of SMEs.

Test of Hypothesis Three

Hypothesis three seeks to find out if scanning immediate and remote environment predict performance of SMEs. A multiple linear regressions were calculated and results

Corresponding Author: +234 802 300 5464

Email: polayiwola@unilag.edu.ng

showed that both variables positively and significant predict performance as shown in Table 4. Based on these results, we accept hypothesis three and conclude that scanning immediate and remote environment jointly predicted performance of SMEs.

Table 4 Multiple Linear Regression Of Scanning Source And Scanning Frequency Predicting Financial And Non Financial Performance

| Models | Variables | β | t | p | R | R ² | R-djtd | F | p |
|-----------------------|--------------|---------|-------|------|------|----------------|--------|-------|------|
| 1 Financial Perf | Constant | .670 | 3.09 | .001 | | | | | |
| | Task Env. | .195 | .40 | .001 | .289 | .083 | .079 | 18.41 | .001 |
| | General Env. | .119 | 2.24 | .026 | | | | | |
| 2 Non financial Perf. | Constant | 2.39 | 8.37 | .001 | | | | | |
| | Task Env. | .301 | 5.143 | .001 | .432 | .186 | .182 | 46.36 | .001 |
| | General Env. | .207 | .208 | .001 | | | | | |

Key: Env: environment;; **Perf:** Performance

4.2 Discussion

This study has established a positive and significant relationship between scanning immediate/general environment and organisational performance. Both immediate and general environment jointly predicted performance. The results showed that both immediate and general environments require important attention. The implication is that organisation must pay close attention to both immediate and general environment to increase performance. Efforts directed towards information gathering lead to earlier discovery of opportunity and detection of threats which may encourage pro-activeness of SMEs leading to better organisational performance. Some earlier studies on environmental scanning and organisational performance found a positive and significant relationship between environmental scanning and organisational performance. In the studies of “Ahituv *et al*, (1998)”; “Kohn, (2005)”, scanning effectiveness was found to lead organisation to obtain accurate market and industry insight, and more likely satisfy current customers and explore new market segment, successfully developed market, new products and services. “Garg *et al*, 2003)”; “Strandholm & Kumar (2003)” found a positive and significant effects of environmental scanning and organisational performance. Similarly, “Oghojafor, Kuye and Sulaimon (2009)” also showed a statistically significant relationship between scanning and firms’ performance as well as a significant difference between the performance of firms whose scanning intensity are high and the performance of firms whose scanning intensity are low. “Barringer and Bluedorn (1999)” found a positive relationship between scanning intensity and corporate entrepreneurial intensity. In addition, “Saadeghvaziri, Khaef, Motaqi, & Esfahani, (2012)” found that scanning competitive environment of the Iranian automobile industry influenced the performance of the industry.

Meanwhile, there are other studies that do not found a direct relationship between environmental scanning and organisational performance. For example “Sawyer *et al*, (2000)” examined the use of information source, environmental scanning practices and organisational performance of 47 SME-sized manufacturing firms in Nigeria; they found that scanning did not appear to affect organisational financial performance. Suggested reason for this result could be absence of actual financial performance data of the sampled firms. In addition, the

Corresponding Author: +234 802 300 5464

Email: polayiwola@unilag.edu.ng

sampled size was too small. The study of Pimentel, Spinola & Moras (2015) observed a low level of scanning activities, where is rarely used, information gathered are not used except when actions of competitors brought about an obvious drop in sales or loss of customers. The indifference behaviour in the use of scanning among the SMEs operators may also be due to unreliability and insecurity of the sources of information gathered. Other studies that do not find a direct relationship between environmental scanning and performance include (Dollinger, 1985; Daft, Sormunen, & Parks, 1988).

5. CONCLUSION AND RECOMMENDATION

Environmental scanning is an important prerequisite for any meaningful strategic planning activity. Information is required to project into the future and the means of obtaining information is through a conscious effort of organisational managers. The quality of information available, and regularity of information determine the quality of decisions made. The study of Cancellier, Blageski and Rosett, (2014) showed that prospectors scan data from competitors more frequently than analysers and defenders and this strategic behaviour impact much more positively on the performances of prospectors. It implies that availability of current information promote creativity and innovation in both products and services they offer. Environmental scanning could therefore be regarded as a strategic tool to combat competition and remained competitive within the business environment. This study has showed that environmental scanning directly affect financial and non-financial performance of SMEs. It is also worthy of note that immediate environment have been shown to have a much more significant effect on performance compared to the general environment.

The operation peculiarity of SMEs where many operators do not have a formal organisational structure would hinder a well planned and executed scanning activities. Most strategies are the thinking of the CEO, since most SMEs may not have the financial capacity to engage well experienced employees.

Based on the findings, it is recommended that SMEs operators should improve their environmental scanning activities. This call for the involvement of all categories of employees in information gathering. There is also the need to provide appropriate training on collection of relevant information particularly related to their industry. Efforts should also be directed toward scanning the industry within which a firm operates as it has greater impact on the organisation than the general environment (Abiodun, 2009). Finally, effective environmental scanning promotes creativity and innovation as shown in this study. Enhanced creativity and innovation can be used as a competitive advantage within the operating environment. The outcome of Cancellier, et al (2014) that prospectors SMEs engaged in rigorous scanning have higher propensity to increase creativity and innovative products and services, should therefore encourage operators to make provision for continuous scanning if it requires engaging experts service providers.

REFERENCES

- Abiodun, AJ. (2009). "Empirical Evidence of Executives Perception and Scanning of Business Environment in Nigeria" *BULETINUL Universitatii Petru-Gheza din Ploiesti* LXI (3), 27-35.
- Aguiler, FJ (1967). *Scanning the Business Environment*. New Yrk: Macmillan.
- Ahituv, N., Zif, J., & Machlin, I. (1998). "Environmental scanning and information systems in

- relation to success in introducing new products”. *Information and Management*, 33(4), 201-211.
- Barringer, BR. & Bluedorn, AC. (1999). “The relationship between Corporate Entrepreneurship and Strategic Management” *Strategic Management Journal* 20 421-444.
- Beal, R. (2000). “Competing effectively: Environmental scanning, competitive strategy and organizational performance in small manufacturing firms”. *Journal of Small Business Management*, 38(1), 27-47.
- Bergeron, P. 2000. “Regional Business Intelligence: The View from Canada” *Journal of Information Science* 26 (3), 153-160.
- Boyd, B K., & Fulk, J. (1996). “Executive scanning and perceived uncertainty: A multidimensional Model”. *Journal of Management*, 22, 1-21.
- Boynton, AC., Gales, LM., & Blackburn, RS. (1993). “Managerial search activity: the impact of perceived role uncertainty and role threat”. *Journal of Management*, 19(4), 725-747.
- Brush, C. (1992).”Marketplace Information Scanning Activities of New Manufacturing Ventures” *Journal of Small Business Management* 30 (4), 41-53.
- Cancellier, ELP., Blageski, EJ & Rosett, CR. (2014).Environmental Scanning, Strategic Behaviour and Performance of Small Companies *Journal of Information Systems and Technology Management (JISTEM)*. 11, (3), 611-628.
- Choo, CW. (2001). “Environmental Scanning as Information Seeking and organisation Learning”. *Information Research* 7 (1) <http://InformationR.net/ir/7-1/paper112.html>
- Costa, J. (1995). “An Empirical-Based Review of the Concept of Environmental Scanning’ International” *Journal of Contemporary Hospitality management* 7 (7), 4-9.
- Daft, R., Sormunen, J. & Parks, D., (1988). “Chief Executive Scanning, Environmental Characteristics and Company Performance: An Empirical Study” *Strategic Management Journal* 4 137-151.
- Daft RL., & Weick, KE. (1984). “Toward a Model of Organisation as Interpretation Systems” *Academy of Management Review* 9 (2) 284-295.
- Dollinger, M. (1985). “Environmental Contacts and Financial Performance of the Small Firm” *Journal of Small Business Management* 23 (1) 24-30.
- Ebrahimi, BP. (2000). “Perceived strategic uncertainty and environmental scanning behavior of Hong Kong Chinese Executives”. *Journal of Business Research*, 49(1), 67-77.
- Elenkov, DS. (1997). “Environmental scanning systems and performance: an empirical study of Russian companies”. *Journal of Management Development*, 16(2), 111-124.
- Garg, VK., Walters, BA., & Priem, RL. (2003). “Chief Executive Scanning Emphases, Environmental Dynamism, and Manufacturing Firm Performance”. *Strategic Management Journal*, 24(8), 725-744.
- Hambrick, DC. (1982). “Environmental scanning and organizational strategy”. *Strategic Management Journal*, 3, 159-174.
- Hough, JR & White, MA. (2004). “Scanning Actions and Environmental Dynamism: Gathering Information for Strategic Decision Making”. *Management Decision*, 42(6), 781-793.
- Folarin, BA. (1993). *Survey Research Methods*. Lagos: Ideal Press.
- Kohn, K. (2005). ‘Idea Generation in New Product Development through Business Environmental Scanning: The Case of XCar. *Marketing Intelligence & Planning* 23 (6/7) 688-707
- Kumar, K., Subramanian, R., & Strandholm, K. (2001). “Competitive strategy, environmental scanning and performance: A context specific analysis of their relationship”. *International Journal of Commerce & Management*, 11(1), 1-13.

- Kroeger, JW. (2007). "Firms Performance as a Function of Entrepreneurial Orientation and Strategic Planning practices". Being a Thesis submitted to *Cleveland State University* in partial fulfillment of requirement for the degree Doctor of Business Administration.
- Lawal AA. (2005) "Management Practices and Organizational Effectiveness of Nigerian Small and Medium Enterprises (SMEs) in Lagos State". Unpublished Ph.D. Thesis in the *Department of Business Administration University of Lagos, Lagos Nigeria*
- Lechner, C & Vidar, S. (2014). "Entrepreneurial orientation, firm strategy and small firm performance". *International Small Business Journal* 32, (1), 36– 60.
- May, RC., Stewart, WHJ & Sweo, R. 2000. "Environmental Scanning Behavior in a Transitional Economy: Evidence from Russia". *Academy of Management Journal*, 43, 403-427.
- McGee, JE. & Sawyerr, OO. (2003). "Uncertainty and Information Search Activities: A study of Owner-Managers of Small High-Technology Manufacturing Firms". *Journal of Small Business Management*, 41(4), 385-401.
- Mohan-Neil, S. (1995). "The Influence of Firm's Age and Size on its Environmental Scanning Activities". *Journal of small Business Management*, 33, (4), 10-21.
- Ngamkroeckjoti, C. & Speece, M. (2008). "Technology turbulence and environmental scanning in Thai food new product development". *Asia Pacific Journal of Marketing and Logistics*, 20 (4), 413-432.
- Olsen, MD., Murthy, B. & Teare, R. (1994). "CEO Perspectives on Scanning the Global Hotel Business Environment". *International Journal of Contemporary Hospitality Management*, 6(4), 3-9.
- Oghojafor, BEA., Kuye, OL., & Suliamon, AA. (2009). "Scanning Intensity and Firms' Performance in the Manufacturing Sector in Nigeria". *Journal of Business Research*, 3, (1&2), 39-52 Institute of Professional Studies Ghana.
- Oladele, PO. (2007). "*Introduction to Research Methodology*" Lagos: Niyakprint and Publications.
- Olamade, OO., Oyeibisi, TO. Egbedokun, AA. & Adebawale, BO. (2009). "Environmental Scanning Strategy of Manufacturing Companies in Southwest Nigeria". Munich personal RePEc Archive. <http://mpra.ub.uni-muenchen.de/35799/> MPRA paper no. 35799. Access 29/11/2014
- Osuala, EC. (2001). "*Introduction to Research Methodology*" 3rd ed Onisha: Africana- Fep Publishers Ltd.
- Pearce II, J., Chapman, B. & David, F. (1982). "Environmental Scanning for Small and Growing Firms". *Journal of Small Business Management* 20 (3), 2-15.
- Pimentel, ACM., Spinola, MM., & Moras, (2015). Environmental Scanning and SMEs Strategies: A case Study. 22nd International Conference on Production and Research www.researchgate.net/publication/282881447_Environmental_Scanning_and_SMEs_Strategy_A_Case_Study. Accessed 03/05/2017.
- Saadeghvaziri, F., Khaef, AA., Motaqi, P. & Esfahani, AM. (2012). "Environmental Scanning and Performance: A study of Iranian Automobile Parts Manufacturers". *African Journal of Business Management*, 6, (4), 4921-4925.
- Sawyerr, OO. (1992). *Environmental scanning practices of manufacturing firms in Nigeria*. University of North Texas.
- Sawyerr, OO. (1993). "Environmental uncertainty and environmental scanning activities of Nigerian manufacturing executives: A comparative analysis". *Strategic Management Journal*, 14,(4), 287-299.
- Sawyerr, OO., Ebrahimi, BP., & Thibodeaux, MS. (2000). "Executive environmental scanning, information source utilization and firm performance: the case of Nigeria". *Journal of Applied Management Studies*, 9(1), 95-115.

- SMEDAN (2012). National Survey of MSMEs Report. Small and Medium Enterprises Development Agency of Nigeria www.smedan.org.ng.
- Smeltzer, L., Fann, G. & Nikolaisen, V N. (1988). "Environmental Scanning Practices in Small Business". *Journal of Small Business Management* 26, (3), 55-62.
- Stewart, W H., May, R C., & Kalia, A. (2008). "Environmental Perceptions and Scanning in the United States and India: Convergence in Entrepreneurial Information Seeking". *Entrepreneurship Theory and Practice*, 32.(1), 83-106.
- Subramanian, R, Fernandes, N. & Harper, E. (1993). "An Empirical Examination of the Relationship between Strategy and Scanning". *The Mid-Atlantic Journal of Business* 29, (3), 315-330.
- Stradholm, K., & Kumar, K. (2003). "Differences in Environmental Scanning Activities Between Large and Small Organisations: The Advantage of size" *Journal of American Academy of Business*, 3.(1 and 2). 416-421.
- Tabachnick, RG. & Fidel, LS. (1983). "*Using Multivariate Statistics*" New York: Harper and Row.
- Temtime, Z.T. (2001). "Environmental Scanning Behaviour of Small and Medium Firms in Developing Economies: Evidence from Botswana". *Pakistan Journal of Applied Science*, 1,(3), 263-269.
- Yasai-Ardekani, M. & Nystron, P. (1996). "Designs for Environmental Scanning Systems: Tests of a Contingency Theory". *Management Science*, 42, (2), 187.
- Watson, J. (2001). "How to determine a Sample Size" Tipsheet n.60, University Park, PA Penn State Cooperative Extension <http://www.extention.psu.edu/evaluation/pdf/TS60.pdf>.
- West, JJ. (1988). Strategy, Environmental Scanning, and Their Effect upon Firm Performance: an Exploratory Study of the Food Service Industry. Doctoral Dissertation, *Virginia Polytechnic Institute and State University*.
- Zhang, X., Majid, S., & Foo, S. (2011) "The Contribution of Environmental Scanning to Organisational Performance. *Singapore Journal of Library & Information Management* 40, 65-88.