

**ROLE OF ENTREPRENEURIAL STRATEGIC PLANNING
ON DEVELOPMENT OF ARCHITECTURAL FIRMS IN
NIGERIA**

ABUJA MOHAMMED SANI

**DOCTOR OF PHILOSOPHY
(Entrepreneurship)**

**JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND
TECHNOLOGY**

2016

**Role of Entrepreneurial Strategic Planning on Development of
Architectural Firms in Nigeria**

Abuja Mohammed Sani

**A Thesis Submitted in Fulfillment for the Degree of Doctor of
Philosophy in Entrepreneurship in the Jomo Kenyatta University of
Agriculture and Technology**

2016

DECLARATION

This thesis is my original work and to my knowledge and understanding it has not been presented for a degree award in any University

.....

Date.....

Abuja Mohammed Sani

This thesis has been submitted for examination with our approval as University Supervisors.

.....

Date.....

Dr. P. Karanja Ngugi
JKUAT, Kenya.

.....

Date.....

Prof. R. Odhiambo
JKUAT, Kenya.

DEDICATION

I dedicate this thesis to my late great parents, His Royal Highness the Agora 1 of Zuba Muhammadu Kikaki Abuja (MFR) and Her Royal Highness Sarauniya of Zuba Mairo Muhammadu and my wife Asma'u and to my children.

ACKNOWLEDGEMENTS

My gratitude is to Almighty ALLAH (SWA) for His Grace and Mercy in accomplishing this research study. I wish to convey my sincere gratitude to my Supervisors Dr. P. Karanja Ngugi and Prof. R. Odhiambo for their immeasurable guidance, support, and encouragement during the course of this study. I also wish to convey my sincere gratitude to all my PHD Resource lecturers; Prof. R.W. Gakure, Dr. G. Orwa, Prof. E. Mukulu, Dr. R. Gichira, Dr. K. Karanja, Dr. G. Karanja, Dr. W. Guyo and others, colleagues and staff of CTEED, Kaduna Polytechnic for the assistance extended to me in one way or the other. May Almighty ALLAH (SWA) bless them all.

TABLE OF CONTENTS

DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
LIST OF TABLES	xi
LIST OF FIGURES	xv
LIST OF APPENDICES	xviii
ABSTRACT	xxiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 An overview of Strategic Planning	2
1.1.2 Strategic Planning and Architectural MSFs.	4
1.1.3 Identifying the status of Architectural MSFs in Nigeria	6
1.2 Statement of Problem.....	8
1.3 Objectives of the Study	9
1.3.1 General Objective of the study.....	9
1.3.2 Specific Objectives of the study.....	9
1.4 Hypotheses of the Study	10
1.5 Significance of the Study	10
1.6 Scope of the Study	11
1.7 Limitations of the Study.....	11
1.8 Delimitations of the Study	12

CHAPTER TWO	13
LITERATURE REVIEW	13
2.1 Introduction.....	13
2.2.1 Planning for Sustainability.....	14
2.2.2 Strategic Human Resource Management	14
2.2.3 Strategic Financial Planning.....	17
2.2.4 Strategic Marketing	19
2.2.5 Adherence to Regulations	20
2.2.5.1 Regulation Theory.....	20
2.3 Conceptual Framework	21
2.4 Empirical Literature Review	24
2.4.1 Planning for Sustainability.....	24
2.4.2 Strategic Management	34
2.4.3 Strategic Financial Planning.....	45
2.4.4 Strategic Marketing	54
2.4.5 Adherence to Regulations	60
2.5 Review of Important Literature Relevant to the Study.....	66
2.5.1 Sustainability.....	66
2.5.2 Strategic Management	67
2.5.3 Strategic Financial Planning	68
2.5.4 Strategic Marketing	68
2.5.5 Adherence to Regulations	69
2.6 Summary of Literature and Research Gaps	71

CHAPTER THREE	73
RESEARCH METHODOLOGY	73
3.1 Introduction.....	73
3.2 Research Philosophy	73
3.3 Research Design.....	79
3.4 Population of the Study.....	83
3.5 Sampling Frame	83
3.5.1 Sample Size	86
3.6 Sample and Sampling Technique.....	88
3.7 Data Collection Instruments	90
3.6.1. Questionnaire	91
3.6.2 Interview	92
3.6 Data Collection Procedure	92
3.7 Pilot Study.....	93
3.7.1 Validity of Instruments	94
3.7.2 Reliability of Instruments	94
3.8 Data Analysis and Presentation.....	95
3.9 Ethical Considerations	96
CHAPTER FOUR.....	98
RESEARCH FINDINGS AND DISCUSSIONS	98
4.1 Introduction.....	98
4.2 Response Rate	98
4.3 Results of Pilot Study.....	99
4.4 Demographic Findings	100

4.4.1 Year of Firm Establishment	100
4.4.2 Form of Ownership	101
4.4.3 Number of Staff in Architectural Firms	103
4.5 Descriptive Analysis	104
4.5.1 Planning for Sustainability	104
4.5.2 Strategic Management.....	126
4.5.3 Strategic financial planning.....	148
4.5.4 Strategic Marketing.....	170
4.5.5 Adherence to Regulations	188
4.6 Overall Multiple Regression Analysis	202
4.7 Revised Conceptual Framework	205
CHAPTER FIVE	207
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	207
5.1 Introduction.....	207
5.2 Summary of the Findings.....	207
5.2.1 There is a relationship between sustainability and development of Architectural Firms.	207
5.2.2 There is a relationship between strategic human resource management skills and development of Architectural Firms.	208
5.2.3 The role of strategic financial planning skills is related to development of Architectural Firms.	209
5.2.4 There is a relationship between strategic marketing skills and development of Architectural Firms.	209
5.2.5 The moderating role of Adherence to regulations does influence development of Architectural Firms.	210

5.3 Conclusions of the Study	210
5.4 Recommendations of the Study	212
5.5 Areas for Further Research	215
REFERENCES	216
APPENDICES	241

LIST OF TABLES

Table 3.1: Research Paradigms	74
Table 3.2: Selection of research paradigms and research methods	75
Table 3.2: Sampling Frame Table	85
Table 4.1 Firm registered with ARCON?	99
Table 4. 2: Reliability Test of Constructs	100
Table 4.3 Year of Firm Establishments.....	101
Table 4.4 Form of Ownership	102
Table 4.5 Number of Staff in Architectural Firms	103
Table 4.6: firm have a written vision/mission statement	105
Table 4.7: If vision/mission statement impact on firm development.....	105
Table 4.8: Impact of vision/mission statement on firm development	106
Table 4.9: Firms with the same goals with staff	107
Table 4.10: Impact of goals on firms	107
Table 4.11: Percentage Level of Development	109
Table 4.11a: ANOVA ^b for percentage level of Development	110
Table 4.11b: Regression Coefficients- vision/mission statement	110
Table 4.12: Goal Target	111
Table 4.12a: ANOVA ^b for Goal Target.....	111
Table 4. 13: Firm capital vs. product/service performance.....	112
Table 4.14. Does firm apply approved ARCON scale of fees for services rendered? ..	112
Table 4.15 Contribution of Capital & ARCON scale of fees to firm development	113
Table 4.16 Lack of Contribution of Capital & ARCON scale of fees to firm development.....	113
Table 4.17: Average no of projects	115
Table 4.17a: ANOVA ^b for Average no of projects	115
Table 4.17b: Regression Coefficients- Capital adequacy	116
Table 4.18 Type of Contribution to Firm Development.	118
Table 4.19: Adequate infrastructural facilities for operations	121

Table 4.20: Types of infrastructural facilities contribution	121
Table 4.21: Effect of inadequacy or lack of infrastructural facilities	122
Table 4.22: Total number of services.....	124
Table 4.22a: ANOVA ^b for Total number of services	125
Table 4.23a: ANOVA ^b for Level of profitability	125
Table 4.23b: Regression Coefficients- legal framework	126
Table 4.24: Type of leadership style used in firm.....	127
Table 4.25: leadership style influence.....	127
Table 4.27: Succession planning in firm.....	132
Table 4.28: Percentage level of profitability	135
Table 4.29: Percentage level of profitability	136
Table 4.28a: ANOVA ^b for Level of profitability.....	137
Table 4.29a: ANOVA ^b for Level of profitability	137
Table 4.28b: Regression Coefficients Transformational leadership style	138
Table 4.29b: Regression Coefficients- Transactional leadership style	138
Table 4.30: Employee Development Policy	140
Table 4.31: Motivation of employees by firm	142
Table 4.32: Development.....	147
Table 4.32a: ANOVA ^b for Development	147
Table 4.32b: Regression Coefficients- Human resource management	148
Table 4.33: Firm has policy for budget.....	149
Table 4.34: Percentage level of profitability	155
Table 4.34a: ANOVA ^b for Percentage level of profitability	155
Table 4.34b: Regression Coefficients- Estimated actual revenue	156
Table 4.35: Firms that have deliberate policy of preparing annual cash flow projection	157
Table 4.36: Percentage level of profit	162
Table 4.36a: ANOVA ^b for Percentage level of profit	162
Table 4.36b: Regression Coefficients - Cash flow management.....	163

Table 4.37: Percentage of firms having an Internal Audit/Control Unit	164
Table 4.38a: ANOVA ^b for Percentage level of profit	169
Table 4.38b: Regression Coefficients- Actual Performance & cash flow	169
Table 4.39: Firm have a customer service and care unit.....	170
Table 4.40: Customer relationship management impact on firm development	172
Table 4.41: Profitability	174
Table 4.41a: ANOVA ^b for Profitability.....	174
Table 4.41b: Regression Coefficients- Actual Performance & New customer	175
Table 4.42: Firms in collaboration with other firms as a consortium	176
Table 4.43: Profitability	179
Table 4.43a: ANOVA ^b for Profitability.....	180
Table 4.44: Firm competes with other firms for project sourcing.	181
Table 4.45: Impact of competition with other firms for project sourcing on the development of firm.....	181
Table 4.46: Lack of competition effects on firm development	182
Table 4.47: Profitability	187
Table 4.47a: ANOVA ^b for Profitability.....	187
Table 4.48: Number of firms that consider NIA and ARCON regulatory framework influence the development of firm	188
Table 4.49: Influence of NIA and ARCON regulatory framework on firm performance	189
Table 4.50: Average no of projects	191
Table 4.50a: ANOVA ^b for Average no of projects	192
Table 4.51: Profitability	197
Table 4.51a: ANOVA ^b for Profitability.....	198
Table 4.52: Moderation Tests Using R Square and Significance Change	200
Table 4.53: ANOVA Test for Social Marketing Mix with Moderating Variable.....	200
Table 4.54: Overall Regression Coefficients	201
Table 4.55: hypothesis tested	202

Table 4.56: Multiple Regression Model for the Predictor Variables for Development of Architectural Firms	203
Table 4.57: ANOVA for all Predictor Variables	203
Table 4.58: Model for all Predictor Variables	204

LIST OF FIGURES

Figure 2.1; Conceptual Framework	23
Figure 3.1 Epistemological Assumptions for Qualitative and Quantitative Research....	78
Figure 3.2. The purpose and function of a data collection instrument	90
Figure 4.1 Firm goals and personal goals the same	108
Figure 4.2 Impact of goals on firm development	108
Figure 4.3 Firm Locations.....	117
Figure 4.4 Contribution of Firm Location to Development.	118
Figure 4.5 Lack of Contribution to Firm Development	119
Figure 4.8: Percentage level of profitability due to impact of infrastructural facilities	123
Figure 4.9: Total number of employees that recorded improved performance	128
due to leadership style.....	128
Figure 4.10: How the use of succession planning enhance firm development	132
Figure 4.11: Lack of succession planning effect on firm development	133
Figure 4.12: No. of employees that benefited in leadership management training as a result of succession planning.	134
Figure 4.13: Enhancement of firm development	141
Figure 4.14: Effects on firm development	141
Figure 4.15: No. of Employees that benefited in Management training program.	142
Figure 4.16: Impact of employee motivation on firm development	143
Figure 4.17: Effects on firm development due to lack of employee motivation	143
Figure 4.18: Average annual profit in (%) used by firms in form of employee motivation.	144
Figure 4.19: Types of Budgets operated by Firms.....	150
Figure 4.20: Impact of budget policy on firm development	151
Figure 4.21: Average total amount of yearly estimates of revenue/expenditure and actual revenue/expenditure of firms.....	151
Figure 4.22: Lack of Budgeting effects on Firm development	153

Figure 4.23: Percentage level of firms showing positive impact of Cash Flow Projection on Firm Development.	157
Figure 4.24: Percentage of firms with reasons for not having a cash flow projection .	158
Figure 4.25: Average annual profit made by firms due to Cash flow management	159
Figure 4.26: Impact of Internal Audit/Control Unit on Firm Performance	165
Figure 4.27: Effect of Internal Audit/Control Unit on Firm development	165
Figure 4.28: Average number of times firms engage Professionals from 2009 - 2013	166
Figure 4.29: Percentage number of firms that do not have a customer service unit with corresponding effects.	171
Figure 4.30: Average number of new customers recorded by firms due to customer relationship management.	173
Figure 4.31: Extent of collaboration with other firms as a consortium on development of firm.....	177
Figure 4.32: Effects of lack of collaboration on firm performance.	178
Figure 4.33: Percentage of firms having policy measures aimed at achieving competitive advantage over other architectural firms.....	183
Figure 4.34: Competitive strategy policy measures and how they influence architectural firm development	184
Figure 4.35: Lack of competitive strategy policy measures effect on the development of architectural firms	186
Figure 4.36: Effect of NIA and ARCON legal framework disservice on firm performance	189
Figure 4.37: The average number of projects executed by respondents in five (5) years.	190
Figure 4.38: Percentage of firms that have Tax payment schedules	193
Figure 4.39: Effects of tax payment and government tax policies on firm performance	194
Figure 4.40: Average amount of tax paid per annum by firms	194

Figure 4.41: Average number of projects awarded to firms per annum due to tax payment.....	195
Figure 4.42 Revised Conceptual Framework.....	206

LIST OF APPENDICES

Appendix I	241
Appendix II	242
Appendix III	265
Appendix IV	266
Appendix V	267
Appendix VI	268
Appendix VIII	270

ACRONYMS AND ABBREVIATIONS

AIA	-	American Institute of Architects
ANOVA	-	Analysis of Variance
ARCON	-	Architects Registration Council of Nigeria
EU	-	European Union
CA	-	Continuous Auditing
CAD	-	Computer Aided Design
CDP	-	Continuous Professional Development
CTEED	-	Centre for Technology, Education and Entrepreneurship Development
DCI	-	Data Collection Instrument
DOI	-	Diffusion of Innovation
GDP	-	Gross Domestic Product
GVA	-	Gross Value Added
ICT	-	Information and Communication Technology
IT	-	Information Technology
MSEs	-	Micro and Small Enterprises
MSFs	-	Micro and Small Firms
NBS	-	National Bureau of Statistics
NIA	-	Nigerian Institute of Architects
NSE	-	Nigerian Stock Exchange
RBV	-	Resource Based View
SHRM	-	Strategic Human Resource Management
SMART	-	Specific, Measurable, Attainable, Relevant and Time-Bound
SMES	-	Small and Medium Enterprises
USA	-	United State of America

OPERATIONAL DEFINITION OF TERMS

Architectural micro and small Firms (MSFs)

Architectural MSFs in Nigeria are firms engage in such products and services only with a labour size of 1-5 and 6-20 workers, with a total cost of not more than ₦1.5 million and not more than ₦50 million respectively, including working capital but excluding cost of land respectively (NBS,2012).

Entrepreneurial business planning

Entrepreneurial business planning is the process of convincing investors of the desirability of investing in a new venture by articulating and programming the economic consequences of a strategy which determines relevant antecedent variables, express them in holistic relationship and subjects them to sensitivity analysis in order to maximize the probability of a desired state of change (Hindle, 1997).

Strategic planning

Strategic planning can be defined as the process of developing and maintaining consistency between the organizations objectives and resources and its changing opportunities (Robson, 1997).

Entrepreneurial Strategic planning

Entrepreneurial Strategic planning is the process of investing in a new venture by articulating and programming the economic consequences of developing and maintaining consistency between the organizations objectives and resources and its changing opportunities in holistic relationship and subjects them to sensitivity analysis in order to maximize the probability of a desired state of change (Hindle, 1997; Robson, 1997).

Sustainability

From a business perspective, sustainability has been referred to as the capability of a corporation to last in time, both in terms of profitability, productivity and financial performance, as well as in terms of managing environmental and social assets that compose its capitals (Giovannoni and Fabietti, 2014).

Strategic Management

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (David, 2011).

Strategic Financial Planning

Strategic financial planning is the process of determining how a business manages itself financially to ensure it achieves its goals and objectives for both the short-term and long-term (Roche, 2016).

Strategic Marketing

Strategic marketing refers to the firm's market positioning based on its vision and long-term objectives as well as its comprehensive analyses of multivariate environmental factors designed to deliver the required value-offerings to its stakeholders through policy formulation and effective deployment of its resources to maintain competitive advantage (Iyamabo & Otubanjo, 2012).

Regulations

Principle or rule (with or without the coercive power of law) employed in controlling, directing, or managing an activity, organization, or system (BusinessDictionary, 2016).

Development

Oberle, Stowers and Darby (2014), define development as a process in which increasingly more members of a given area or environment make and implement socially responsible decisions, the probable consequence of which is an increase in the life chances of some people without a decrease in the life chances of others, has two advantages. One is that it aids a focus on the immediate and subsequent effect (s) which behaviour has on the individual decision-maker and on the social structure of which he is a part. The other is that it provides a basis for an orientation which encourages the identification of individual behavior and structural conditions that simultaneously advance the private and public welfare.

ABSTRACT

It is nearly impossible for architecture firms to maintain even the status quo of their firm – much less to grow – over the long time without a strategic plan. Many successful medium and large architecture firms in the developed countries have already institutionalized a strategic planning process and take advantage of it regularly, enjoying the accomplishments that they have been able to achieve as a result; while micro and small architectural firms mainly in the developing countries do not undertake a strategic planning process for one or two reasons. This study examines the role of entrepreneurial strategic planning on development of architectural Firms in Nigeria in terms of their profitability, increase number of projects and new branches. Data was collected through a quantitative exploratory descriptive survey methodology. One hundred and sixty-two (162) registered architectural firms were sampled from a population of six hundred and forty (640) firms through simple random sampling. Hypotheses were tested to ascertain the relationship between entrepreneurial strategic planning using all the components (planning for sustainability, strategic management, strategic financial planning, strategic marketing and adherence to regulations) and development of architectural Firms. The overall results of this study showed a significant positive relationship between entrepreneurial strategic planning and development of architectural firms. However, the study found out that there was only 4.9% of corresponding change in the development of architectural firms for every change in all the five predictor variables jointly confirming their very low performance, lack of development and subsequent early exit.; the architectural firms in Nigeria should thus adopt entrepreneurial strategic planning to develop and cultivate talented employees, envision, plan, promote, and implement an exciting future for their firms to improve on their performance and subsequent development. The findings provide valuable insights for Nigerian Institute of Architects (NIA), Architect Registration Council of Nigeria (ARCON) and owner/managers of architectural firms on the relationship between entrepreneurial strategic planning and development of architectural firms in a globalized developing economy context. The study contributed empirically to the field of strategic entrepreneurship and strategic planning management of Micro and Small Enterprises.

CHAPTER ONE

INTRODUCTION

In this chapter, background of the study was introduced with an overview of Strategic Planning. Next, the role of Strategic Planning and Architectural MSFs was discussed with relevance to architectural firm development. Finally, the chapter identified the status of Architectural Micro and Small Firms in Nigeria which including characteristics of the profession and form of firm ownership.

1.1 Background of the Study

This study examined the role of entrepreneurial strategic planning on development of Architectural Micro and Small Firms (MSFs) in Nigeria. Despite considerable evidence showing that strategic planning lead to increased firm performance (Gunhan, 2011; Kogan, 2011; Piven, 2006), yet the majority of MSFs (Architecture Firms inclusive) do not plan as shown by empirical studies (Longenecker, Moore, Petty & Palich, 2006; Wang, Walker & Redmond, 2007). Studies have confirmed that many successful small, medium and large Architecture firms in the developed economic have already institutionalized a strategic planning process. These firms take advantage of it regularly, enjoying the accomplishments that they have been able to achieve as a result (Klein, 2007; Kogan, 2011; Kolleny & Linn, 2002; Pressman, 2007; Priven, 2006).

Micro and Small Enterprises continue to retain their role globally as the backbone of a Nation's Economy. Their contribution to National Economy, range from Job creation/employment to Gross Domestic Product (GDP) growth. This importance of MSFs is shown an documented in various studies such as the Annual report of European Union (EU) SMEs (2012); which shows that Small and Medium enterprises (SMEs), (Micro enterprise inclusive) according to the report accounted for 67 percent of total employment and 58 percent of gross value added (GVA) for the year 2012; Table 1.1

(Appendix iii) further supported their role by showing the contribution of MSMEs to job employment and GDP growth in EU, Euro zone, USA and Japan from the year 2008 to 2013. Equally, the relative importance of MSFs for employment generation and GDP growth in national economic is shown by studies in Egypt Ghanem (2013); in Kenya Wanjau (2010); in South Africa Kongolo (2010). However, empirical evidence by Lefilleur (2009) as shown in figure 1.1 (Appendix VII) proved that this area is under researched and despite government role through institutional and policies support towards enhancing the capacity of MSFs as an instrument of economic growth and national development, MSFs in Nigerian fail to meet the desired expectation as their counterparts globally.

According to Osotimehin *et al.*, (2012e), MSFs in Nigeria have not performed creditably well and they have not played expected significant role in economic growth. They equally have not influence apprentice training so as to accelerate employment and poverty alleviation in order to foster Nigerian economic development. This statement is buttress by the NBS (2013) statistics in Table 1.2 (Appendix iv) by showing the Sectoral contribution of MSFs to national GDP. In view of this development, and in line with NIA's recommendation for architectural MSFs in Nigerian, Osotimehin *et al.*, (2012) recommended that government and other non-governmental organization should regularly organize seminars for potential and actual SMEs operators on how to plan, organize, direct and control their businesses, and that MSFs operators' should device marketing strategies and good management customers relation all time.

1.1.1 An overview of Strategic Planning

The idea of Strategic Planning emerged in corporation that wanted to have a strategy as to how to maximize their profits. Today, the motivation is manifold and differs according to the type of organization (Atow-Zahir, 2012). He further stated that the need for an organization to proactively respond to environmental challenges has now become

imperative, as it offers the organization a competitive edge in today's business world. Thus, every organization regardless of its size must have some form of a strategic plan. Strategic planning is a managerial process of developing and maintaining a viable fit between an organization's objectives and its changing market opportunities and also, deals with making long-term decision that enable organizations to respond to changing environments (Kotler, 1991).

Strategic Planning if well conceptualized and implemented within an organization according to Aremu (2013), should result in strategic management, and that strategic management treats strategic thinking as a pervasive concept for running a business organization and regards strategic planning as an instrument around which all other control system, budgeting, information, reward and organization can be integrated. Within business according to El-Mobayed (2006), strategic planning may provide overall direction (called strategic management) to an organization or give specific direction in such areas as: Financial Strategies; Human resource/organizational development strategies; information technology deployment and marketing strategies.

Strategic planning is concerned with the setting of long-term organizational goals, the development and implementation of plans to achieve these goals, and the allocation or diversion of resources necessary for realizing these goals (Stonehouse & Pemberton, 2002; O'Regan & Ghobadian, 2004) as cited in Wang et.al, (2007). This is encapsulated by Aremu (2013) who stated that strategic planning specifically entails the allocation of resources to programmed activities in such a way as to achieve a set of business goals in a dynamic competitive environment. Dane (2010) states that, implementation of the strategic plan is the most important aspect of planning. Identifying the barriers to implementation and overcoming them is a key success factor for any organization. Team work, resolution of conflicting priorities on hidden agendas and accountability will help ensure the implementation of the organization's two to three top goals.

As cited in El-Mobayed (2006), Lorange (1979) pointed that the importance of strategic planning is to accomplish a sufficient process of innovation to support and enhance the planning process. What a strategic plan can do according to Pirtea, Nicolescu and Botoc (2009), is shed light on an organization's unique strengths and relevant weaknesses, enabling it to pinpoint new opportunities or the causes of current or projected problems. If board and staff are committed to its implementation a strategic plan can provide an invaluable blue print for growth and revitalization, enabling an organization to take stock of where it is, determined where it wants to go and chart a course to get there.

Ross (2005) and Thomas (1988) as cited by El-Mobayed (2006) state a list of some of the benefits that can be gained through implementing a strategic planning process: Strategic issues can be brought up for top management review; able to set more realistic objectives that are demanding, yet attainable; a need for better information for decisions making may be recognized; growth can be accelerated and improved; poor performing areas can be identified and eliminated; gain control of operational problems; develop better communications with those both inside and outside the company; provides a road map to show where the company is going and how to get there; develop better internal coordination of activities; develop a frame of reference for budgets and short-range operating plans; gain a sense of security among employees that comes from better understanding of the changing environment and the company's ability to adapt.

1.1.2 Strategic Planning and Architectural MSFs.

Strategic Planning can help any business to grow and expand during a period of time. Small businesses will never remain small forever as some of them will grow and expand beyond 20 workers by joining medium and large business when using a given strategic planning Schayek (2008) as cited in (Kongolo, 2010). Architecture firms typically decide to undertake a planning process for one of two very basic reasons: There is something – or some things – wrong that needs fixing; there are opportunities that should be available to the firm that it is somehow missing. In short, either something's

wrong, or something's not right enough, most often, it's both. A firm's leadership may sense that there is more potential in the marketplace than their firm has the capacity or savvy to capitalize on. They may see evidence of operational or management problems within the firm. At the extreme, they may even feel the pressure of a threat so dire that it could lead to the end of their firm (Kogan, 2011).

Research study of Architectural firms by Denton (2012) buttress this statement by stating in her finding that when architectural firms were given a choice between the conventional strategic planning approach and the new strategic planning methodology (strategic planning model develop by designers), practitioners chose the new methodology that incorporated design techniques largely due to the benefits of a visual approach. Some of the most cited benefits include: a visual approach is less intimidating; a visual approach allow designers to relate to the topic better and to assimilate concepts and terminology faster; modeling the business strategies facilitates communication and makes collaboration easier; like filling a role of tracing paper, the physical model promotes creating many alternatives and enables faster scenario planning.

According to data collected by the American Institute of Architects (AIA) (2006), nearly 1,000 new architecture firms are started each year. An estimated 25 percent are still in business, three years later. Making thoughtful decision when a firm is first founded vastly increases the like hood of success. To achieve success Piven (2006), states that an architectural firm must be skilled at both the professional and business aspects of architecture. A firm must market itself well, excel in architectural design, provide consistently outstanding services to clients, and manage both design projects and the business equally well. The alternative is bankruptcy. This implies the importance of strategic planning in architecture MSFs and the justification for strategic planning is simple according to Kogan and Bobchek (2011) it is nearly impossible to maintain even the status quo for your firm-much less to grow-over the long term without a plan.

1.1.3 Identifying the status of Architectural MSFs in Nigeria

The foundation; though there is a few or little documentation on the practice of architecture in Nigeria, the first record of the profession in the country is back dated in 1948, at the founding of the University College of Ibadan (an Affiliate of London University). Maxwell Fry & Jane Drew (both British architect) were commission to design a structure of the college. At about the same time, Watkins Gray & Partners were also assigned to design the University college hospital. Thereafter, expatriates dominated the scene of the profession in Nigeria until at about 1958 & 1960; the first two Nigerian owned architectural firms came to being (namely Oluwole Olumuyiwa Associates and Ekweme associates). Then, by 1967/1968, of about twenty existing architectural firms in the country, only eight were owned by Nigerians. The setting will soon take to a change when Ahmadu Bello University graduated her first B.Arc. student in 1963. Subsequently, the growth in the practice by Nigerians from thirty-eight firms in 1973 to four hundred and forty-four firms in 2004.

According to Oluwatayo (2009), 97% of architectural firms in Nigeria are mainly micro and small firms. He stated that the number of staff in Architectural firms sampled shows that 33.33 percent of the firms had between 6 to 10 members of staff; 27.59 percent between 10 to 20 staff; and 14.91 percent of the firms had between 1 and 5 staff. Lower percentage, (8.05 percent, 6.9 percent, 5.75 percent and 3.45 percent) of the firms had between 21 and 30, 31 and 40, 41 and 50 and above 50 staff respectively. However, there appeared a shocking decrease by number of firms to three hundred and forty-one firms in 2006. But then, the practice has faced numerous challenges, ranging from economic fluctuation in the industry as cited by (Abdulkarim, 2002). The increasing competition is due to increasing-related practices to the profession, because they tend to compete for jobs as well as the breach of allied profession on the role of architecture Sagada (2002) in (Oluwatayo, 2009).

This problem therefore, lead to the change of the Nigerian architectural MSFs, as it is difficult to ascertain the characteristics of the profession without a proper studies of its diversity, thereby leading to the falter of the MSFs in Nigeria. As a dying profession in the country, as described by Stevens (2005), the Architect Registration Council of Nigeria (ARCON) tried to develop a strategic plan to save the industry, with an aim to; Increase the sphere of influence; Increase impact on society; Enhance performance ability via Continuous Professional Development (CDP), and Improving the perceived roles and attitude of architects. However, this was impossible to achieve as a good record of the existing nature of architectural practices is not known (dearth of information). It is understood that the lack of understanding of architectural practice in Nigeria and dearth of information has hindered the sustainable development of the industry in the country (Oluwatayo, 2009). Furthermore, he states that the state of architecture in Nigeria can be described as old as research has showed that most existing architectural firms have been in existence for over a decade.

This shows that most entering firms (New firms) exit (folds up) at the starts up stage; thereby leaving just a few in the industry which never attain sustainable growth and becomes international firms (Reaches globalization). Consequently, observation has also shown that most Architectural MSFs in the country are principally owned which has affect the growth of the industry negatively, as research has also shown that less than 25% firms that employ about 20 staff are not principally owned (Oluwatayo, 2009). Most principally owned (sole proprietors) firms in the country are micro and small firms (MSFs) that employ between 1-10 staff. Furthermore, these firms hardly have branches/annexes in and outside the country, thereby deemed to be far behind state of globalization. Most of the staff in the firms (administrative & clerical) are found to be people of other discipline as very few practicing architects were found in firms.

Furthermore, very few Architectural firms in Nigeria has handled big tasks (Fat paying contract), as most of their clients are individuals patronizing with smaller jobs. Therefore the architectural MSFs in Nigeria cannot compete with firms in most other

countries. Study has shown that the variance between successful firms and less successful firms is based mostly on the ability to use the Information Technology systems (IT literacy, AutoCAD knowledge). Therefore most firms make it as criteria for the selection of staff for employment (which is now the case in Nigeria).

1.2 Statement of Problem

Notwithstanding observation by Jaiyeoba (2002) that many Architectural firms in Nigeria fail for lack of planning is an important issue that is worthy of study, research study was never conducted despite empirical evidence from ARCON (2012) indicating a massive 43% decline in architectural MSFs that manifested itself in forms of firms exiting from the venture all together. According to Oluwatayo (2009) there was a considerable increase in architectural firms up to 2004 which were not sustained for a longer period of time. His finding shows that most entering firms (New firms) exit (folds up) at the starts up stage; thereby leaving just a few in the industry which never attain sustainable growth characterized by poor performance and low competitiveness. Also, according to data collected by the American Institute of Architects (AIA) (2009), nearly 1,000 new architecture firms are started each year. An estimated 25 percent are still in business, three years later despite that many successful small, medium and large Architecture firms in the developed economy have already institutionalized a strategic planning process resulting in higher performance and enterprise growth.

Also, according to Pamulu (2010) the lack of strategic direction leads to poor performance and low competitiveness among construction firms in the developing economies. He states that there are two main reasons behind this problem: The lack of strategic planning to improve competitiveness and performance; and unfavorable environment in which they operate due to Government regulations and policies. Despite its growth and the strategic role of architectural firms in the construction industry in a growing economy like Nigeria, contribution by the construction industry to the nations GDP is a paltry 2.19% in 2012 (NBS, 2013) while Statistics shows that importation value in this sector only from other African countries, Asia, Europe and USA stands at a

sizeable 25% (NBS, 2011). This is a clear evidence of challenges of development of this form of enterprises in Nigeria. This has resulted into unemployment, stagnant growth and balance of payment deficit to the Nation.

For sustainable development, Pressman (2007) in his paper succeeding at Succession stated that Architectural firms should develop and cultivate talented employees in areas beyond design and project management, such as marketing, human resource, financial management and technology. In summary, Kogan (2011) gave the rationale for strategic planning in architectural firms stating that Architects should use their problem solving skills as a design professional to envision, plan, promote, and implement an exciting future for their own firm (Entrepreneurial Strategic Planning). In line with the foregoing, NIA and ARCON commenced the development of a strategic plan for the profession in Nigeria, with the aim of sustaining them. NIA's aim of arriving at a strategic plan for Architectural firms is however yet to be realized (Oluwatayo, 2009). Therefore, this study seeks to establish the role of entrepreneurial strategic planning on the development of architectural firms in Nigeria.

1.3 Objectives of the Study

1.3.1 General Objective of the study

The objective of the study is to investigate the Role of Entrepreneurial Strategic Planning on development of Architectural Firms in Nigeria.

1.3.2 Specific Objectives of the study

In line with the general objective, this study is;

- i. To establish the influence of Planning for Sustainability on the development of Architectural Firms.
- ii. To estimate the role of Strategic Management on development of Architectural Firms.

- iii. To determine the role of strategic financial planning on development of Architectural Firms.
- iv. To establish the influence of strategic marketing on development of Architectural Firms.
- v. To determine the moderating role of Adherence to Regulations on development of Architectural Firms.

1.4 Hypotheses of the Study

To examine how each of the criterion variables influences the response variables, the following Null hypotheses were tested:-

- i. **Ho:** There is no relationship between planning for sustainability and development of Architectural Firms.
- ii. **Ho:** There is no relationship between strategic management and development of Architectural Firms.
- iii. **Ho:** The role of strategic financial planning is not related to development of Architectural Firms.
- iv. **Ho:** There is no relationship between strategic marketing and development of Architectural Firms.
- v. **Ho:** The moderating role of Adherence to regulations does not influence development of Architectural Firms.

1.5 Significance of the Study

The findings of this study was of immense importance and great value to scholars and researchers, architectural firms, Organizations, and government with specific to: Researchers and academicians:- This study will contribute general knowledge to academicians and researchers specifically; it will make empirical contribution to the field of Entrepreneurial strategic planning and management of micro and small enterprises; Architectural firms: - Both existing and potential firms will find this study of great benefit by identifying through entrepreneurial strategic planning opportunities

available, the strength and weakness of the firms and threats that will help in maintaining their status quo and accomplish sustainable growth over a long term.

Also, this study was of immense importance to Organizations: Both NIA, ARCON and other institutions and organizations in the construction industry will find this study of great importance. ARCON and NIA to their quest for developing a strategic plan for the profession in Nigeria that is yet to be realized and also be able to produce a business plan specifically meant for architectural firms; institutions and organizations to help in attaining sustainable growth of their firms to generally enhance the development of the construction industry in Nigeria thereby improving its contribution to the National GDP; Government: -This study will help officials in the government and planning authority to identify firms' ability to achieve sustainable growth through special regulatory framework and tax policies formulated, and this may lead to enhance Nigerian national economy.

1.6 Scope of the Study

This study will investigate all Micro and Small registered Architectural Firms in Nigeria located in the six (6) geopolitical zones. ARCON (2012) shows that the clusters of registered architectural firms in Nigeria are located in these zones namely; Abuja the federal capital, Enugu, Ibadan, Kaduna, Kano, Lagos, Maiduguri, Port Harcourt, Sokoto and Yola. It is believed that using this approach, the findings indicated same for all architectural firms located in Nigeria irrespective of zone and also can therefore be inferred to other architectural MSFs globally. This approach also minimized the cost of the study in view of the central location of Kaduna with respect to these cities and towns.

1.7 Limitations of the Study

The main limitations was that most principal partners of Architectural firms consider some vital information as confidential and refused to reveal the real picture and totality

of the information. Also, most of the management staff and other staff responsible for record keeping could not present written data on some of the time series questions asked. Another limitation is the inaccessibility of architectural firms in Maiduguri in the North East zone and Portharcourt in the South South zone due to the action of insurgency and militants in both areas respectively.

1.8 Delimitations of the Study

These limitations were minimized by the use of simple indirect questions that the respondents found them easy to answer in the questionnaires and also by personal observation during interview with the respondents from which conclusions were drawn on such information's. Also, by sending questionnaires to architectural firms located in the North East and South South zone through a reputable courier services that was paid for delivery and return services, sufficient data were captured to allow for generalization of the result findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literatures by various scholars in the area of entrepreneurial strategic planning relevance on organizational performance. It reviews roles of, strategic human resource management, planning for sustainability, strategic financial planning, strategic market planning and roll of adherence to regulations on the performance of micro and small enterprises. The chapter aims to present the gaps in the literature requiring investigation and the development of a research model and research questions. The chapter comprises four sections. Section one: deals with the theories of fit relevant to this study, develop and provides the conceptual framework for this research. Section two: deals with empirical studies carried out in the past and in accordance with the variables presented in the research model and the critique. Section three: covers the review of Important Literature Relevant to the Study in accordance with the variables of this study. Section four: deals with the summary and research gaps.

2.2 Theoretical Literature Review

A theory can be manifested as a substantive field on its own within the scope of the social sciences if it is has a more or less consensual approach to the main research objectives, and shared views on the most fruitful research methods and expected outcomes (Chepureenko, 2015). This section reviews theoretical literature on the subject matter, taking into consideration the key concepts of planning for sustainability, strategic management, strategic financial planning, strategic marketing and adherence to regulations, and their relationship with firm development.

2.2.1 Planning for Sustainability

Goal Setting Theory

The goal – setting theory claims that goal setting leads to higher levels of work performance and motivation. The theory can be applied to multiple areas of life, including the work place, a class room and personal development. This theory was first introduced by Locke and Latham (2002) in their study “Goal Setting and Task Performance”: 1969 – 1980. The main principle of the theory is that the more specific the goal, the more likely that the goal setter will achieve that goal. This theory emphasizes the important relationship between goals and performance. Because performance is a function of both ability and motivation, goal effects also depend upon having the requisite task knowledge and skills. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on result, and create commitment and acceptance. The motivational impact of goals may be affected by moderators such as ability and self-efficacy. Deadlines improve the effectiveness of goals. A learning goal orientation leads to higher performance than a performance goal orientation, and group goal – setting is as important as individual goal-setting.

2.2.2 Strategic Human Resource Management

The Trait, Approach to Leadership

The Trait Approach to Leadership theory arose from the “Great Man” theory as a way of identifying the key characteristics of successful leaders. It was believed that through this approach it could be possible to identify and isolate a finite set of critical leadership traits, which could be used when selecting and promoting individuals to leadership positions. Stogdill (1974) in an extensive review of trait studies, found some qualities that appeared more often than others and in Table 2.1 in Appendix v lists the main leadership traits and skills identified.

However, in other traits studies by e.g., Bird (1940) and Stewart (1963), the same set of traits has not been identified and with the list growing ever longer it has now been widely accepted that no such definitive set of traits will ever be identified. Cherry (2014), stated that if particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? This question is one of the difficulties in using trait theories to explain leadership. Although, some traits did appear more frequently than others with little consistency in the results of the various trait studies which includes: technical skill, friendliness, task motivation, application to task, group task supportiveness, social skill, emotional control, administrative skill, general charisma, and intelligence. Of these, the most widely explored has tended to be “charisma”.

Transactional and Transformational Theory

Transactional Theory

Transactional leadership theory also known as management theory focuses on the role of supervision, organization and group performance. These theories base leadership on a system of rewards and punishments. Transactional theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished (Cherry, 2014). Transactional leadership according to Burns (1978) entails an exchange between leader and follower. Followers receive certain valued outcomes (e.g. wages, prestige) when they act according to their leader's wishes.

Transactional leadership theories are all founded on the idea that leader - follower relations are based on a series of exchanges or implicit bargains between leaders and followers. The general notion is that, when the job and the environment of the follower fail to provide the necessary motivation, direction and satisfaction, the leader, through his or her behavior, was effective by compensating for the deficiencies. The leader clarifies the performance criteria, in other words what is expected from subordinates and what they receive in return House, Woycke and Fodor (1988) as cited in (DenHartog,

VanMuijen & Koopman, 1997). Transactional leadership has remained the organizational model for many people and organizations that have not moved in to or encouraged the transformational role needed to meet the challenges of our changing times (Covey, 1992).

Transformational Theory

Transformational theories, also known as Relationship theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards (Cherry, 2014). Burns (1978) was the first to put forward the concept of “transforming leadership”. Burns positioned that transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. A transformational leader motivates followers to do more than originally expected (Mullins, 2010). Bass (1990), who relied on the ideas of Burns proposed a theory of transformational leadership which argues that the leader transforms and motivates the follower by inducing them to transcend their own self – interest for the sake of the organization and the entire team.

The theory also points to the view that the leader transforms employees’ by activating their higher – level of needs. The direction of influence to Bass is thus one-way, unlike Burns’ who sees it as potentially a two-way process. Bass, however, deals with the transformational style of executive leadership that incorporates social change, a facet missing from Burns’ work. The transformational leadership theory approach has been widely embraced within all types of organizations as a way of transcending organizational and human limitations and dealing with change. It is frequently contrasted with more traditional ‘transactional’ leadership theory, where the leader gains commitment from followers on the basis of a straight forward exchange of pay and

security etc. in return for reliable work. Table 2.2 in Appendix vi by Covey (1992) contrasts these two approaches. Managers of Architectural firms can use transformational theory to generate in the employees' greater awareness of the importance of the purpose of the firm and the task outcomes. Architectural firms' management can also use transformational theory to engender higher level of motivation and commitment among the staff. In real sense, the theory can be used to transform the performance and fortune of an Architectural firm.

2.2.3 Strategic Financial Planning

Financial Portfolio Theory

Financial portfolio is the combination of investment in various businesses (Kurfi, 2003). Generally, investors are assumed to be risk shy. This explains why they do not 'put all their eggs in one basket'. In other words, investors do have a well-diversified portfolio in order to optimize returns and minimize risks (Pandey, 2010). Jimoh (1997) explains that where businesses are highly positively correlated, taking on investment does not reduce the overall risks of the investors. However, if the businesses are negatively correlated in the terms of factors that affect one investment having effect on other investments, then taking on the investment reduces the overall risk of the investor (Brealy & Myers, 1996). This is what is referred to as portfolio effect (Kurfi, 2003). Accordingly, the financial portfolio theory implies that the larger the number of uncorrelated or in differed investments embarked upon by the investor, the smaller was the variation in the overall rate o return of the business. Managers of Architectural firms can use financial portfolio theory to diversify risk and maximize the rate of return on their investment.

Financial Constraints - Cash Flow Sensitivity of Cash: Model of Liquidity Demand.

Heitor, Murillo and Michael (2004) designed a model based on a theory they formulated for a firm's demand for liquidity to develop a new test of the effect of financial constraints on corporate policies. The effect of financial constraints is captured by the firm's propensity to save cash out of cash flows (the cash flow sensitivity of cash). The precept of the model is that constrained firms should have a positive cash flow sensitivity of cash, while unconstrained firms' cash savings should not be systematically related to cash flows. To support the theory, empirically they estimated the cash flow sensitivity of cash using a large sample of manufacturing firms over the 1971 to 2000 period and find robust support for the theory. The model suggests that financial constraints should be related to a firm's propensity to save cash out of cash flows, which they refer to as the cash flow sensitivity of cash. In particular, financially unconstrained firms should not display a systematic propensity to save cash, while firms that are constrained should have a positive cash flow sensitivity of cash. As such, the cash flow sensitivity of cash provides a theoretically justified, empirically implementable measure of the importance of financial constraints.

The model implies changes in corporate liquidity demand over the business cycle, because aggregate demand fluctuations work as exogenous shocks affecting both the size of current cash flows as well as the relative attractiveness of current investments vis- a-vis future ones. In a recession, financially constrained firms should save a greater proportion of their cash flows, while unconstrained firms' cash policies should not show any systematic changes. They find that for constrained firms, cash – cash flow sensitivities appear to be negatively associated with shocks to aggregate demand (i.e., on the margin, constrained firms save more in recessions), while unconstrained firms display no change in their cash – cash flow sensitivities in response to macroeconomic shocks. Once again, these results hold for four of the proxies for financial constraints; payout policy, size, bond ratings, and commercial paper ratings. The model is a simple

representation of a dynamic problem in which the firm has both present and future investment opportunities, and in which cash flows from assets in place might not be sufficient to fund all positive net present value (NPV) projects.

Depending on the firm's capacity for external finance, hoarding cash may facilitate future investments. Another way the firm can plan for the funding of future investments is by hedging against future earnings. In all, the framework considers four components of financial policy: cash management, hedging, dividend payouts, and borrowing. The implications of the model imply that firms should increase their stocks of liquid assets in response to positive cash flow innovations if they face financial constraints. In contrast, unconstrained firms should display no such systematic behavior in managing liquidity; i.e., their estimate of the cash flow sensitivity of cash should not be statistically different from zero. The theory also implies that cash holding patterns should vary over the business cycle. In particular, financially constrained firms should increase their propensity to retain cash following negative macroeconomic shocks, while unconstrained firms should not.

2.2.4 Strategic Marketing

The Resource Based View (RBV)

The Resource-based view (RBV) is an approach to achieving competitive advantage that emerged in 1980s and 1990s, after the major works published by Wernerfelt (1984), Prahalad and Hamel (1990), Barney (1991) and others. Review of various literatures argues that organizations should look inside the company to find the sources of competitive advantage instead of looking at competitive environment for it. This model Figure 2.1 in Appendix viii sees resources as key to superior firm performance; If a resource exhibits Value, Rarity, Imitability and Organization (VRIO) attributes, the resource enables the firm to gain and sustain competitive advantage (Rothaermel, 2012). The model recognizes the importance of a firm's internal organizational resources as determinants of the firm's strategy and performance (Grant 1991; Wernerfelt 1984).

Internal organizational resources as defined by Grant (1991), is all assets, capabilities, organizational processes, firm attributes, information, knowledge, that are controlled by a firm and that enable it to envision and implement strategies to improve its efficiency and effectiveness. Collis (1991), states that while the Resource-based view model recognizes that physical resources of a firm are important determinants of performance, it also places primary emphasis on the intangible skills and organizational resources of the firm. Some intangibles resources of the firm are the market-assets such as customer satisfaction and brand equity.

2.2.5 Adherence to Regulations

2.2.5.1 Regulation Theory

This theory developed from the nineteenth century and there are vast literature written on the theory (Laffont & Tirole, 1993, 2000; Levy & Spiller, 1994; Newbery, 1999). The case for economic regulation is premised on the existence of significant market failure resulting from economies of scale and scope in production, from information imperfections in market transactions, from the existence of incomplete markets and externalities, and from resulting income and wealth distribution effects (Jalilian, Kirkpatrick & Parker, 2006). According to Laffont (1999a; 2005) as cited in Jalilian *et al.*, (2006) recent theoretical contributions to the regulation literature have provided a model of regulation for network industries that recognizes the particular structural and institutional characteristics of developing countries and have highlighted the role of effective regulation in achieving equitable and sustainable expansion of infrastructure services in the poorer countries of the world.

According to Stiglitz (1998), regulation under political environment becomes a tool of self-interest within government or the ruling elite. More generally, it is to be expected that both the process and outcomes of a regulatory regime was determined by the specific institutional context of an economy, as reflected in its formal and informal rules

of economic transacting (North, 1990). Architectural firms can adopt this theory because of its relevant modes of conduct in the context of the regulatory state which include probity in public administration, independent of courts, low corruption and cronyism, traditions of civic responsibility as stated by Kirkpatrick and Parker (2004) to enhance their sustainability as enterprises.

2.3 Conceptual Framework

According to Mugenda, (2008) conceptual framework is a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. Also as defined by Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. Conceptual Framework consists of concepts that are placed within a logical and sequential design. It is based on specific concepts and propositions, derived from empirical observation and intuition (Nazaro, 2012).

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge, within the limits of the critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists (Labaree, 2013). Nachmias and Nachmias (2008) as cited in Karanja (2010), define a model as a concept which is closely related to the idea of theory as systematic conceptual organization. Models usually consist of symbols rather than physical matter, that is, the characteristics of some empirical phenomenon, including its component and the relationships between the components, are represented as logical arrangements among concepts.

This study adopted a conceptual framework that evolved from the entrepreneurial business planning, strategic planning objectives Birnbaum (2004) and the Goal based strategic planning model to identify some important explanatory variables behind different aspects of the key concepts of entrepreneurial strategic planning. Specifically, it establishes the effects of sustainability, financial planning, market planning and human resource management. According to Skrt and Antoncic (2004), strategic thinking has become a must for entrepreneurs in the time of global competition, technological change and increased dynamics in markets. Strategic planning and systematic decision- making can be considered a key determinant of the survival and success of small firms Zimmerer and Scarborough (1996) as cited in (Skrt & Antoncic, 2004). Figure 2.2 below depicts the relationship between the explanatory and criterion variable that are of key importance to the survival and success of Architectural MSFs.

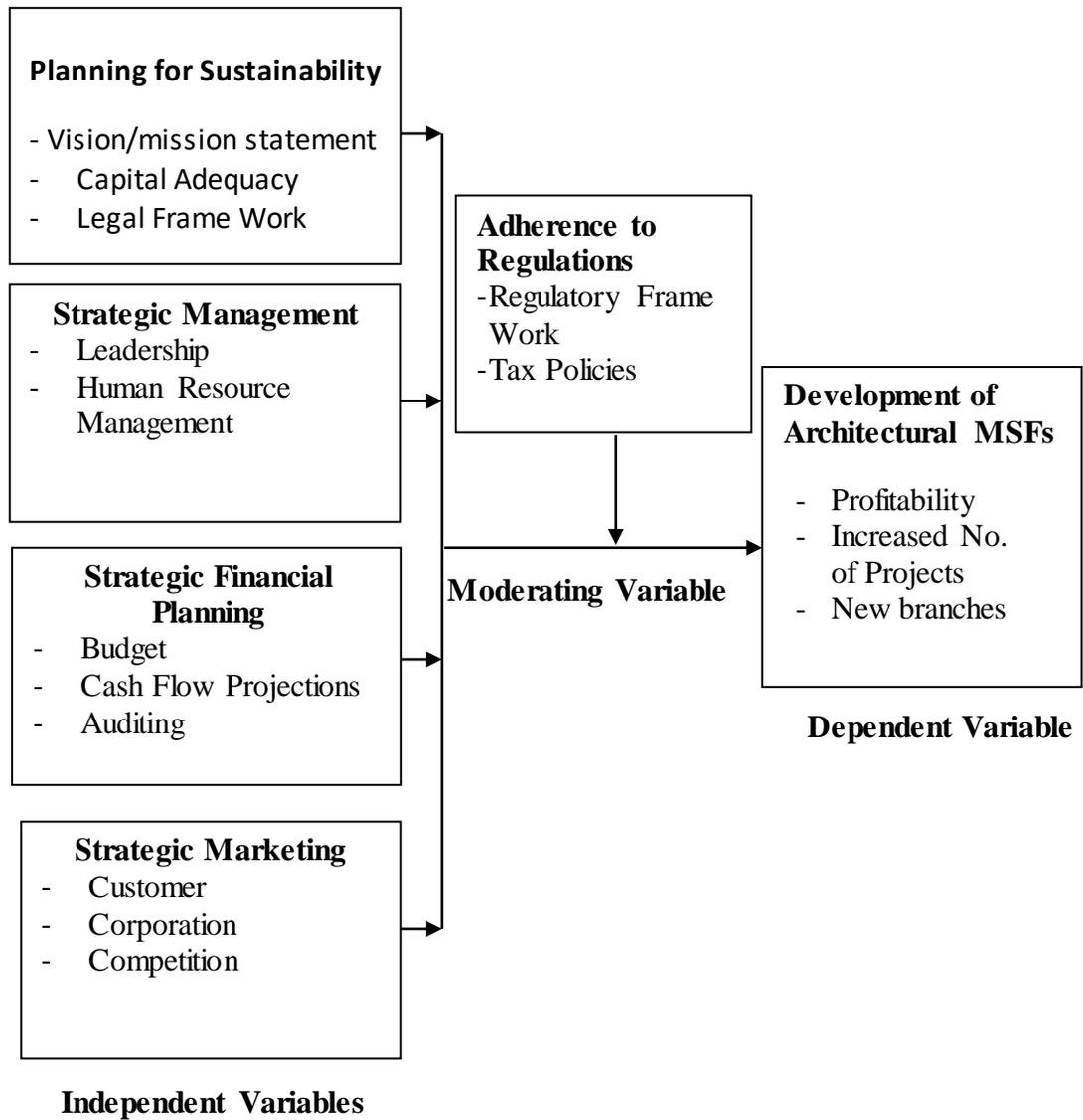


Figure 2.1; Conceptual Framework

2.4 Empirical Literature Review

According to Zikmund (2000) as cited in Saunders, Lewis and Thornhill (2009), empirical literature review deals with the search for material on a subject matter under study. Empirical literature review is a discussion of theory's and presents empirical results that are relevant to the topic at hand of published works, including periodicals, and books.

2.4.1 Planning for Sustainability

Vision/Mission Statement

Ehtesham, Muhammad and Muhammad (2011) empirically tested the relationship between the components of organizational culture and performance management practices. The study adopted the exploratory research approach to explore the impact. One-Way ANOVA was employed to determine the significance of the relationship. The results from the statistical analysis show that, sufficient evidence exists to accept hypothesis H1 that organizational culture is positively and strongly associated with performance management practices at a confidence level of 0.99. The study also confirms that each of the four organizational cultural traits of involvement, consistency adaptability and mission are positively and strongly associated with performance management practices at a confidence level of 0.99. Based on this there is sufficient evidence to accept hypothesis H2: Cultural traits of involvement, consistency, adaptability, and mission in organizations exert a significantly positive influence on performance management practices. All the variables including involvement, consistency, adaptability and mission has significantly positive impact on Performance Management Practices (PMP). The study established that the value of involvement for PMP is 0.736 significant at $r= 0.01\%$. The value for consistency is 0.837 ($r= 0.01\%$) which shows the high significance of relations. While values for adaptability and mission are 0.767 and 0.815 both with $r=0.01\%$. As all the values of organizational culture have significant positive impact of PMP so hypothesis H2 is acceptable that organizational culture has positive impact on PM Practices.

Critique

The study was limited to one Institute only in Pakistan; therefore future research should attempt to further explore the impact of the four organizational cultural traits on multiple organizations to find out which of the four traits has more significant positive impact on PM Practices. However the instruments used to capture the data in the survey study were very adequate. This study investigated the cultural traits of involvement and missions only that impacts more on the development of architectural firms in Nigeria.

Darbi (2012) explored employees' state of awareness of mission and vision statements, perceptions about their level of ownership and whether the institution's mission and vision statements impact/can impact on their behavior and attitudes" using descriptive statistics and Chi-Square test for various relationships. The majority (97.5%) of the respondents were aware that the institution has mission and vision statements. From the chi-square test result, It can be deduced that the level of awareness of the components/contents of the mission and vision statements is relatively low given the backdrop that the level of awareness of the statements in general was 97.5% and level of knowledge about their purpose was 30%, excellent and 50%, very good. This suggests that mission and vision statements are still relevant strategic management tools that can impact employee behavior and attitudes and consequently, the performance of the organization.

Critique

However, the study concentrated on a Public but Profit-Oriented Tertiary Institution but the findings are very relevant to this study. The study explored only employees' state of awareness of mission and vision statements, perceptions about their level of ownership and whether the institution's mission and vision statements impact/can impact on their behavior and attitudes" without direct relationship to organizational performance.

Medlin and Green (2009), investigated the relationships among goal setting, employee engagement, workplace optimism, and individual performance constructs. Goal setting

is hypothesized as positively impacting employee engagement, employee engagement as positively impacting workplace optimism, and workplace optimism as positively impacting individual performance. Descriptive statistics and correlations used in the study indicated means for goal setting, employee engagement, workplace optimism, and individual performance are 4.29, 5.25, 5.72 and 5.63, respectively. The study does conclude that: goal setting leads to engaged employees; engaged employees exhibit higher levels of workplace optimism; and higher levels of workplace optimism improves the individual performance of an organization's employees.

Critique

The results obtained from the study may not be generalized due to the fact that data supporting the statistical analysis were derived from a convenience sample, rather than a random sample. Also Job performance reported by each respondent was not rated by the supervisor using objective performance rating indicators. The study also failed to relate individual performance constructs with the organizational performance. However, the finding of the study is relevant and was used empirically to investigate how goal setting leads to architectural firm development.

Mogaji (2012) study assessed goal-setting and task performance among Nigerian managers. Data were collected from 521 subjects including 176 Yoruba, 147 Igbo and 198 Hausa/Fulani managerial employees in Lagos, Nigeria. The relevant scales of the 57-item questionnaire designed by Mendonca and Kanungo (1994) were used to obtain measures of the dependent variables. Mean scores in goal setting and performance-intrinsic reward contingency were highest among the Yoruba managers (3.86 & 4.12) followed by Hausa/Fulani (3.72 & 3.94) and Igbo managers (3.69 & 3.78) respectively. Mean score in task significance was highest among the Igbo managers (4.14) followed by Yoruba (4.13) and Hausa/Fulani managers (3.51) respectively. Mean score in performance-extrinsic reward contingency was highest among the Hausa/Fulani managers (3.67) followed by Yoruba (3.53) and Igbo managers (3.44) respectively. One-

way ANOVA showed cultural differences in performance-intrinsic reward contingency ($p < .05$) and task significance ($p < .01$) but not in goal-setting and performance-extrinsic reward contingency respectively. The study did indicate there was a significant ethnic difference in task significance/performance but not in goal setting among the Nigerian managers studied.

Critique

The study was biased in two ways; (1) only managerial employees of various public and private sector business organizations; and (2) only the three major ethnic groups in Nigeria, Yoruba, Igbo and Hausa/Fulani were used for the study. In addition, the study failed to investigate the relationship between managerial employee's personal goal and the organizational goal and how these impact the organizational performance. However, the finding that there was no significant ethnic difference in goal setting among the Nigerian managers studied had importance to this study.

The study of Arasa, and K'Obonyo, (2012) examined the relationship between strategic planning and firm performance giving attention to the strategic planning steps. Correlation analysis results indicate the existence of a strong relationship between strategic planning and firm performance. Among all the strategic planning constituent variables, analysis of business environment exhibits a stronger relationship with firm performance with a Pearson correlation coefficient of 0.671. Nevertheless, all the correlations are significant at $p < 0.01$.

The study shows there is a relationship between all the strategic planning constituent variables and lead-time in claims payment. The study findings also indicate existence of a relationship between strategic planning and both financial and non-financial performance indicators. It was observed that firms that exhibit higher levels of strategic planning perform better in both financial and non-financial indicators compared to those exhibiting low levels of strategic planning.

Critique

The study mainly focused on the connection between the strategic planning process and organizational performance and also failed to examine the relationship between the strategic planning intervening outcomes and performance and to control for the effects of contexts and time periods in the research due to resource constraints. However results of the findings have logical connection with this study and were used empirically to establish the relationship between strategic entrepreneurial planning and firm performance.

Capital Adequacy

Chang (2006) analyses the impact of the transition from price-cap regulation (deposit/loan rate control) to rate-of-turn regulation (ROA, NPLs and/or BIS ratio) on banking industry structure. The study extended a simple theoretical model of banking competition which suggested that the relative dominance of the two objective functions under different regulatory regimes affects the market structure. Imposing more stringent rate-of-return regulation, whilst relaxing price-cap regulation, reduces the equilibrium number of banks.

The study constructed aggregate time-series data for Korea using 18 nationwide banks and 10 regional banks in Korea (28 banks). Hence the panels of all 28 commercial banks over the 28 year period from 1976 to 2003 were used in the calculation of the time-series data for the analyses. The study result shows that the performance measured by return on deposits (ROD) suggested that profitability of banks decreases as market gets more concentrated which contrast the traditional view on market power. Nonetheless, profitability is positively associated with interest margins, negatively associated with Non-performing loans, and positively associated with Capital adequacy as expected.

Critique

The study is limited to the banking structure with respect to changes in regulatory regimes and the associated Non-performance loans (NPLs) and Capital adequacy (BIS) ratios. However the study indicated the positive relationship of profitability with Capital adequacy in the banking structure, a finding very relevant to the services industry that this study established empirically.

El-Said, Al-Said, and Zaki, (2013) examined the determinants of access to finance for SMEs in Egypt as well as the determinants of having banking problems. The study model correctly classified 4144 SMEs as having banking facilities, representing 50.7% of these enterprises, while it correctly classified 21988 SMEs as not having banking facilities, representing 77.6% of these enterprises. The overall percentage of correct classification is approximately 72%, which is considered highly reasonable. Moving to the determinants of having banking problems, the study model correctly classified 2256 SMEs as having banking problems, representing 38.3% of these enterprises, while it correctly classified 23419 SMEs as not having banking problems, representing 76.5% of these enterprises. The overall percentage of correct classification is approximately 70%, which is considered highly reasonable. The main findings of the research show that legal form, economic activity, labor, capital, and sales turnover have a significant effect on having banking facilities. In addition, the study find that the smaller the firm, the higher the probability of having banking problems and still face several constraints in terms of access to finance (Capital Adequacy). From this finding, it can be deduced that capital adequacy has significant impact on organizational performance.

Critique

In the study Micro Enterprises were not focused and only formal firms with industrial and commercial registration were taken into account hence, a study is needed to focus on Micro Enterprises and in formal firms on access to finance as well as the determinants of

having banking problems. A replica study was done in this study to include its impact on firm performance.

The study of Muiruri (2014) investigated the role of microfinance institutions on growth of micro and small enterprise (MSE) in Thika Municipality, Kenya. In order to achieve the study objective, a cross-sectional survey was carried that analyzed both secondary and primary data. Through random sampling technique, two hundred and eighty five MSEs and sixteen MFIs were selected. This included MSEs Owners and MFI managers, it represents 25.8 percent of the total MSE Owners as of 2009. Thika Municipal record was considered representative and reliable for generalization. Statistics findings in the study demonstrate that MFIs offer services to customers (MSEs) had contributed growth which has been rapid over the years. Majority of businesses in Thika Municipality (56.8 percent) were owned by married people. Default rate was high while MIF loan was second main source of capital (38.6percent) contrary to (Oketch, 1995). The main reason for their saving was for expansion of and growth of business the same sentiments echoed by (Jagongo, 2009). Finally, 76.9 percent business was initiated with capital less than ten thousand Kenyan shillings. This low seed capital explains why MSEs have stagnant growth. Finally the businesses that received MFI services reported growth in sale, revenue and number of employees employed. The study recommended that government should set policy regarded essential in improving loan repayment period and loan amount. From research it is clear that there exists a large unexploited saving mobilization and utilization potential.

Critique

The study used Thika Municipal record for generalization which might not be reliable because the role of microfinance institutions on growth of MSEs in other municipals might be different in terms of importance and effect. However, the findings when compared to other empirical studies on the same subject matter validate the general

views of the role of microfinance institutions on growth of MSEs in developing economies. This study upheld these views through its own findings.

Osotimehin (2012) examines the challenges and prospects of micro and small scale enterprises development in Nigeria. Hypothesized statements were tested using the Z - test statistical tool. The tests conducted at 95% confidence interval and 0.05 significant levels reveal that for Ho1: The phenomenal growth in the number of micro and small enterprises is not due to quest for self-employment, the calculated $Z= 14.38$ are greater than the critical $Z = 1.96$. The study rejects the null hypothesis, in order words; the phenomenal growth in the number of micro and small enterprises is due to quest for self-employment well accepted in Nigeria. For Ho2: Financial constraint is not a serious factor militating against effective management of small and medium enterprise; It was discovered that the calculated $Z= 4.18$ is greater than the critical $Z = 1.96$. The study rejects the stated hypothesis, that is, financial constraint is a serious factor militating against effective management of small and medium enterprise in the Nigeria business environment; and for Ho3: Lack of management skill does not hamper the efficient performance of micro and small enterprise in Nigeria, the calculated $Z= 4.4$ is greater than the critical $Z = 1.96$ at a degree of freedom of 4. In view of this result, the stated hypothesis was rejected it thus, means that lack of management skill hampered the efficient performance of micro and small enterprise in Nigeria. In conclusion the study stated that lack of capital, operating equipment, poor business environment, and the scarcity of accommodation on the other hand, the inherent problem in managing small and medium business ideas, lack of efficient preservation system and poor environmental sanitation lowered the sudden growth of the enterprises in Nigeria.

Critique

In the study, the characters of the MSMEs chosen were not specified thus; the results may not be applicable to other MSMEs. The survey was also limited to one geo-political zone (South West) of the country (Nigeria) therefore; the results of the findings cannot

be generalized for the target population indicated in the study. Hence a study needs to be carried out in some specific Micro, Small and Medium firms identified in the other geo-political zones. The study finding that financial constraint is a serious factor militating against effective management of small and medium enterprise in the Nigeria business environment was relevant to this study.

Legal Frame Work

Due to the inconsistent findings on the influence of entrepreneurial factors on the firm performance, Lucky (2012) proposed a contingency model in which the effect of individual determinants, external factor and firm characteristics are to be moderated by location and culture. The data results from 182 entrepreneurs/owner-managers of small firms in both manufacturing and service industries in Lagos suggest that location and culture cannot jointly enhance or improve small firm performance. It therefore indicates that entrepreneurs/owner-managers should not consider location and culture jointly in an attempt to utilize them to improve their firm performance. It further suggests that entrepreneurs/owner managers should consider location and culture individually when thinking of enhancing their firm performance. Thus, in order to effectively enhance the firm performance, the entrepreneurs must consider each of these factors separately rather than jointly factors. Another important note is that firms or entrepreneurs that consider each of these factors individually are most likely to achieve a better firm performance than the ones that jointly consider both factors.

The findings indicate that both location and culture play a different role with separate contribution in enhancing small firm performance. Therefore, within the context of the hypotheses tested in this study and the findings obtained, the following conclusions are therefore made; The results confirmed the hypotheses that location and culture does not jointly moderate the relationship between the individual determinant, the external factor and firm characteristics, and firm performance; However, on the overall, that both location and culture should be considered individually in an attempt to utilize them in enhancing small firm performance. This finding should be interpreted with caution as

both location and culture could produce a different result given a different environment; and the findings did not support other literatures on the fact that two or more factors better impact on the firm performance.

Critique

The study can be criticized in that only Lagos metropolis was used as study area and failed to use other important areas such as Ibadan, Enugu, and Kano, etc. Hence a study needs to be carried out including other areas to generalize the findings. However the findings of the study reveal the strategic importance of location on the performance of firms. Data collected and analyze in this research supported these findings.

Babajide (2012) investigated the effects of microfinance on micro and small business growth in Nigeria. The objectives are: one, to examine the effects of different loan administration practices (in terms of loan size and tenor) on small business growth criteria. Second, to examine the ability of Microfinance-Banks (MFBs) (given its loan-size and rates of interest charged) towards transforming micro-businesses to formal small scale enterprises. The study employed panel data and multiple regression analysis to analyze a survey of 502 randomly selected enterprises finance by microfinance banks in Nigeria. The main findings show that access to microfinance does not enhance growth of micro and small enterprises in Nigeria. However, in the service and trading sub-sector, business location is positively correlated with sales growth and statistically significant too and also found to have positive effect on enterprise growth. The paper recommends a recapitalization of the Microfinance banks to enhance their capacity to support small business growth and expansion.

Critique

The study is mainly on the effects of microfinance on micro and small business growth in Nigeria. However the study finding that business location in the service and trading sub-sector have positive effect on enterprise growth is of significance to this research

study. Architectural firms also belong to the service and trading sub-sector and are also affected by business location which this research established by its own findings.

2.4.2 Strategic Management

Human Resource Mangement

AlQudah, Osman and Safizal, (2014) examined the human resource management practices based on organizational performance of small and medium enterprises (SMEs) in Jordan. The factors that affect quality circle and performance appraisal were also investigated. The study sample comprised 332 SMEs in Jordan. An overall analysis was performed based on the descriptive and correlation analyses. HR planning, training, and development significantly correlated with the organizational performance of SMEs. To enhance organizational performance the paper recommended that there is need to improve further the system of SMEs in Jordan; these organizations must utilize modern technology for strategically planning and developing their human resources. Moreover, a performance appraisal program must be implemented to enhance the capabilities of employees and of SMEs in Jordan. Investing in the improvement of the knowledge and skills of employees enables SMEs in Jordan to develop highly productive and effective employees.

Critique

The study is on small and medium enterprises and also, the study did not concluded on its findings. The characteristics of the SMEs were not indicated nor the study area. Therefore the generalization of the study findings might not be acceptable for other SMEs in other areas of Jordan.

The study of Vlachos (2009) assesses the extent, if any, to which, specific HR practices may contribute to firm growth. The study reviewed a rich literature on the links between firm performance and the following HR practices: (1) job security (2) selective hiring, (3) self-managed teams (4) compensation policy, (5) extensive training, and (6)

information sharing. Seventy one (71) HR managers were surveyed and their perceptions about the links between HR practices and firm growth were recorded. Principal component analysis with varimax rotation was conducted to assess the underlying structure for the nineteen HR practices questionnaire. Result findings demonstrated that compensation policy was the strongest predictor of sales growth. Results provide overall support for all HR practices except of job security. Eventually, selecting, training, and rewarding employees as well as giving them the power to decide for the benefit of their firm, contribute significantly to firm growth.

Critique

The total response rate of 19.1% is very low and the uses of only one sector (food industry) and the use of self-report questionnaires are both inadequate to use for generalization of the research findings. The study also measured only one dynamic phenomenon of growth. However the findings of the study were of relevance in validating the results of this research study.

Farahbod and Soureh Arzi (2014) study focused on training, staffing; performance appraisal and also reward system. Moreover, this research attempted to examine the impact of each of these variables on job satisfaction separately. The study employed two dimensions as intrinsic and extrinsic in order to measure job satisfaction. The results from Pearson Correlation test demonstrated that there is a significant and positive relationship between all of the existed variables. The findings from Multiple Regression analysis revealed that excluding training, all of the HRM practices have a significant impact on job satisfaction. Performance appraisal had the most significant impact in this study. In conclusion, the study stated that the framework of this research can be employed in other industries and that Job satisfaction can lead to increasing job performance.

Critique

The study stated that Job satisfaction of employees can be considered as one of the important factors for improving the organizational performance but failed to provide statistical findings to support this statement. However the research attempted to examine the impact of each of these variables on job satisfaction separately and from the framework based on the research findings, it can be inferred that job satisfaction increase organizational performance. The findings of the study validated this research study in the fact that architectural firms belong to the services sub-sector.

Oluwatayo and Amole (2011) investigated the relationship between the workforce, business strategy and performance of architectural firms. The results reveal the workforce characteristics which influence the performance of architectural firms as well as the dimensions of workforce characteristics that interact with strategy to further influence performance. A positive relationship between workforce and the performance of the firms was observed. The results suggest that the impact of the workforce on the performance of the firms is both direct and indirect and that workforce characteristics are more important than the management of the workforce in determining performance of architectural firms. This is contrary to the results of previous studies which suggest higher importance of the management. This probably indicates the peculiarity of architectural firm as a professional service firm in the construction industry. The findings of the study show that the right workforce with the right workforce characteristics and human resource practice led to a further improvement of 9% in performance. This findings support recent arguments on the impact of workforce on performance. Concluding, the study suggests that there is indeed a direct influence of the workforce on the performance of the firms and an additional impact on the performance of the firms from the interaction of the workforce with business strategy.

Critique

The study can be criticized in that it uses profitability as an index of performance but failed to provide statistical data to indicate measures of profitability. Hence a study needs to be carried out in architectural firms using variables to measure profitability. However the findings of the study reveal the strategic importance of human resource management skills as a resource on the performance of architectural firms. Data collected and analyze in this research supported these findings.

Oladipo and Abdulkadir (2011) examined the extent to which strategic HRM is practiced in the Nigerian manufacturing sector as well as its impact on organizational performance. The research study specifically uses 30 manufacturing companies and data collected is subjected to two main types of analysis; frequency distribution of responses is calculated while descriptive statistics is employed in determining the extent of strategic HRM. Practices in the companies under scrutiny; correlation analysis to show the interrelationships among the identified strategic HRM practices and regression analysis to determine the predictor power of the variables on organizational performance were used. The study found that line management development, innovative recruitment and selection system, regular training and development of personnel, equity based compensation system, performance appraisal system, effective career planning system and a robust employee participation in the organizations' decisions and actions are the key strategic HR practices that influence organizational performance in the Nigerian manufacturing sector.

Critique

The study suggested an interesting pattern of relationship between SHRM practices and organizational performance. Factors such as technology, innovative recruitment and selection system, employee training and incentives were found to have contributed

positively towards organizational performance in the manufacturing sector. This study established this fact in architectural firms in Nigeria.

The study of Sang, Guyo and Odhiambo (2014) aimed at establishing the moderating influence of Employee Engagement on the Relationship between Labour productivity and training and career development. The specific objective was to establish the moderating effect of Employee Engagement on the relationship between Training and Career development with Labour productivity. Based on the findings, the study concludes that Training and Career Development significantly affects Labour productivity, this is because a Pearson correlation coefficient of 0.646 and a p- value of 0.000 was obtained, which shows a significant correlation between Training and Career Development with Labour productivity. The study also concludes that Employee Engagement plays a moderating role on the relationship between performance based reward and Labour productivity, this is because after using Moderated multiple regression (MMR) analysis, indicates a significant moderation effect of Employee Engagement on Labour productivity, where employee engagement explains 0.8% variance on Labour productivity. The study therefore concludes that employee engagement can help to increase or reduce Labour productivity in organizations. The study finally established that Employee engagement plays a significant moderation effect on this relationship and recommends that organizations wishing to get higher results from their Labour force should consider Employee Engagement drivers, as they will enhance their employee productivity.

Critique

The study did not classify the 205 State Corporations as micro, small, medium or large organizations thus; the findings might not be the same for different types of organizations based on size. However the results are quite revealing towards their contribution to annual GDP growth rate in Kenya. The same problem of low GDP contribution to Kenya national economy also exist in Nigeria as indicated in the

statement of problem of this research. The study finding was used to support the results of this study.

Leadership Skills

Nanjundeswaraswamy and Swamy (2015) investigated the relationship between Quality of Work Life (QWL) of employees and Leadership styles in SMEs. The objectives of the study are: To find the status of QWL of employees in SMEs; to investigate and determine the relationships between QWL and Leadership styles; and to compare the QWL under Transformational Leadership style and Transactional leadership style. In this context, study was conducted in mechanical manufacturing SMEs in and around Bangalore. Using data obtained from an estimated sample size of 231 SMEs, results showed that there is a significant positive relationship between QWL and Leadership styles.

The research analysis revealed that in majority of the SMEs, superior's displays transformational leadership styles to get the work from the employees and under Transformational leadership style, employees enjoys high level of Quality of Work Life while under transactional leadership style more percentage of employees' are unsatisfied with the present status of Quality of Work Life than under transformational leadership styles. The research analysis further revealed that among selected nine Quality of Work Life components, work environment, organization culture and climate, compensation and reward and adequacy of resources of employees is dependent on type of the leadership styles. Other components, Relation and cooperation, training and development, facilities, job satisfaction and security, autonomy of work are not depended on leadership styles.

Critique

The research was conducted in only one sector (mechanical) of the manufacturing SMEs excluding the services SMEs and micro enterprises. Also despite the importance of QWL variables such as performance, efficiency, and organizational commitment as shown in various review of literature, the research was unable to show any form or relationship with leadership style. In addition to other QWL variables such as motivation, this study established positive relationship between leadership style and architectural firm performance.

Arham (2014) study, investigated the impact of leadership behaviors on the performance of services SMEs in Malaysia. The results revealed that: a) there were significant relationships between different leadership behaviors and organizational performance of services SMEs; and b) transformational leadership contributed more significantly to the performance of SMEs than transactional leadership behavior. The findings implicate that leadership behavior of leaders of SMEs is one of the essential factors that influences SMEs performance in the services sector.

Critique

The study did not include micro enterprises and the types of services enterprises studied were not identified. Secondly, the data used were collected only from the owners/top managers of the SMEs excluding middle and lower cadre of employees therefore, the respondents may have exaggerated their evaluation on their leadership behaviors as well as their organizational performance measures. Thus the findings that transformational leadership contributed more significantly to the performance of services SMEs in Malaysia than transactional leadership behavior may not be generalized. In line with the study finding and other findings based on literature that transformational leadership contributed more significantly to the performance of MSMEs, this research corroborated the study findings that transformational leadership contributed more significantly to the performance of services MSEs.

Albloshi and Nawar (2015) investigated the impacts of transactional, transformational, and passive avoidance leadership techniques on the performance of SMEs in Saudi Arabia. Particularly, the study seeks to determine whether the leadership styles used in the various SMEs have any significant impact on their performance. The study incorporated both exploratory and descriptive research designs in interpreting the aforementioned leadership styles. Using descriptive, correlation and regression analysis, the study revealed that transactional leadership stood out as the best suited leadership style for effective performance in small and medium enterprises. The results further showed that there existed a positive correlation between transactional leadership and employees' willingness to put extra effort as well as attainment of better job satisfaction and improvement of effectiveness in the employees. Similarly, the result of the study indicated that transformational leadership have a strong and positive correlation between this type of leadership technique and the characteristics of the leader to inspire, stimulate, and influence positive behavior in the organization.. Finally, the results show that these enterprises were governed either through transactional technique or transformational leadership.

Critique

The study is on SMEs. Also, the result of the study indicating that transactional leadership stood out as the best suited leadership style for effective performance in small and medium enterprises in Saudi Arabia is unacceptable for the following facts which this research verified; a) statistical analysis to justify the statement is not available as shown for transformational leadership in Table 2 and 3 of the study; b) using statistics, there are no comparative analysis to show the level of performance of SMEs governed either through transactional or transformational leaderships as indicated in the study; and finally, there are no statistical analysis to justify that effectiveness and motivation of employees to increase efforts were considerably enhanced under transactional leadership.

Yanney (2014) investigated the impact of leadership styles and business strategy on the organizational performance of small medium scale enterprises (SMEs) in the manufacturing sector of Ghana. The study revealed that leadership and business strategy statistically and significantly impacted on organizational performance but strategy had greater influence. Again, transformational leadership style and cost leadership significantly influenced organizational behavior ($p = 0.000 < 0.01$) but transactional leadership style, differentiation and focus strategies did not. The study recommends that SMEs should take advantage of transformational leadership style and cost leadership to enhance growth and induce greater organizational performance.

Critique

The data used by the study on leadership and strategy was linear and not cross-sectional, meaning that the respondents could overrate their leadership effectiveness. Again, the study concentrated on the SMEs manufacturing sector only. As a result, the findings cannot be generalized for all the SMEs and micro enterprises in Ghana.

Ejere and Abasilim (2013) study, investigated the impact of transactional and transformational leadership styles on organizational performance in Akwa Ibom Water Company Limited, Uyo, Nigeria. The study revealed that while transformational leadership style had a strong positive impact on organizational performance; transactional leadership style had a weak positive impact on organizational performance. It was also revealed from the study that both transactional and transformational leadership styles have significant and positive relationship with organizational performance. The study concluded that mixed style of leadership (combining transformational and transactional leadership styles) depending on the situation will be the most appropriate style to adopt. The study recommended that the mix of both transformational and transactional leadership styles should be implemented but with due consideration to the situation and nature of task assigned to employees/followers.

Critique

The enterprise investigated is a large public company and validating other relevant literature findings, the result of the study indicated that transformational leadership has more positive impact on organizational performance than transactional leadership. Therefore, these findings were used to uphold other literature findings and the result of this research that transactional leadership is more relevant to micro (startup) enterprises and as the enterprise grows, transformational leadership style becomes more relevant.

Tai, Chang, Hong and Chen (2012) explored the mediating role of “organizational citizenship behavior” (OCB) in the relationship between “transformational leadership”, “transactional leadership”, and “ethical leadership” and performance. Results indicated that transformational leadership indirectly influences product quality via enhanced OCB. If transformational leadership and OCB coexist, surprisingly, transformational leadership directly influences product quality. The study recommends that companies put more effort into the cultivation of leaders with transformational leadership qualities. Apart from strengthening employee OCB and thereby increasing their motivation to discharge the tasks assigned by the organization, this will also directly boost product quality via the exercise of leadership skills.

Critique

The study did not include micro enterprises and the survey sample was taken from new product development teams in Taiwan’s small and medium enterprises only excluding other departments of the enterprises. Thus the results of the study might not be generalized. Therefore, as the study recommends with regards to further academia, there is the need for future research to include micro enterprises and compare additional leadership styles, and also add other factors that may influence performance, such as creativity, individuals’ skills, and values, to see if this will yield different results.

Uchenwamgbe (2013) examined effects of leadership styles on organizational performance in small and medium scale enterprises in Lagos state. The main objective was to examine the effect of leadership styles on the performance of SMEs in Nigeria; other specific objectives include: To examine the effect of leadership style on employees morale in small medium enterprises in Nigeria; To examine the effect of leadership style on employees efficiency in small medium enterprises in Nigeria; To examine the impact of autocratic leadership style on small and medium enterprises in Nigeria and To examine the relationship between the managers' leadership style and employees commitment in small and medium enterprises in Nigeria. The results rejected the entire null hypothesis indicating that there is a significant relationship between leadership style and organizational performance. The study concluded that Leadership plays an important role in the behavior and attitudes of the members of an organization. It also determines how people would interact with each other in order to solve problems and take decisions. From these, it can be inferred that SMES employees are not as well paid as they would want, though the presence of good leadership styles management enhance their performance.

Critique

The study was limited to effects of leadership styles on organizational performance in small and medium scale enterprises in general. Analysis did not include the level of positive significance or insignificance of type of leadership style on organizational performance thus; the inferences that SMES employees' performances are well enhanced by the presence of good leadership styles management is not adequately supported. However, the study did contribute to literature on leadership styles and organizational performance in small and medium scale enterprises.

2.4.3 Strategic Financial Planning

Budget.

Qi (2010) researched was on how budgeting affects the performance of small and medium-sized enterprises (SMEs) in China. The research described and explored the relationship between budgeting and performance. The study then examined whether the established relationship between budgeting and performance is confirmed by the actual budgetary practice of Chinese SMEs. The result of the study revealed that: More formal budgeting planning promotes higher growth of sales revenues in SMEs; Clear and difficult budget goals improve budgetary performance of SMEs; A higher level of budgetary sophistication results in a lower profit growth of SMEs; More formal budgetary control leads to a higher growth of profit in SMEs; Greater budgetary participation leads to better managerial performance; Medium-sized firms achieve higher profit growth than small firms; and State-owned enterprises achieve better non-financial performance than small firms.

Critique

All firms studied are from one industrial sector, the sample (75) is small and moreover, the data used is based on self-reporting questionnaire which might be subject to leniency bias thus; the result may not apply generally to SMEs in China. Hence a study based on multi-reporting questionnaire needs to be carried out using larger samples.

A study by Lakew and Rao (2013) investigated the effect of financial management practices and financial characteristics on profitability of business enterprises in Jimma town (Ethiopia). Statistical analysis of the collected data provided that; profitability was significantly affected by efficiency in financial management practices such as accounting, reporting, & analysis, working capital management, Capital budgeting (fixed asset) management and financial planning and financial characteristics such as current ratio and debt ratio. In conclusion, the study recommends that business

enterprises should continuously improve their financial management practices and financial characteristics in order to increase profitability.

Critique

The study which was conducted in one town (Jimma) only did not identify the sizes of enterprises studied and the response rate of 27% is too low to allow for the generalization of the study result in Ethiopia. Therefore, a more comprehensive study of MSMEs in Ethiopia is required to come up with country level conclusion. However the result of the study with emphasis on effects of capital budgeting on enterprise profitability was used to uphold the study findings of this research.

In their study, Momanyi and Munene (2013) analyzed the factors of financial planning that affect the performance of youth owned enterprises in Kenya. From the data obtained, the findings show that there were significant negative perceptions among the youth regarding budget and budgeting process. This is a clear signal that budgeting and planning has not taken root in the youth owned enterprises. It was established that the respondents who view financial planning as less important or not important are the very respondents who neither practice personal financial planning nor business financial planning. In conclusion, the study shows many youth owned enterprises fail to survive due to lack of a business plan, budgeting and budget process.

Critique

The study failed to enrich the analysis by the use of descriptive statistics only without inferential statistics. Therefore future research should attempt to further explore the factors of financial planning that affect the performance of youth owned enterprises in developing economies. However, the result of the study is very relevant in that it concurs with other literatures that budgeting and budget process increase the profitability of an enterprise hence its success.

Bolarinwa *et al.*, (2014) study presents empirical evidence on the impact of abandonment of capital investments on the survival of small and medium enterprises (SMEs) in Nigeria. Findings related to the study clearly showed that the performance of SMEs is characterized by numerous problems including: lack of proper and effective capital budgeting mechanism, failure to access loan, lack of funds, strict banking policies, unethical business practices, lack of stable business policy, among others. The study also discovers that poor capital budgeting practice impacts on the survival of SMEs in Nigeria. The main contribution of the study to knowledge lies in capital budgeting decision and abandonment option. This has strengthened our understanding that abandonment of capital investments is a critical factor in explaining SMEs survival in Nigeria.

Critique

However, the study concentrated in small and medium enterprises. Future research should attempt to include micro enterprises thus; the study result was used to uphold this research finding on role of budgeting on architectural firm performance in Nigeria.

Warue and Wanjira (2013) study, assesses factors affecting the budgeting processes among Small and Medium Enterprises (SMEs) in the hospitality industry in Nairobi's Central Business district (CBD). The study finds evidence that computerized accounting system ($\beta = -0.444$) contributes to budgeting process at a higher magnitude than Firm Size ($\beta = -0.2937$), Participation of workers ($\beta = -0.2674$), Skills and Powers of Managers ($\beta = 0.2268$) and ownership structure ($\beta = 0.1908$). Overall, the factors under study contribute significantly to the budgeting process and in general performance of SMEs. The study based on its findings finally recommends involvement of workers at all levels of budgeting, separation of ownership from management issues and continuous improvement of managers' skills. In addition information technology should be given priority as its functionality in SMEs contribute more significantly to budget process compared with other factors under study.

Critique

Overall, the study did not provide statistical evidence showing the significant contribution of budgeting process on general performance of SMEs. However similar to other literatures, the study also shows the importance of involvement of workers at all levels of budgeting for effective firm performance by enhancing organizational commitment.

Cash Flow Projections

Attom (2013) study presented survey results on cash management practices by 263 micro and small-scale enterprises within Kasoa in the Efutu-Senya East Municipality in the Central region of Ghana. The key findings from the data gathered shows that only 21.40 percent of these micro and small-scale enterprises prepared cash budget with only 25.10 percent and 26.75 percent of them keeping proper accounts and keeping track of their cash payments respectively. Only 36.52 percent of the micro and small-scale enterprises kept track of their cash receipts; Majority of micro and small-scale enterprises (77.78 percent) of SMEs did not have any cash control procedures in place. It was evident that a few SME operators (22 percent) who had in place some form of cash control procedures adhered to them. The study further revealed that the majority (77.78%) of respondents have no knowledge about cash control procedures. The absence of appropriate cash management procedures has contributed significantly to the exposure of these enterprises to financial impropriety and misapplication of cash as a resource, leading to slow growth of most of the businesses. The study in conclusion recommended, among other things, the need to initiate capacity building, training and sensitization of micro and small-scale business operators on cash management practices.

Critique

The study can be criticized in that the survey was limited to one area only hence, a study needs to be carried out in other areas of Ghana. However, the results of the study were quite revealing and were used in this study to support the research findings.

Guda (2013) in a research established the relationship between profitability and cash flow of small and medium enterprises in Nairobi County. Findings of the study indicated that there was significant relationship between profitability and cash flow of small and medium enterprises in Nairobi County. The study further demonstrated that profitability can be achieved in firms by directly depending on cash flows. In conclusion, the study stated that for a company to be successful and to have the potential to grow, it has to be mindful of its cash position and profitability.

Critique

The study was conducted on SMEs and the sample size of fifty (50) is too low to allow for the generalization of the study result which indicates a weak positive relationship based on the summary of the findings. Therefore, a more comprehensive study of MSMEs with a larger sample is required. However, the result of the study showing effects of cash flows on enterprise profitability was used to uphold the study findings of this research.

The research conducted by Belobo and Pelsler (2014) is as a result of the repeated complaints from both electronic mails and customers' about the underperformance of Mafikeng Small and Medium-Size enterprises after the global financial crisis in South Africa. The authors were on the view that, poor operational performance experienced by Mafikeng SMEs was as a result of the negative effects on the cash flow of these businesses due to volatilities in the business environment in general prior to the global crisis. Thus, the research was mainly aimed at determining the shortcomings experienced by these SMEs with regards to cash flow management. It was also aimed at suggesting possible measures to improve cash flow management of these SMEs in this tough time. Findings from the empirical research reflected that majority of Mafikeng SMEs suffer poor operational performance prior to the global financial crisis primarily as a result of poor cash flow management. However, the empirical outcome also indicted other secondary factors contributing to this poor operational performance. Finally, the

research proposed possible measures that could be used to improve cash flow management and to solve other factors affecting operational performance in Mafikeng bottle stores in order to achieve better business performance.

Critique

Statistical analysis to justify the findings from the empirical research is inadequate; Using statistics, there are no correlation analysis to show the level of relationship between cash flow management and the other secondary factors contributing to operational performance of the SMEs; and finally, there are no inferential statistical analysis to justify to which extent does poor cash flow management leads to poor operational performance.

The study of Uwonda, Okello and Okello (2013), established the extent to which SMEs utilize cash flow management, which is an important factor that influences financial performance of a number of service sectors of SMEs. Generally, the findings revealed that on average (41.81%) of service sector of SMEs studied did not plan for their cash flows. The study highlighted limitations in utilization of cash flow in SMEs especially in areas like cash flow projection; tax planning; and budgetary control; determination and interpreting financial statements. Further, utilization of redundant fixed assets, inability to offer cash and early discounts, failure to prepare bank reconciliation and poor credit policies were other concerns for SMEs. In conclusion the study stated that the inability by SMEs to utilize cash flow management has been as a result of failure by different actors including government, managers or owners of SMEs, government agencies and private sectors to perform their duties thereby resulting to such, low levels of financial performance (low levels profitability, liquidity, long term solvency and low growth) in SMEs. For SMEs to reach their potentials, they must design business plan, prepare cash flow projections and cash budgeting; ensure budgetary control, internal control system and control their spending habits; and improve on their credit policies.

Critique

The study did not include micro enterprises and failed to enrich the analysis. However, future research should attempt to include micro enterprises and assess the interrelationship between forms of cash flow projection; tax planning; and budgetary control with financial performance of MSEs.

Nwanyanwu (2015) examined the relationship between cash flow and organization performance from the perspective of the hospitality and print media industrial sectors of the economy. The results indicated a significantly strong positive relationship between cash flow position and net profit. Concluding, the study opined that cash flow becomes an important factor in determining the level of organizational performance. Empirical findings as shown in the study provide supportive evidence. The research then recommends that considering advances in technology and quality of service delivery which create competition, hospitality and print media organizations should develop strategies to enhance their cash inflow.

Critique

The study did not include micro enterprises and was limited to the hospitality and print media industrial sectors of the economy thus; a replica study can be done in the micro and other sectors of the economy to generalize and support the result of the study. However, the findings of the research were relevant in corroborating the results of this study on architectural firms in Nigeria.

Auditing

The research study of Aanu, Odianonsen and Foyeke (2014) explored the influence of audit committee effectiveness on firm's performance using four characteristics: independence, financial expertise, size, and meetings of the audit committee. The performance measures were Return on Equity (ROE), Return on Asset (ROA) and Return on Capital Employed (ROCE). The result of the analysis showed a positive

significant relationship between independence and financial expertise of the audit committee and ROA, ROE and ROCE. The study therefore recommends that more members with financial expertise especially accounting expertise be drafted into the audit committee and lastly ensure that audit committee meetings are tailored towards relevant issues that enhance the financial performance of the firm.

Critique

The firms used in the study are mainly medium to large manufacturing firms thus; a replica study is needed to include micro and small firms in the service sector because some of the study results appear to be in contrast with other study literatures on audit and firm performance.

Kiema, Ahmed and Ndirangu (2015) examine the influence of internal audit independence on the financial performance of Small and Medium Enterprises in the construction industry in Mombasa County. The research specifically determine the effect of four components of internal audit independence namely: records accessibility, reporting structure, internal auditors 'qualifications and internal audit roles on the financial performance of Small and Medium Enterprises in the construction industry in Mombasa County. The research reveals that some construction companies within Mombasa County do not accord the internal auditors the independence they deserved to effectively give their opinion on the financial statements of the organizations. However, internal audit qualification contributes a lot to the organizations operations as it helps in producing sound financial statements that improves the financial performance of the construction companies. The study recommends that SMEs should be given Public education by the Minister for commerce and industry on the importance of internal audit independence. The government should establish an internal audit unit, which should be independent to ensure that all SMEs in Kenya comply with the laid down audit procedures and rules.

Critique

Statistical analyses measuring the financial performance of organizations are not available; also, there is no correlation analysis to show the level of relationship between the effects of four components of internal audit independence namely: records accessibility, reporting structure, internal auditors 'qualifications and internal audit roles and financial performance. Thus; a replica of the research is needed to measure the financial performance and show the inter-relationship and the level of relationship of the Independent variables and that of the Independent variables on the Dependent variable.

The study of Nnenna (2012) found out the functions of internal audit departments and how far their functions have contributed to the overall performance of their organizations. The study discovered that the internal audit department performs various functions which consist mainly of ensuring the production of accurate and reliable report, limitation of operational inefficiency on the part of the workers and the prevention of misappropriation of funds. The descriptive statistics shows that the internal audit department contributes to the overall performance of the organization while the chi square analysis revealed that internal audit has not played a significant role in the overall performance of an organization. The research is of the view that if the internal audit is established in financial organization, it will contribute immensely towards the overall performance of these organizations through minimizing fraud and extravagant use of funds and inducing workers to give complete and accurate information.

Critique

The organizations used in the study are mainly large financial organizations thus; a replica study is needed to include micro and small firms in the services and manufacturing sector because some of the study results appear to be in contrast with other study literatures on audit and firm performance.

2.4.4 Strategic Marketing

Customer

Boamah (2014) examined the impact of good customer service on the performance of Telecom, Companies in Ghana- a case study of Vodafone Ghana. 150 subscribers were used and simple frequencies and crosstabs statistics used as the methodology in the variable analysis. The result indicated that good customer service have positive impact on performance of Telecom companies in Ghana. The study provides useful recommendation for policy direction and management of these firms.

Critique

The study through the use of descriptive statistics shows that customer satisfaction has a positive impact on the organization's profitability; however there is no data measuring the level of profitability or inferential statistics to support this claim. Hence, there is the need to replicate the study to include profitability measures and correlation analysis to show the levels of relationship.

Oni and Fatoki (2013) investigate customer satisfaction and customer loyalty to small retail stores that are located close to big retail stores. The results indicated that perceptions of customer satisfaction are lower than the expectations. The respondents indicated their intention to make repeat purchases and also recommend the stores to friends and family indicating customer loyalty and thus; higher level of profitability and improve performance. The presence of big retail stores impacts negatively on the loyalty to small retail stores. Recommendations to improve customer satisfaction and loyalty are suggested by the study.

Critique

The study did not include data analysis to show the level of profitability and performance of the small retailing stores due to customer satisfaction and loyalty notwithstanding the low level of customer satisfaction. Thus; a replica of the study is needed to include level of relationship between customer Satisfaction and Loyalty with performance.

In their study, Williams, Ogege and Ideji (2014) investigate the impact of various elements of customer services adopted by some Nigerians banks to improve bank profitability in the Nigerian banking industry. They examined the mean profit and how each of the customer service elements adopted by the banks has impacted on the banks profitability and the level of impact of each of them. Queuing Analysis revealed that the average time a bank customer spends waiting in the queue to carryout banking transaction has a linear relationship with the bank profitability. After the 2004 Nigerian banks consolidation and the recent failure of banks, leads to the study that examines the effectiveness of customer service on banks profitability. The study found out that poor customer service management in banks may reduce banks profitability and thus may cause bank financial distress. However, the study also establishes that there is an inverse relationship between banks customers' services and profitability in Nigeria banks.

Critique

The study is on large financial enterprises. Also, other customer service variables were not included on the analysis thus; the inversely relationship between customer services and profitability.

Cooperation

The study of Kongmanila and Takahashi (2009) utilize the case of Lao garment industry in Vientiane Capital City to examine the relationship between types of cooperation and firm performance. In order to prove the hypotheses, data collected from 44 garment firms from all districts were subjected to factor analysis and multiple regression analysis methods. The results of the study obtained suggest that cooperation with subcontractors; business associations and distant buyers influence firm performance. On the contrary, cooperation among garment firms and distant suppliers seems to be less effective in the study.

Critique

The study used mainly small, medium and large Lao garment enterprises industry cluster thus; a replica of the study is needed to include other micro and small types of industry cluster to allow for the generalization of the result. However the result of the study which indicates more effective performance between the garment industry and other business associations and distant buyers was very relevant in validating this research findings in that, architectural firms cooperate with other construction firms mainly rather than among architectural firms.

Najib and Kiminami (2011) research objective was threefold: to understand the cooperation activities of small and medium enterprises (SMEs) in food processing industry clusters; to understand the role of cooperation in improving innovation; and to understand the relationship between cooperation, innovation, and business performance of SMEs in food processing industry clusters in rural areas of Indonesia. In the study, the following two hypotheses were examined: cooperation is positively related to innovation; and innovation of SMEs is positively related to business performance. The study findings provide evidence that cooperation is significantly related to innovation of SMEs in food processing industry clusters. Moreover, business performance is a

function of innovation, in which research results show that innovation significantly affects the business performance of SMEs.

Critique

The study did not include micro enterprises and other types of industry clusters. Therefore a study including micro enterprises and other types of industry clusters in other developing economies is required to allow for the generalization of the study result.

Machirori and Fatoki (2013) study, investigated the impact of networking on access to debt finance and on performance of SMEs in South Africa. The results of the study indicate that, generally, SMEs network and that there is a significant positive relationship between networking and access to debt finance and performance of SMEs. In addition, the results of the study also show that different types of networking impact differently on access to debt finance and performance of SMEs. Recommendations to improve networking by SMEs are suggested.

Critique

The data used for analysis is from a sample drawn from the Buffalo City Municipality (Eastern Cape, South Africa) only. In addition, micro enterprises were also not included in the survey and as such the results may not reflect the generality of the Impact of Networking on Access to Debt Finance and Performance of micro, Small and Medium Enterprises in South Africa. Hence, there is a need for a replica of the study to include other Municipalities of South Africa and in other developing economies to uphold the study findings.

The study of Clement, Clement and Joseph (2013) advances the understanding of the relationship between firm size and performance on partnership formation and sustainability in the profession of Estate Surveying and Valuation in Nigeria. It has been argued in different literatures that size is positively related to performance for some

categories of firms but negatively related in some other cases. Thus, the study examines the opinion of both the sellers and buyers of real estate services on the subject. Findings reveal that the performance assessment criteria used by the sellers differ from those engaged by the buyers and that partnership estate firm's record better performance from both side. It was further revealed by the study that the overall performance assessment score partnership better than sole proprietorship estate firms. It is therefore concluded that performance could not have been a factor militating against partnership formation and sustainability in Estate Surveying and Valuation in Nigeria. The study finally suggested that prospective partners and the Nigeria Institution of Estate Surveyors and Valuers should come up with ethics and code of practice particular to partnership whereby erring partners face disciplinary action at the institution and compelled to compensate the other partner(s) and the firm by forfeiting certain benefits.

Critique

With most estate firms studied as sole proprietorship, it is possible to infer that the firms are micro and small enterprises. However, the research has relied on the information provided from Lagos State only. Further research could use information from other states using the construct to corroborate findings of the study. While the study makes important contributions to the partnership literature in the construction industry, it would be interesting to conduct the research in other sectors of the industry to allow for the generalization of the study findings.

Competition

The research by Al-Rfou (2012) investigates the impact of intensity of competition on the organizational performance of Jordanian industrial companies. The result of multiple regression analysis indicates that the intensity of market competition has a positive strong effect on organizational performance of such companies. The study however stated that the result is expected as Jordanian companies have faced intense competition lately due to attractive investment climate of Jordanian market. The study finally

mentioned that when companies face a high competition, they try to satisfy their customers by producing high quality products. This in turn leads to a higher level of organizational performance.

Critique

The small sample size used for the study coupled with the fact that the survey was conducted in the industrial sector companies only, would not allow generalization of the study findings in Jordan. Thus, further research is necessary to include other sectors in other developing countries to support and allow for generalization of the study findings.

Chadamoyo and Dumbu (2012) investigated the competitive strategy and business environment influencing the Zimbabwean SMEs in Mucheke light industry. The findings of the research are that cost, differentiation and innovation strategy are the key competitive strategies used by SMEs. The environment is harsh to the competitive advantage of the SMEs in the form of legal/government, political, economic and social factors. The research recommended that the SMEs make use of strategic alliances (SA) to cover multiple markets, manage the Key Performance Indicators (KPI) and government to relax regulations on the SMEs.

Critique

The statistical analysis used on which the study findings and conclusions were arrived at is inadequately presented (mentioned only) in the research and coupled with the small sample size used, negates the statistical precision and confidence of the study. Hence, further study to include larger sample size in other developing countries is needed to verify the study findings.

The study by Princess, Samuel and Ayodotun (2015) set out to investigate the impact of competitive strategy on performance of Small and Medium Enterprises in Nigeria. Gaining insight from existing literature and theoretical models four hypotheses were

developed and tested using regression analysis. The findings revealed that there is a relationship between product features and customer base; product customization and sales growth, value added products and revenue growth. It also indicated that better product quality has an influence on returns on investment. The research recommended that in order to be more competitive, organizational managers must be strategically aware of customer needs and offer unique products and services that satisfy such needs.

Critique

The research was carried out in SMEs in two (2) local governments' areas of Lagos state only. Furthermore, micro enterprises were not included in the study and thus generalized conclusions cannot be drawn. Hence, studies that will include micro enterprises and extend across states in Nigeria need to be carried out to support and allow for more generalized conclusions.

2.4.5 Adherence to Regulations

Regulatory Frame Work

Cardoza, *et al.*, (2015) study aims to improve the understanding of the determinants of the international expansion of Latin American SMEs. The study adopts an institution theory perspective to study the interaction between public policies and other drivers of SMEs' expansion in four main areas: access to public financial resources; access to public procurement contracts; adverse regulatory and inconsistent legal frameworks, and public assistance on information and knowledge about markets. The results show that access to public procurement contracts (at local and/or national levels) has a positive effect on the international expansion of Latin American SMEs. The result also show that firms perceive a non-supportive domestic environment for the development of competitive advantages and therefore it becomes a barrier for international expansion; however, some companies have overcome this barrier and have expanded their operations beyond the borders of their home market. Finally, SMEs getting access to private sources of funding and business support, which includes being part of larger

business groups and receiving funding, knowledge and skills, are better positioned to expand their operations abroad.

Critique

Only a small proportion of Latin American SMEs were adopted for the study. Further study in other countries/regions is needed to allow for the generalization of the study findings in Latin America. Also the study could be replicated in other developing economies in the Asia and Africa to have a better picture of why SMEs are not expanding internationally.

Zindiye, Chilya and Masocha (2012) research investigated the influence of government and other institutions' support on the performance of Small and Medium Enterprises (SMEs) in the manufacturing sector in Harare, Zimbabwe. The results indicated that government and other institutions are playing a positive role on the performance of SMEs despite the prevailing economic conditions. Based on the results it can be concluded that SMEs in the manufacturing sector valued and appreciated government and other institutions' initiatives to promote their growth and development. These initiatives includes investment promotion, access to finance, skills shortage address, targeted support, SME policy development (Government Economic Reform Framework), market penetration measures and infrastructure support measures. An ability to address the challenges faced by SMEs and an effective implementation of all the highlighted measures will result in an increased performance of SMEs which will ultimately lead to the achievement of both economic and social objectives of SMEs.

Critique

The study can be criticized in that only the manufacturing sector was studied and thus generalized conclusions cannot be drawn. Hence, further study that will include other sectors of the economy and micro enterprises need to be carried out to support and allow for more generalized conclusions.

In their study, Kamunge, Njeru and Tirimba (2014) sought to establish the factors affecting the performance of small and micro enterprises (SMEs) traders at Limuru town market in Kiambu County, Kenya. The study established that government policy and regulations affects businesses in Limuru Town market as a moderating effect on the performance of SMEs at Limuru Town Market to a great extent as evidenced by ($M=4.16$, $SD=1.09$). However, the respondents' had varying opinions on the extent to which policy and regulations have on the businesses as evidenced by the significant value of more than one standard deviation. The study concluded that access to finance and availability of management experience are the key socio-economic factors affecting the performance of businesses in Limuru Town Market. The other key factors that were found to affect businesses in Limuru Town Market positively are: access to business information, access to infrastructure and government policy and regulations. The study recommended that the government should start offering basic business and financial management skills as this will enable entrepreneurs to make informed investment decisions as well as enhance their entrepreneurial skills that enable them to recognize and exploit the available business opportunities.

Critique

Statistics to show the level of performance of SMEs before and after the moderating effects of government policy and regulations is not indicated. The study analysis was on a particular area of Kenya; therefore future research should attempt to further explore other areas to determine if the Factors Affecting the Performance of Small and Micro Enterprises are the same that will allow for generalization of the findings in Kenya.

Dabo (2011) studied the impact of economic reforms policies and its effects on small and medium enterprise performance in Kaduna- Nigeria. The Study is qualitative in nature, therefore reviews the different reforms and its policy measures. The study notes that, these policies were drafted so as to enhance greater innovative skills improve productivity and increase SMEs accessibility to finance. The study finds that, the greater

impact of economic reform's policies are yet to be felt by the small sized entrepreneurs despite the different draft of policies and guidelines by government and its agencies. This was as a result of inappropriate procedure that were not followed on the policies, lack of clear implementation of the guidelines, and more so, absence of planning and harsh operating environment. It is the recommendation of the study that polices should not be on paper but in practice so as to improve and bring out the best of entrepreneur's performance on skills and innovation which will be in line with fostering the economic growth of the country.

Critique

The study findings presented did not include micro enterprises and are based on limited Study area only i.e Kaduna city in Northern Nigeria. This negates the study recommendation for fostering the economic growth of the country due to the study inability to generalize its findings. Therefore there is a need for future study covering the six (6) geopolitical zones to effectively determine the impact of economic reforms policies and its effects on small and medium enterprise performance in Nigeria.

Egena, Ngovenda, Theresa and Bridget (2014) investigated the impact of institutional support initiatives on SMEs from a firsthand perspective of the would-be beneficiaries. Although the study found out that there exist a relationship between support initiatives (Government Policies and Strategies) and growth of SMEs, contrary to common presumption that increased business support (financial and/or non-financial) has a huge influence on business growth; business support did not have a substantial impact on the growth of SMEs in Nigeria. The study recommends that support agencies (government or private) should not provide a blanket support for SMEs. Rather, business support should consider industry diversity and potential for growth as basis for focus and provision of support.

Critique

The result of the study highlighted the impact of business support initiatives on SMEs without any form of support and those which received support. The result was used in validating this research finding. However, replication of the study using larger sectors and a broader geographic base is suggested for cross-validation purposes.

Tax Policies

The study of Mwangi and Nganga (2012) looked at tax influence on SMEs sector growth in Kenya. Even though there was a significant correlation between taxation and SMEs sector growth, the study found that there is a positive correlation between taxation and lack of growth of the SME's sectors necessary for the businesses to increase their production efficiency and thus increase their profits. This is evident from the fact that the sales, profits, capital and employment level in these SME's had drastically reduced. It was clear that the SME's in this sector were operating under a heavy tax burden which was prohibiting their growth and development. The study recommends that there be a friendly tax policy for all startup businesses preferably a tax holiday, or an introduction of a growth limit which can be said to be a level stable enough to sustain tax payment.

Critique

The survey was limited to the production sectors of Nyeri Industrial area only and concentrated on SMEs hence a study needs to be carried out including micro firms in other sectors and industrial areas of Kenya or other developing economies to allow for cross-validation and generalization of the findings. Government uses taxation and tax regimes to provide means for SMES to contribute their quota to the economic growth of Ghana. Placing emphasis on this issue, research by Ameyaw, Korang, Twum and Asante (2015) critically analyses tax policy, SMES compliance, and perception and growth relationship in Ghana. The specific objectives of the study are: To find out if SMES comply with their tax obligations and policies; to examine SMES perception on tax policies; and to identify the effects of tax policies on SMES growth in Ghana. The

findings of the research indicated that majority of the respondents' perceived adverse impact of tax policies on SMES compliance, growth and perception in Ghana.

Critique

Further identical research in other markets across Ghana is needed to allow for the generalization of the result findings. However, the study findings were beneficial to this research in supporting the result findings.

Ocheni (2015) investigate impact of tax policy on the performance of small and medium scale enterprises in Nigerian economy. The research hypotheses for the study were tested using z-test statistics to establish $p < 0.05$ significant differences. The analysis revealed that there is no significant difference in the mean opinion scores of managers and accountants on the best tax policy that encourages tax compliance by SMEs in Nigeria. It was also revealed that there is no significant difference in the mean opinion scores of managers and accountants of the implications of tax policy on SMEs growth. The study stated in conclusion that a low tax rate policy is instrumental to the survival and growth of these small and medium enterprises. However, taxes for SMEs have been more harmful than beneficial as they increase running costs and slow down growth. The study therefore recommended that the for Small and Medium Enterprises to get better equipped, have enough funds and survive in a competitive market, the rate of tax levied on the small business should be lower.

Critique

The scope of the study area is small to allow for generalization as stated in the recommendation of the study in Nigeria thus; identical study is required in other states of the country. However, the study findings were quite revealing and were used to verify this research result.

Atawodi and Ojeka (2012) research work tries to establish if any relationship exists between the growth of SMEs and the tax policy environment within which they operate.

Using business sustenance and expansion as indices of growth, The hypothesis was tested using Spearman's Rank Correlation. Although there is a general perception that tax is an important source of fund for development of the economy and provision of social services, the study revealed a significant negative relationship between taxes and the business' ability to sustain itself and to expand. The study then recommended that in order to obtain a vibrant and flourishing SME sector, the tax policy needs to be appropriate such that it will not be an encumbrance to the growth of small and medium enterprises.

Critique

The study was conducted on SMEs in Zaria, North Central Nigeria. Micro enterprises were not included and the enterprise sectors not indicated and therefore, further research in line with the study in other states of the country is required to allow for significance level of confidence in the generalization of the study findings. The study findings were quite revealing and were used to verify this research result.

2.5 Review of Important Literature Relevant to the Study

2.5.1 Sustainability

A sustainable organization is one that contributes to sustainable development by delivering simultaneously economic, social, and environmental benefits—the so-called triple bottom line Hart and Milstein (2003) as cited in (Maletic *et al.*, 2014). According to Delai and Takahashi (2013), sustainable development actions and initiatives have become vital aspects for any organization.

Seuring and Gold (2013) opined that One key starting point in the debate on sustainability management is the inclusion of stakeholders and the integration of their respective demands; The business case for sustainability is often used to provide motivations for an organization to integrate aspects of sustainability into business processes (Asif *et al.*, 2011). The result study of Maletic *et al.*, (2014) using regression

analyses have confirmed the premise that sustainability practices positively influence the organizational performance. As such, the study provides empirical evidence indicating that organization can benefit by obtaining and deploying sustainability-oriented innovation practices. In particular, the results of this study suggest that organizational learning in terms of developing new sustainability oriented innovation competencies can provide superior performance benefits to the organization. The study therefore suggest that organizations should built sustainability aspects into tangible and intangible product/process quality characteristics, through a constant focus on stakeholders' wants and needs, and on the basis of principles of continuous improvement.

2.5.2 Strategic Management

Human resources is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labor laws. Williams (2007) defined HRM as the process of finding, developing, and keeping the right people to form a qualified work force and Werner and Desimone (2006) define HRM as the effective utilization of employees to best achieve the goals and strategies of the organization, as well as the goals and needs of the employees.

HRM is one of the most difficult and important of all management tasks (williams, 2007). Human resources can increase cooperation but it needs proper and efficient management to guide it. HR has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond i.e., sustainable development (Menon, 2011). Architecture firms in Nigeria need to apply HR strategy as an important tool and unique asset that can provide sustained competitive advantage for the firm, hence sustainable growth.

2.5.3 Strategic Financial Planning

Lack of capital and poor access to finance are considered as the main financial challenges for micro and small sized companies. Overton (2008) states financial planning as the value and goals driven application of strategic management to the client's financial and economic resources. And that the financial planning process is an adaptation of the strategic planning process to the client's financial and economic goals.

2.5.4 Strategic Marketing

Marketing as defined by Kotler and Keller (2006) is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services. By definition, the marketing of architectural services includes all the activities required to create a "brand" for the firm and then to position the firm to attract the clients and projects it needs to achieve its practice goals (Kolleny & Linn, 2002).

In the developed economies such as the United States, most architectural firms have a marketing department with a full - time marketing staff. However, in Nigeria NIA barred architects from using even the simplest forms of marketing. They cannot advertise – defined as paid publicity, offer free services, such as proposals or sketches, or even take part in any competition unless it is conducted under the NIA's guidelines. This code of practice might contribute significantly to their lack of sustainable growth. NIA needs to review its rule on marketing to give architecture firms the competitive advantage which will enhance their sustenance.

2.5.5 Adherence to Regulations

Paul (2011) define “regulation” as government intervention in liberty and choices— through legal rules that define the legally available options and through legal rules that manipulate incentives. Similarly, The Oxford English Dictionary (1989) defines “regulation” as “the action or fact of regulating,” and “to regulate” as “to control, govern, or direct.” To many people, “control” connotes “restrictions,” although control may have other meanings. Government regulation is as ubiquitous as it is seemingly chaotic. From grazing fees to toxic waste clean-up and from financial institutions to welfare and education, virtually no part of society or of our lives is untouched by government. What we eat, how we vote, and what we listen to on the radio or watch on television are each affected by government regulation. In addition to its ubiquity, government regulation has another characteristic: It is notably unpopular Dionne (1991), as cited in (Tomain & Shapiro, 1997).

Regulation often imposes no restrictions, but enables, facilitates, or adjusts activities, with no restrictions. Examples of such regulations include the supply of roads, health and emergency services, public education and public libraries, welfare benefits, reliefs to victims of natural disasters and bailouts to failed institutions. Such services directly influence (or “adjust”) conduct of individuals and firms. In the abstract, all government actions supposedly influence conduct of individuals and firms, but not necessarily directly (Baldwin & Cave, 1999). Worried by the low patronage they enjoy from the three tiers of governments in Nigeria, local architects under the auspices of the (NIA), are calling on the executives to give effect to the provisions of (ARCON) Act in project execution. This legislation, according to them, was evolved to prevent unprofessional practice as well as to boost local content in the construction industry sector of the economy. The architects, who reviewed the situation of things in the country, decried non-compliance trend within the industry, alleging that, this foul was being perpetuated

by procurement agencies in the country, saying the trend is negatively impacting on the sustainable growth of the profession.

Aiming at addressing the issues in question and to ensure the sustainable growth of the construction industry and its practitioners in particular, the NIA came up with six subject matter: First, NIA acknowledged that government at all levels, corporate entities and otherwise knowledgeable individuals in the society have shown insufficient recognition of the competence and capacity of the Nigerian registered architect; Second, these set of stakeholders have also inappropriately continue to show undue preference for foreign practitioners subsequently appointed or commissioned contrary to mandatory provisions detailed as inscribed in (ARCON) Act despite that the National Assembly, had mandated both (NIA) Council and (ARCON), to strive to attain total nationwide compliance with these provisions to engender national security, economic growth, capacity development, transparency, national pride and job creation and sustainability of our noble profession; Third, that Nigerian architects will continue to strive to attain heightened standards of professionalism that result from the pursuit of continuous manpower development, the enhancement of standards of project documentation and institutionalisation of architectural design competitions as a mode of procurement for enhancing quality and ensuring transparency; Fourth, the Promotion of functional basic and professional education founded on continuous and appropriate research, development and application of materials, technologies and processes to create a sustainable built environment; Fifth, The development and processing of local materials to complement contemporary design goals through constant integration of practice, education and research knowledge and Sixth, Facilitating the cooperation among professionals, institutions, agencies and other stakeholders with a view to eliminate architectural practice by non-professionals and the use of fake or substandard products that lead to building failures and collapse, and attendant loss of lives.

As clearly shown, if these issues of regulations are addressed positively by (NIA), (ARCON) and the stakeholders, Architectural MSFs in Nigeria will be able to attain the desired sustainable growth; creating mass employment for unemployed registered Architects which will in turn alleviate poverty, enhancing National Economic Growth and the GDP. This study will investigate these regulating effects on Architectural firms and come up with findings that will help in further formulation including policies that will ensure sustainability of Architectural MSFs in Nigeria.

2.6 Summary of Literature and Research Gaps

The main objective of this chapter was to review both theoretical and empirical literature on the effects of strategic entrepreneurial planning on sustainable development of architectural micro and small firms in Nigeria. Evidence has shown in the foregoing reviews that there has been much interest in understanding strategic planning in organizations and various literatures have been written on this subject mainly in the developed and developing countries outside Africa. Most literatures are written on small, medium and large organizations wanting to survive and grow in a constantly changing and competitive environment (sustainable development).

Globally, the impacts of MSMEs are recognized as the main engine for job creation and employment generation, contributing to GDP and the National Economy. Consequently, ignoring such an important sector of the economy was suicidal. This thesis filled this gap by exploring the role of entrepreneurial strategic planning on sustainable growth of architectural MSFs in Nigeria and also, globally there are gaps that need to be filled by study namely:

- i. There is dearth of research studies on entrepreneurial strategic planning and MSFs sustainable growth.

- ii. There are no clear records on studies showing the role of planning for sustainability, strategic management, strategic financial planning, strategic marketing and adherence to regulations on development of MSFs.
- iii. There are no research studies available showing the role of entrepreneurial strategic planning on sustainable development of architectural MSFs in the developing countries including Nigeria.

This chapter examined the theoretical, empirical and other important literatures relevant to the study. In line with the study, the reviewed literatures indicated that entrepreneurial strategic planning has a role on development of micro and small firms. Based on the reviewed theories of fit, a conceptual framework model was formulated suggesting a cause and effect relationships. Research gaps identified were discussed and in order to bridge the gap, provide practical assistance to architectural MSFs in dealing with this issue, this study sampled 162 architectural MSFs in Nigeria to examine whether entrepreneurial strategic planning certainly contributes to architectural MSFs sustainable growth.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the methodology that satisfied the research aim and objectives was described through the adaptation of a research design based on the research philosophy used in social science research and the justification for the research design in line with the objectives. Next, the population of the study was clearly defined and the target population discussed with justification to be followed by a discussion of the sampling methods selected as well as the sample size. Finally, the instrument for data collection in line with the objectives and data collection procedure was discussed including pilot test and data processing and analysis.

3.2 Research Philosophy

A research philosophy is a belief about the way data about a phenomenon should be collected and analyzed (Levin, 1988). According to Mackenzie and Knipe (2006) research philosophy is the approach to understand and write the knowledge that is gained by conducting the research. Two major research philosophies have been identified, namely, Positivist philosophy – often characterized by objective hypothesis testing and Phenomenology philosophy – characterized by subjective constructed interpretation (Acumen, 2009). However, according to Mackenzie and Knipe (2006) based on existing literatures, three type of research philosophies are used in research papers now. These are Positivism, Interpretive also known as Anti - positivism and Critical. Table 3.1 below shows the key features of the former (Two) philosophies and Table 3.2 shows the key features of the later (Three) philosophies

Table 3.1: Research Paradigms

	Positivist paradigm	Phenomenological paradigms
Basic beliefs	The world is external and objectives	The world is socially constructed and subjective
	Observer is independent	Observer is part of what observed
	Sciences is value-free	Science is driven by human interests
Researcher should	Focus on facts	Focus on meanings
	Look for causality and fundamental law	Try to understand what is happening
	Reduce phenomenon to simplest elements	Look at the totality of each situation
	Formulate hypotheses and then test them	Develop ideas through induction from data
Preferred method include	Operationalising concepts so that they can be measured	Using multiple methods to establish different views of phenomena
	Taking large samples	Small samples investigated in depth or over time

(Source: Easterby – Smith, Thorpe and Lowe, 2002)

Table 3.2: Selection of research paradigms and research methods

Research paradigms	Research approach	Research methods	Examples
Positivism	Quantitative	Surveys: Longitudinal, Cross-sectional, Correlational; experimental, and quasi-experimental and ex-post facto research	- Attitude of distance learners towards online based education - Relationship between students' motivation and their academic achievement - Effect of intelligence on the academic performance of primary school learners
Anti-positivism	Qualitative	Biographical; Phenomenological; Ethnographical; Case study	- A study of autobiography of a great statesman. - A study of dropout among the female students - A case study of an open distance learning institution a country.
Critical theory	Critical and action-oriented	Ideology critiques; Action research	- A study of development of education during the British rule in India - Absenteeism among standard five students of a primary school

(Source: Dash, 2005)

Each of these philosophies represents a model that is known as paradigm for research and according to Mackenzie and Knipe (2006), positivism is the oldest and most widely used philosophy in research papers. The philosophical direction for any research is therefore important for a number of reasons as it helps to clarify the research design, it helps to recognize which designs will work and which will fail, and it helps the research identify and even create new designs that may be outside of his experiences (Easterby – Smith, Thorpe & Lowe, 2002). Positivistic Philosophy is a scientific method that is based on rationale and empiric of the research. In this philosophy, various concepts are used. These concepts are quantification, hypothesis and objective measures (Burke, 2007).

And according to Mackenzie and Knipe (2006), positivism paradigm is most commonly aligned with quantitative methods of data collection and analysis. Dash (2005) noted that positivism which emphasizes objectivist approach to studying social phenomena given importance to research methods focusing on quantitative analysis, surveys, experiments and the like. Despite its major contribution to knowledge in the social sciences, positivistic philosophy has many limitations and constraints as observed by (Hughes, 1980). Firstly, positivist approaches generally rely on the need to abstract data that can misconstrue the nature of social actions. Secondly, there is a lack of acknowledgment of the subjective status of meanings and finally, positivism assumes that social reality can be discovered in each society independently.

Interpretive (Anti-positivism) paradigm is used to understand the world of human experiences and in this paradigm; the researcher recognizes the impact on research of their background and experience (Burke, 2007). The Anti-positivists believe that reality is multi-layered and complex Cohen, Manion and Morrison (2000) and a single phenomenon are having multiple interpretations. They emphasize that the verification of a phenomenon is adopted when the level of understanding of a phenomenon is such that the concern is to probe into the various unexplored dimension of a phenomenon rather

than establishing specific relationship among the components, as it happens in the case of positivism (Dash, 2005).

Anti-positivism according to Dash (2005) is marked by three schools of thought in the social science research. These are phenomenology:- a theoretical view point which believes that individual behavior is determined by the experience gained out of one's direct interaction with the phenomena; Ethno methodology:- deals with the world of everyday life. Its theoretical concerns centers around the process by which common sense reality is constructed in everyday face-to-face interaction and are mainly interested in the interpretation people use to make sense of social settings and 'Symbolic Interactionism':- basically emphasizes the understanding and interpretation of interactions that take place between human beings. The peculiarity of this approach is that human beings interpret and define each other's actions instead of merely reactive to each other's actions. Human interaction in the social world is mediated by the use of symbols like language, which help human beings to give meaning to objects. Symbolic interactionists, therefore, claim that by only concentrating attention on individuals' capacity to create symbolically meaningful objects in the world, human interaction and resulting patterns of social organizations can be understood. As a result, not only human beings change themselves through interactions, but also bring in change in societies (Dash, 2005). Interpretive paradigm is not without its own flaws and critics. According to Hughes and Sharrock (1997) its inability to replace positivism with a better approach is its most condemning flaw and other critics consider that relativism and incommensurability are other major flaws of Anti-positivism.

Research methodologies adopted by critical theory according to Dash (2005) are ideology critique and action research. However, similar to positivism and interpretive paradigm some contemporary scholars highlighted the limitations and shortcomings of the critical theory. According to Keat (1981) as cited in Dash (2005), Habermas' work is little more than speculation. Whilst the claim to there being three forms of knowledge has

the epistemological attraction of simplicity, one has to question this very simplicity. The acceptability of the consensus theory of truth, on which Habermas' work is premised, is questioned by Lakomski (1999) as cited in Dash (2005) and Cohen *et al.*, (2000) observed that there are a multitude of interests and ways of understanding the world, and it is simply artificial to reduce these to three interests.

This study therefore has a choice of selecting the three alternatives of a positivist, interpretive (anti-positivism) or critical theory. Based on the key features of philosophy paradigm alternatives offered by Easterby-Smith *et al.*, (2002) as showing in Table 3.1 and (Dash, 2005) in Table 3.2, this study followed the positivist paradigm because it fits the research study for the followings: Positivist paradigm allows for the adoption of either quantitative or qualitative research methods as shown below in figure 3.1 (Myers, 2009); other than looking for causality and fundamental laws, it focuses on facts and reduces phenomenon to its simplest elements; it allows for the testing of hypothesis formulated and the observer is independent which is in line with this research study.

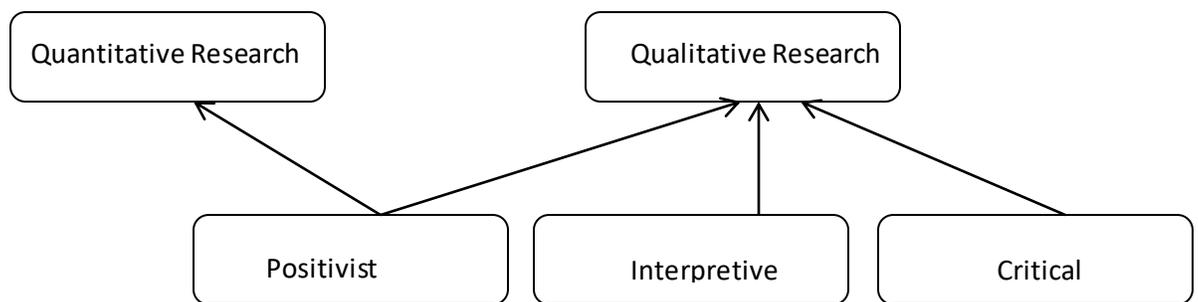


Figure 3.1 Epistemological Assumptions for Qualitative and Quantitative Research (Source: Myers, 2009)

3.3 Research Design

Research design as specified by Churchill (1979) provides an overall guidance for the collection and analysis of data of a study. Research design is the logical sequence that connects the empirical data to the initial research objectives of the study and ultimately to its conclusions (Yin, 1994). Also, research design is defined as the “blueprint” that enables the investigator to come up with solutions to the fundamental problems identified in testing the hypothesis and guides the researcher in the various stages of the research (Nachmias & Nachmias, 1996). Importance of research design stems from its role as a critical link between the theory and argument that informed the research and the empirical data collected (Nachmias & Nachmias, 2008). A choice of research design as observed by Bryman and Bell (2007), reflects decisions about the priority being given to a range of dimensions of the research process and this of course will have considerable influence on lower-level methodological procedures such as sampling and statistical packages. It is therefore a blueprint that enables researchers to find answers to the questions being studied for any research project.

Primarily, there are two types of research design; Basic research – aimed at obtaining empirical data used to formulate and expand theories, and the frontiers of knowledge without regard to practical application; not designed towards the solution of practical problems and Applied research – aims to solve an immediate practical problem at appropriate level of complexity (t-1 situation) (Asgari, 2010). Applied research design according to Asgari (2010) is classified according to research methodology used: quantitative research design using Descriptive research, Co-relational research, Ex-post facto research, Experimental research method (Pre, True and Quasi) and Qualitative research design using Case study, phenomenological, Ethnographic and Historical research.

Quantitative research is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics) (Aliaga and

Gunderson, 2013). Quantitative research design involves objective measurements and analysis to understand and explain a phenomenon through the collection and analysis of numerical data that is obtained from test, questionnaires, checklist, and surveys. Important features of quantitative research are: defining the problems of questions to be studied and developing hypotheses that predicts the results of the research before the study beings; controlling contextual factors that might influence the results of the study; collecting data from samples of participants; and using numerical, statistical approaches to analyzed the collected data (Asgari, 2010; Burns & Grove, 1987; Creswell, 2003; Dash, 2005; Thorne & Giesen, 2002).

Qualitative research design is described by Benoliel (1985) as ‘modes of systematic enquiry concerned with understanding human beings and the nature of their transactions with themselves and with their understandings’. Qualitative research focuses on understanding a social phenomenon from the perspective of those involved as participants in the research. Qualitative research methods involve the collection and analysis or primarily non numerical data obtained from the observation, interviews, taped information, and documents. The important points of qualitative research are the following: defining the problem of question to be studied; the aforementioned point does not have to be stated at the start of the study. Focuses on a single concept on phenomenon; the researcher also takes into account contextual factors of the research participants; data is collected from a small number purposely selected research participants, an open ended emerging data with the primary intent of developing themes from the data; and using non numerical, interpretive approaches to provide narrative descriptions of the participants and their contexts (Asgari, 2010; Benoliel, 1985; Cormack, 1991; Creswell, 2003; Duffy, 1985, 1987; Olds, Moskal, & Miller, 2005).

This thesis used a quantitative exploratory descriptive survey design to identify, analyze and describe the role of strategic entrepreneurial planning on development of architectural firms. To achieve the research objectives and to address the research

problem, the study conducted a quantitative research. An important feature of a quantitative research is the generation of quantifiable data. Quantitative data can be transposed into numbers, in a formal, objective, systematic process to obtain information and describe variables and their relationships (Brink & Wood, 1998; Burns & Grove, 1993). Thus the features of this research study are in accordance with the quantitative research paradigm adopted.

This thesis was exploratory because it explored the contributing role of entrepreneurial strategic planning on development of architectural firms in Nigeria. Exploratory research is to discover new ideas and insights, and requires a flexible approach. The data found guide the study direction (Kothari, 2001). According to Creswell and Clark (2007) as cited in Borrego, Douglas and Amelink (2009), exploratory designs begins with a primary qualitative phase, and then the findings are validated or otherwise informed by quantitative results. This approach is usually employed to develop a standardized (quantitative) instrument in a relative unstudied area. The qualitative phase identifies important factors, while the quantitative phase applies them to a larger and / or more diverse sample. This research study is new, had not been studied and very little or no literature exists in the developing economy; hence, the need for exploratory design in this research study. Further justification for the adoption of this research design is supported by the indications for the use of exploratory designs including the situation where a problem has been identified but no literature exists and very little existing research on the subject – matter as described by (Brink & Wood, 1988).

The result of exploratory research is not usually useful for decision – making by them, and according to Leinhardt and Leinhardt (1980) the central purpose is to formulate hypotheses regarding potential problems and opportunities present in the decision situation. The hypotheses can be tested at a later phase with a conclusive research design which provides information for the evaluation of alternative courses of action. The

descriptive survey research adopted by this study is a sub-classification of conclusive research design (Singer & Willett, 2003).

This study conclusively adopted descriptive survey design since it aimed to investigate five objectives and testing of five hypotheses formulated from the review of the literature. Descriptive survey design are used in preliminary and exploratory studies, to allow researchers to gather information, summarize, present data, and interpret it for the purpose of clarification (Creswell, 2003). Burns and Grove (1993) describe the purpose of a descriptive survey as providing the opinions of respondents regarding the phenomenon studied. Also, this research design was selected because of its high degree of representativeness and the ease in which a researcher could obtain the respondents' opinion (Polit & Beck, 2004). In this present study, the researcher obtained and described the views of the respondents with regards to planning for sustainability, strategic management, strategic financial planning, and strategic marketing, effects of adherence to regulations and development of architectural firms (MSFs).

Descriptive survey research according to Borg, Gall and Gall (2003) is intended to produce statistical information about the aspects of the research issue (in this case entrepreneurial strategic planning) that may interest ARCHON and NIA in their quest to produce a strategic plan for architectural micro and small firms (MSFs) in Nigeria. The main aim of descriptive research is to provide an accurate and valid representation of (encapsulate) the factors of variables that pertain are relevant to the research questions (Wyk, 2013). In descriptive research the research variables are examined, as they exist without the researcher's interference. Control over the research setting is limited (Brink & Wood, 1998; Burns & Grove, 2001). In this study the independent and dependent variables were not manipulated and the researcher did not attempted to control the research setting. However the data collection conditions were standardized to enhance data quality and according to Kothari (2001) descriptive studies have specified

objectives which guide data collection, and a defined study population. This research design was adopted conclusively based upon the aforementioned reasons.

3.4 Population of the Study

A population is the focal group from whom the researcher wants to learn something. It is the totality of all the objects and subjects that meet the requirement of a specific situation. An accessible population can be described as all the cases that meet the criteria and are accessible for the study (Polit & Hungler, 1999). Population as described by Nachmias and Nachmias (1996) is the entire set of relevant units of analysis, or data and has to be defined in terms of content, extent and time. Polit and Beck (2004) defined the target population as the aggregate of cases about which the researcher would like to make generalizations.

The target population of this study was all Six Hundred and Forty (640) Architectural firms registered with the Architectural Registration Council of Nigeria (ARCON) in the official publication of ARCON (2012). A look at the concentration of firms in different parts of Nigeria revealed six clusters of architectural firms in the six geopolitical zones of Nigeria. Over Two Hundred of registered Architectural firms in Nigeria are in cities within these zones. This approach ensured only Registered Architectural Firms in Nigeria that are current in payment of regulation fees and have the approval of government legally to operate as consulting firms were investigated.

3.5 Sampling Frame

Sampling is the process by which individuals belonging to a larger target population are selected for study (Jeff Martin, 2010). According to Retzer (2003) target population is the population to which we want to generalize our findings and sampling frame is a complete list of all units, at the first stage of sampling, from which a sample is drawn. Nachmias and Nachmias (2008) define a sampling frame as a list of all items where a

representative sample is drawn for the purpose of a study. The frame in effect defines the study population.

The sampling frame of the study was the list of architectural firms registered with ARCON in the official publication of ARCON (2012) entitled to practice that are current in payment of regulation fees and have the approval of Government legally to operate as consulting firms. The approach ensured the credibility of samples drawn and the validation of the independent moderating variable to be tested. Table 3.3 below is the sampling frame table containing the list of registered architectural firms defining the study population as (six hundred and forty) 640 registered architectural firms in the six geopolitical zones of Nigeria. In conclusion, it can be said that using a sample in research saves mainly on money and time, if a suitable sampling strategy is used; appropriate sample size selected and necessary precautions taken to reduce on sampling and measurement errors, then a sample should yield valid and reliable information (Mugo, 2002)

Table 3.2: Sampling Frame Table

Geopolitical Zone	Cities/Town	No. of Registered Architectural Firms	Target Population
South East	Aba	4	70
	Awaka	2	
	Enugu	50	
	Onitsha	5	
	Owerri	9	
South South	Asaba	4	112
	Benin City	21	
	Calabar	9	
	Port Harcourt	51	
	Uyo	18	
	Warri	9	
South West	Abeokuta	4	154
	Akure	2	
	Ibadan	25	
	Lagos	120	
	Oshogbo	3	
North Central	Abuja	167	213
	Ilorin	14	
	Jos	15	
	Lafia	1	
	Lokoja	1	
	Markudi	9	
	Minna	6	
North East	Bauchi	4	9
	Gombe	2	
	Maiduguri	3	
North West	Gusau	2	82
	Kaduna	57	
	Kano	17	
	Katsina	1	
	Sokoto	2	
	Zaria	3	
Total			640

Source: (ARCON, 2012)

3.5.1 Sample Size

Sample size is the number of observations used for calculating estimates of a given population (Smith, 2014). Also, Suresh and Chandrashekara (2012) define sample size as the total number of subjects who are required for the final study analysis. Sample size as an effect on how the sample findings accurately represent the population and sample size influences the quality and accuracy of empirical research (Burns & Bush, 2009; Dattalo, 2010). In general, sample size depends on the nature of the analysis to be performed, the desired precision of the estimates one wishes to achieve, the kind and number of comparisons that was made, the number of variables that have to be examined simultaneously (Mugo, 2002).

Sample Size Calculation:

To determine the sample size for this study is to apply the formula $S = n / [1 + (n / N)]$ used to choose the right sample size for a simple random sample (Retzer, 2003; Suresh & Chandrashekara, 2012; Nachmias & Nachimias, 1996). To perform the calculation, the following values have to be defined:-

Population value (N): Size of the population from which the sample was selected
= 640.

Expected frequency value of the factor under study (P) = 10%

Worst Acceptable Frequency = 14% or 6%

Applying the formula: Sample size (S) = $n / [1 + (n / N)]$

In which $n = Z \times Z [P(1 - P) / (D \times D)]$

Where: P = Expected Frequency Value = 10%

D = (Expected Frequency – Worst Acceptable) =

14% – 10% = 4% or 10% – 6% = 4%

$Z = 1.960$ with confidence level of 95%.

Calculating the value for “n”

$$n = Z \times Z [P (1 - P) / (D \times D)]$$

$$n = 1.960 \times 1.960 [0.10 (1 - 0.10) / (0.04 \times 0.04)]$$

$$n = 1.960 \times 1.960 [0.10 (0.90) / (0.0016)]$$

$$n = 1.960 \times 1.960 [0.09 / 0.0016]$$

$$n = 1.960 \times 1.960 [56.25]$$

$$n = 1.960 \times 110.25$$

$$n = 216.09$$

Substituting n in equation $S = n / [1 + (n / N)]$

$$S = 216.09 / [1 + (\frac{216.09}{640})]$$

$$S = 216.09 / [1 + 0.3376]$$

$$S = 216.09 / 1.3376$$

$$S = 161.55$$

$$\therefore S \approx 162$$

Therefore a sample size of approximately 162 respondents was selected using simple random sampling technique from the identified sample in section 3.5.1 above as per table 3.3. Validating the sample size of 162 for the research study, Tabachnick and Fidell (2007) established that for regression analysis (adopted by this study) a sample size of $N \geq 50 + 8 \times M$ is adequate where M is the number of independent variables.

This study has (5) independent variables and applying this formula, $N = 50 + 8 \times 5 = 90$. Hence the sample size calculated $S = 162 > N = 90$. In conclusion, Mugo (2002) states that if a suitable sampling strategy is used (in this research study simple random sampling), appropriate sample size selected (162) and necessary precautions taken to reduce on sampling and measurement errors, then a sample should yield valid and reliable information.

3.6 Sample and Sampling Technique

Sampling design is a design, or a working plan, that specifies the population frame, sample size, sample selection, and estimation method in detail (Wiki, 2010). The ultimate goal of a sample design is to select a set of elements from a population in such a way that descriptions of those elements accurately portray characteristics of the population (parameters) from which they were selected and to yield maximum precision (minimum variance) per unit cost (Dattalo, 2010).

Basically, there are two types of sampling design (Babbie, 2001); probability sampling and non-probability sampling. Probability sampling is a sampling technique where the samples are gathered in a process that gives all the individuals in the population equal chances of being selected. This type of sampling includes: Simple Random Sample:- The simple random sample is the basic sampling method assumed in statistical methods and computations. Each population element of simple random sample has a known and equal chance of selection. This sampling is used when the population is homogeneous; Systematic Sample: - is a sampling technique in which the element of the population is put into a list and then every K^{th} element in the list is chosen (systematically) for inclusion in the sample. Stratified Sample: - is a sampling technique in which the researcher divides the entire target population into different subgroups, or strata, and then randomly selects the final subjects' proportionally from the different strata. This type of sampling is used when the researcher wants to highlight specific subgroups within the population; Cluster Sampling:- Cluster sampling involves randomly selecting

groups, not individuals. Cluster sampling may be used when it is either impossible or impractical to compile an exhaustive list of the elements that make up the target population. Usually, however, the population elements are already grouped into subpopulations and lists of those subpopulations already exist or can be created.

Non-Probability Sampling Techniques is where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. This sampling technique includes: Reliance on Available Subjects:- Relying on available subjects, such as stopping people on a street corner as they pass by, is one method of sampling, although it is extremely risky and comes with many cautions; Purposive or Judgmental Sample:- a purposive, or judgmental sample is one that is selected based on the knowledge of a population and the purpose of the study; Snowball Sample:- a snowball sample is one in which the researcher collects data on a few members of the target population he or she can locate, then asks those individuals to provide information needed to locate other members of that population whom they know. This sampling is used in research when the members of a population are difficult to locate; Quota Sample:- A quota sample is one in which units are selected into a sample on the basis of pre-specified characteristics so that the total sample has the same distribution of characteristics assumed to exist in the population being studied.

Due to the nature of this study, Simple Random Sampling technique was used to select the sample. Important considerations include: The target population and sample frame of this study is known and this sampling procedure gives each of the total sampling units of the population an equal and known nonzero probability of being selected and it is noted that, simple random sampling requires a sampling frame which is the list of all elements (Cooper & Emory, 1995; Nachmias & Nachmias, 1996); A simple random sample is free from sampling bias Mugo (2002), i.e relevant for this research study.

Simple Random Sampling minimizes systematic errors and if random sampling is not performed, there is no theoretical basis for statistical inference (Dattalo, 2010). Justifying the research design adopted by this study, simple random sampling technique tends to yield representative samples, and allows the use of inferential statistics in analyzing the data collected (Levy & Lemeshow, 2008; Sheaffer, Mendenhall & Ott, 2006).

3.7 Data Collection Instruments

Data collection instrument refers to the device used to collect data (Census Bureau, 2010). In general, according to Griffiee (2012) a data collection instrument (DCI) can be defined as the means, either physical or non-physical, by which data is produced. More specifically, a DCI can be defined as the means (physical or non-physical) of producing quantitative or qualitative data to be analyzed and interpreted. This process requires some kind of validation evidence that the data is sufficiently related to the construct of interest. Figure 3.2 illustrate this definition.

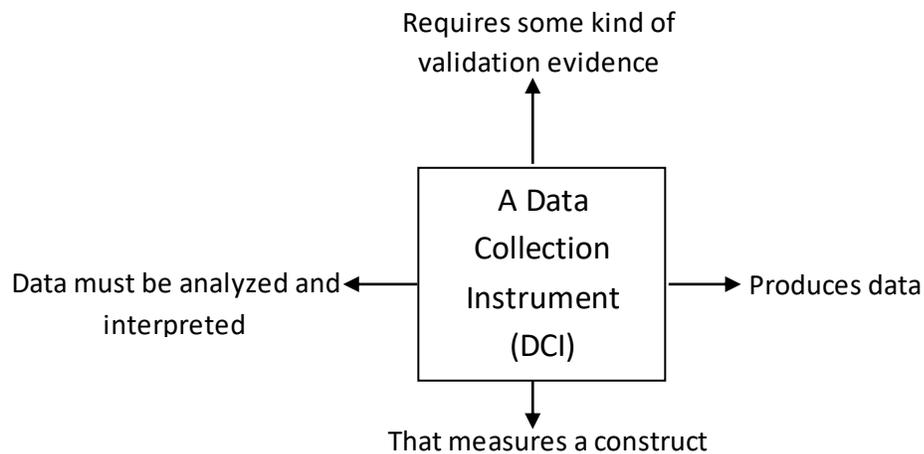


Figure 3.2. The purpose and function of a data collection instrument.

Source: An introduction to second language research methods: Design and Data (Griffiee, 2012).

3.6.1. Questionnaire

The instruments for collecting data adopted by the study were questionnaires and in-depth interview. Questionnaires according to Brown (1995); West (1994) are other paper-or computer - based instruments asking respondents for their opinions, as opposed to measuring learning as cited in (Griffée, 2012). Questionnaire is defined as an instrument for gathering self-report information from respondents through self-administration of questions in a paper-and-pencil format. The utilization of structured questionnaires enhances the objectivity and support statistical analysis (Polit & Beck, 2004).

The questionnaire for this study was mainly pre-developed closed – ended questions and a rating scale with pre-determined response options. However, open-ended questions were used to enable respondent's further express their views to certain questions. The questionnaire comprises the following sections: General information of architectural firms:- This section established the background information of the firms such as year of establishment, size of firms, level of education, areas of specialization, status of professionals among others; Planning for Sustainability:- This section generates items to find out the mode of organizational culture by the architectural firms which includes vision and mission, organizational goals and types, form of team building skills and innovative technology employed among others; Strategic Management :- This section generates items that establish the types of leadership skills, from of employee motivation skills, training, recruitment and selection of staff to find out their role on the sustainable growth of the firm; Strategic Financial Planning :- This section generates items to establish the form of strategic financial planning skills executed by the firms such as cash flow analysis, budgeting skills and auditing among others; Strategic Marketing:- This section generates appropriate items that seek to establish how customer service, cooperation and competition affect the development of the architectural firms. And Adherence to Regulations: - This section generates items that seek to establish how

adherence to regulations such as regulatory framework, tax policies among others moderate the development of the architectural firms.

3.6.2 Interview

An interview is a “conversation with a purpose” and an interview can be considered to be a medium of exchange; it involves verbal communication with a particular purpose. It is a form of “interaction in which information is needed and shared” (Evans, 1971; Hein, 1980). Also as cited in Griffée (2012) interviews are usually one-to-one face-to-face meetings in which the data-gatherer asks questions to someone being interviewed (Griffée, 2005; Kvale, 1996; Tuckman, 1999; West, 1994).

The form of interview adopted by this study was a structured interview. A structured interview means questions are predetermined, the interviewer does not deviate from those questions, and the interviewer does not ask for clarification of answers; it involves the interviewer in keeping to a predefined set of questions with specific limited objectives in view (Grbich, 1999; Griffée, 2012).

The structured interview was used to collect information from the architectural firms in the study areas that will include the major components of the study, i.e. planning for sustainability, strategic management, strategic financial planning, strategic marketing and environmental factors to be compared and used with the structured questionnaires for data collection.

3.6 Data Collection Procedure

Data Collection is the gathering of information needed to address a research problem; Data collection and data analysis often occur simultaneously so that the data analysis process can guide the sampling and data collection plans (Polit & Beck, 2004). In quantitative research, data sources that are quantifiable, objective, precise, consistent and reproducible need to be defined. Following the nature of the study, triangulation was adopted for data collection method. The term triangulation in research was first used by

Danzin (1978) to describe bringing together complementary methods or data sources to offset weakness in each. Triangulation is when two or more methods are used to measure a variable (Teddie & Tashakkori, 2009). Nachmias and Nachmias (2008) observe that triangulation involves the use of more than one form of data collection to test the same hypothesis within a unified research plan. Data are collected concurrently in one phase, and interpretation involves comparing the results of each to best understand the research hypothesis (Creswell and Plano Clark, 2007; Morse, 1991)

Using triangulation, the combination of questionnaires, and in-depth personal interviews appeared most appropriate for this study in architectural firms (Oluwatayo, 2009). This is because of the advantages derivable from these approaches: questionnaires ensured that questions posed to all respondents are uniformly phrased, which permits an objective comparison of results, while personal interview gave respondents the opportunity to express views more expansively than would have been possible with a questionnaire (especially a closed ended questionnaire). Moreover, interviews permit explanation of issues in the questionnaire by the interviewer in areas where some respondents may not be fully knowledgeable.

3.7 Pilot Study

All data collection instruments including questionnaires must be piloted since the creator can't be sure of the respondent's interpretations of the questions. It might be helpful to do several pilot studies, each more complicated and thorough than the next (Griffie, 2012). The data collection was preceded by a thorough preparation including interview with key informants (academicians) in the construction industry; social sciences and pilot study in ten (10) firms in the six geopolitical zones including Abuja the Federal Capital. This preparation led to the development of the interview schedule, and the question that was relevant to the research study.

3.7.1 Validity of Instruments

Validity is defined as a measure of truth or falsity of the data obtained through using the research instrument (Burns & Grove, 2001). The validity of an instrument according to Burns and Grove (1987) is the determination of the extent to which the instrument actually reflects the abstract concept being examined. Brink (1991) defined reliability as the likelihood of obtaining the same results when the researcher measures the same variable more than once, or when more than one person measures the same variable. Polit and Hungler (1999) positioned that the reliability of a research instrument is the degree of consistency with which the instrument measures the attribute it is supposed to be measuring. Reliability can be equated with the stability, consistency or dependability of a measuring tool.

3.7.2 Reliability of Instruments

Reliability of these research instruments was tested using the Cronbach's alpha the most popular reliability statistics in use today. (Cronbach, 1951). Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. It is an index of reliability associated with the variation accounted for by the true score of the "underlying construct." Construct is the hypothetical variable that is being measured (Hatcher, 1994). Cronbach's alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is (Santos, 1999).

Nunnaly (1978) and Berthoud (2000) indicated 0.7 to be an acceptable reliability coefficient for any research instrument. In addition, aptness of the questionnaires was tested through the distribution of questionnaires to professionals, academics, and architectural micro and small firms' owners/managers and for validity and reliability. The relevance is in terms of the language employed in the research instruments. The

preparation facilitated the wordings of the questions for the survey and the delineation of categories used in questionnaire and interview schedule. This study will also assess the content validity and reliability of the questionnaire by arbitrating the questionnaire through distributing the questionnaires to a group of arbitrators containing ten (10) academic members from the Ahmadu Bello University Zaria and Kaduna Polytechnic who have wide experience in architecture practice, business management and strategic planning.

3.8 Data Analysis and Presentation

The purpose of data analysis is to develop answers to questions through the examination and interpretation of data. The fundamental steps in the analytic process consist of identifying issues, determining the accessibility of suitable data, deciding on which methods are suitable for answering the questions of interest, applying the methods and evaluating, summarizing and communicating the results. According to LeCompte and Schensul (1999) analysis is the process a researcher uses to reduce data to a story and its interpretation. Accordingly, data analysis is the process of reducing larger amounts of collected data to make sense of them. Patton (1987) indicates that three things occur during analysis: data are organized, identified and linked.

The data collected was analyzed using the descriptive method (Quantitative Data Analysis). Quantitative data analysis is a scientific approach to decision making in which raw data are processed and manipulated to produce meaningful information (Wiboonrat, 2012). Quantitative Data Analysis is the method by which data are converted to numerical form and subject it to statistical analysis. SPSS was used to analyze the data. In particular, for this study, the following are the objectives:

Objective I seek to: To establish sustainability affects development of Architectural Firms.

For this objective regression analysis was used in which is Y is regressed on X1, X2, Xh

$$\text{Thus } y = B_0 + B_1 + X_1 + \dots + B_n X_n + e$$

Where B_0 is the intercept which rep. the value to be adopted when all X_i is not available B_i show the manner in which X_i relates with Y and e is an error term usually assumed to be normally distributed with mean 0 and hence the need for a moderating variable.

Objective II seeks to: To estimate the role of Strategic Management on development of Architectural Firms. For this objective regression analysis was used similar to objective I; Objective III seeks to: determine the role of strategic financial planning on development of Architectural Firms. For this objective regression analysis was used similar to objective I; Objective IV seeks to: establish the influence of strategic marketing on development of Architectural Firms. For this objective regression analysis was used similar to objective I; Objective V seeks to: determine the moderating role of adherence to regulation on development of Architectural Firms. For this objective regression analysis was used similar to objective I.

3.9 Ethical Considerations

There were a number of issues that need to be considered when conducting this research. The issue of confidentiality is relevant. Protecting interviewees from any repercussions of their comments being reported should also be a concern for researchers (Robson, 2002). Bryman and Bell (2007) have noted a lack of informed consent as an ethical issue not widely debated in the academic literature.

This research adopted several measures to address such issues and to ensure that this research was conducted in an ethical manner. The research was conducted in line with Kaduna Polytechnic ethical guidelines. This involves informing the participants in the research that information provided was securely stored against access by persons other than the researcher for a period of five years. At the end of that five-year period all data provided by participants was destroyed, paper records was shredded and electronic records deleted.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

In this chapter the results of the data analysis are presented. The data were collected and then processed in response to the Role of Entrepreneurial Strategic Planning on development of Architectural Firms in Nigeria. For this purpose, five specific objectives drove the collection of the data and the subsequent data analysis. These objectives were to; establish whether Planning for Sustainability influenced development of Architectural Firms; estimate the role of Strategic Management on development of Architectural Firms; determine the role of strategic financial planning on development of Architectural Firms; establish the influence of strategic marketing on development of Architectural Firms; and to determine the moderating role of Adherence to Regulations on development of Architectural Firms. These objectives were accomplished using various statistics including descriptive statistics, linear regression, ANOVA, and post-hoc test. The findings presented in this chapter demonstrate the Role of Entrepreneurial Strategic Planning on development of Architectural Firms in Nigeria.

4.2 Response Rate

The sample for the study consisted of 162 architectural firms registered with the Architectural Registration Council of Nigeria (ARCON) in the official publication of ARCON (2012). From the data collected, out of the 162 questionnaires administered, 122 were filled and returned, which represents 75% response rate. This response rate is considered satisfactory to make conclusions for the study. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good, while 70% rated very well. This implies that based on this assertion, the response rate in this case of 75% is therefore very good.

The recorded high response rate can be attributed to the fact that some of the responding firms were not registered with the Architectural Registration Council of Nigeria (ARCON) in the official publication of (ARCON, 2012). This is as a result of inaccessibility of all registered firms in some of the geo-political zones due to logistical reasons. Table 4.1 shows the percentage distribution of registered and unregistered firms studied.

Table 4.1 Firm registered with ARCON?

		Frequency	Percent
Valid	Yes	56	46
	No	66	54
	Total	122	100.0

From Table 4.1, only 56 of the responding firms (46%) are registered and 66 firms (54%) are not registered. From the available statistics, it can be deduced that all findings in this research study can be attributed to registered firms in all the geo-political zones since the differences between the registered and unregistered firms is less than 10%. Data collected from both firms were subjected to the same analyses to ascertain the role of Entrepreneurial Strategic Planning on development of Architectural Firms in Nigeria.

4.3 Results of Pilot Study

This study assesses the content validity and reliability of these research instruments used using the Cronbach's alpha test. Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. Nunnaly (1978) and Berthoud (2000) indicated 0.7 to be an acceptable reliability coefficient for any research instrument.

Using Cronbach’s Alpha test in this study to ensure the reliability of the instrument, the findings indicated that Planning for Sustainability had a coefficient of 0.897, Strategic Management had a coefficient of 0.887, and Strategic Financial Planning had a coefficient of 0.832, Strategic Marketing had a coefficient of 0.929 and Adherence to Regulations had a coefficient of 0.869.

Table 4. 2: Reliability Test of Constructs

Strategic Entrepreneurial		
Planning	Reliability Cronbach’s Alpha	Comments
Planning for Sustainability	.897	Accepted
Strategic Management	.887	Accepted
Strategic Fin. Planning	.832	Accepted
Strategic Marketing	.929	Accepted
Adherence to Regulations	.869	Accepted

All constructs depicted in Table 4.2 shows that the value of Cronbach’s Alpha are above the value of 0.7 indicated by Nunnaly (1978) and Berthoud (2000) to be an acceptable reliability coefficient. Thus on the basis of these reliability test, the study was reliable to capture the constructs since the calculations emerging from the test surpassed the recommended threshold for each construct.

4.4 Demographic Findings

4.4.1 Year of Firm Establishment

The study investigated the year of firm establishment of the respondents. The descriptive statistics of the study as shown in Table 4.3 indicated that 56 (45.8%) of the responding firms were established between 2001-2010, 31 (25.0%) firms were established between 1991 – 2000, 20 (16.7%) firms were established between 2011 and above, while 10

(8.3%) firms were established between 1981 – 1990 and 5 (4.2%) of the responding firms were established between 1970 – 1980.

Table 4.3 Year of Firm Establishments

	Year of Firm Establishment	Frequency	Percent
Valid	1970-1980	5	4.2
	1981-1990	10	8.3
	1991-2000	31	25.0
	2001-2010	56	45.8
	2011 and above	20	16.7
	Total	122	100.0

From the statistics shown in Table 4.3 it can be deduced that most of the firms established from 1970 – 1990 (87.5%) have failed (folds - up) and majority of firms (75%) established from 1991 – 2000 have also failed. This findings corroborate Jaiyeoba (2002); Oluwatayo (2009) observation that most entering firms (New firms) exit (folds up) at the starts up stage due to lack of planning; thereby leaving just a few in the industry which never attain sustainable growth characterized by poor performance and low competitiveness which this study seeks to establish.

4.4.2 Form of Ownership

In the survey instrument, the respondents were asked to describe the form of ownership of their firm. Out of the targeted 122 responding firms, 31 (25%) of the responding firms are owned by sole principals, 40 (33%) of the firms are owned by partners, 16 (13%) of the responding firms are unlimited liability companies, while 35 (29%) of them are limited liability companies, and none (0%) of the responding firms is a public company

Table 4.4 Form of Ownership

Form of ownership	Frequency	Percent
Sole Principal	31	25
Partnership	40	33
Unlimited Liability	16	13
Limited Liability	35	29
Total	122	100.0

This result shown in Table 4.4 indicated that architectural firms in Nigeria are mostly (58.33%) owned by sole principal and partnership which portrays lack of succession planning. Also for the unlimited and limited liability firms (41.67%), they are mainly micro and very small firms as shown in Table 4. which portrays also lack of succession planning and stagnant growth. This finding is in agreement with the findings by Pressman (2007) and Kogan and Bobchek (2011) who maintained that it is nearly impossible for architectural firms to maintain even their status quo-much less to grow-over the long term without a plan.

The study findings are almost similar to an earlier study done in Nigeria by Oluwatayo (2009) who stated that the ownership forms of the firms show that 52.27% adopted the sole principal form of ownership. The next most common form of ownership was the partnership (21.59%). The proportions of the firms that used other forms were 17.05%, 7.95% and 1.14% for the limited liability company, unlimited liability company and the public company respectively. This finding also confirms the assertion by Chappell and Willis (2002), who noted that architectural firms are opting for limited liability (29%) in this study as an alternative to the partnership form of ownership as cited in (Oluwatayo, 2009).

4.4.3 Number of Staff in Architectural Firms

This study examined the profile of the staff of the architectural firms sampled, the total number of staff, and the number of professionals. Table 4.5 presents the findings of the number of professional staff in the architectural firms sampled. The results shows that 66.7% of the firms had between 1 and 3 members of architectural staff; 95.5% had between 1 and 3 Quantity surveyors; 71.3% of the firms had between 1 and 3 all engineering staff; 100% of firms sampled had between 1 and 3 accounting staff; 77% firms had admin. Staff between 1 and 3; and 71.4% of the responding firms had other professionals' staff between 1 and 3.

Table 4.5 Number of Staff in Architectural Firms

Professionals in Firm		Frequency	Percent
Architects	1-3	81	66.7
	4-6	36	29.2
	14 and above	5	4.2
	Total	122	100.0
Quantity surveyors	1-3	117	95.5
	4-6	5	4.5
	Total	122	100.0
Admin staff	1-3	94	77.0
	4-6	28	23.0
	Total	122	100.0
All engineers	1-3	87	71.3
	4-6	29	23.8
	7-10	6	4.9
	Total	122	100.0
Accountants	1-3	122	100.0
	Total	122	100.0
Others	1-3	87	71.4
	4-6	35	28.6
	Total	122	100.0

This result gives an average of 80.32% of the responding firms having between 1 and 3 professional staff. Also, 29.2% of the responding firms had between 4 and 6 members of architectural staff; 4.5% had Quantity surveyors between 4 and 6; while 23.8% of the

responding firms had between 4 and 6 members of all engineering staff; and 23% of the firms had between 4 and 6 members of administrative staff. This result also gives an average of 20% of the responding firms having between 4 and 6 professional staff.

The findings of this study indicated that all the responding firms are either micro or small firms following NBS (2012) definition of micro and small firms in Nigeria as firms engage in such products and services only with a labour size of 1-5 and 6-20 workers, with a total cost of not more than ₦1.5 million and not more than ₦50 million respectively, including working capital but excluding cost of land respectively. This study is also in agreement with the findings of Oluwatayo (2009), in his study of characteristics of architectural firms in Nigeria in which he stated that 97% of architectural firms in Nigeria are mainly micro and small firms. He further stated that the number of staff in Architectural firms sampled shows that 33.33 percent of the firms had between 6 to 10 members of staff; 27.59 percent between 10 to 20 staff; and 14.91 percent of the firms had between 1 and 5 staff.

4.5 Descriptive Analysis

4.5.1 Planning for Sustainability

The study sought to investigate the impact of planning for sustainability on the development of architectural firms in Nigeria. To measure planning for sustainability, the study used the following sub-objectives: vision/mission statements (Social), Capital Adequacy (Economic), and Legal Frame Work (Political).

Vision/Mission Statements

This section investigated whether vision/mission statements influences the development of architectural firms in Nigeria. In order to measure vision/mission statements, the following variables were measured, the vision/mission statements and the organizational goals. The respondents were asked does firm have a written vision/mission statement? The results indicated in Table 4.6 shows that 25.4% of the respondents indicated that

their firms don't have a written vision/mission statement and 74.6% of the respondents indicated that their firms have a written vision/mission statement.

Table 4.6: firm have a written vision/mission statement

Does firm have a written vision/mission statement?	Frequency	Valid Percent
Yes	91	74.6
No	31	25.4
Total	122	100.0

When asked does the vision/mission statement enhance the firm development? 73.6% of the respondents as indicated in Table 4.7, agrees that the vision/mission statements improve the development of their firms while 26.4% of the respondents that have vision/mission statement indicated negative impact on their firm development.

Table 4.7: If vision/mission statement impact on firm development

Does vision/mission statement impact on firm development?	Frequency	Valid Percent
Yes	67	73.6
No	24	26.4
Total	91	100.0

This findings relates to Denison (2000) and Denison and Mishra (1995) findings in their study "toward a theory of organizational culture and effectiveness" as cited in Ehtesham, Muhammad & Muhammad (2011) which shows that vision/mission statement have an influence on organizational performance. The findings also corroborate with that of Darbi (2012) who shows that mission and vision statements are still relevant strategic management tools that can impact employee behavior and attitudes leading to

organizational ownership and subsequent impact on its performance. Organizational culture as defined by Owens (1987) and Schein (1990) as cited in Ehetesham *et al.*, (2011) are patterns of shared value and beliefs over time which produces behavioral norms that are adopted in solving problems based on Denison's organizational culture model. The model as cited in Ehetesham *et al.*, (2011) is based on four cultural traits involvement, consistency, adaptability and mission that have been shown in the literature to have an influence on organizational performance. The study findings shows that vision/mission statement contribute to a very great extent (73.6%) on the development of architectural firms in Nigeria.

In Table 4.8, 50% of the responding firms that have a vision/mission statement stated that their firms are focused and their corporate image has improved, 44% experienced faster growth and 6% has enhanced service delivery methods.

Table 4.8: Impact of vision/mission statement on firm development

How does vision/mission statement impact on firm development?	Frequency	Valid Percent
Focus and corporate image	34	50.0
Faster growth	29	44
Service delivery	4	6
Total	67	100.0

This findings also corroborate with several works Cambell, 1997; Mullane, 2002; Rigby, 1994; Matejka *et al.*, 1993; Cambell and Yeung (1971) as cited in Darbi (2012) delineated how mission and vision statement can be used to build a common and shared sense of purpose and also serve as conduit through which employees' focus are shaped. These findings further agreed with this study finding that vision/mission statement are

very relevant strategic management tools that impact on architectural firm performance. The respondents when asked are the Firm goals the same with your own personal goals? In Table 4.9, the study shows that 75% of the respondents confirm that their own personal goals are the same with the firm goals while 25% respondents' personal goals are different from the firm goals.

Table 4.9: Firms with the same goals with staff

Are the Firm goals the same with your own personal goals?	Frequency	Valid Percent
Yes	91	75.0
No	31	25.0
Total	122	100.0

Table 4.10: Impact of goals on firms

Do these set of goals have an impact on your firm development?	Frequency	Valid Percent
Yes	112	92
No	10	8
Total	122	100.0

However in table 4.10, of the 25% respondents in table 4.9 that have different goals from firm goals, 67% of these respondents indicated positive impact of personal goals on firm development resulting in 92% of total respondents indicating that personal goals whether the same or different from firm goals do impact on development of architectural firms in Nigeria because they positively impact on individual performance as the study has shown and further illustrated in both figure 4.1 and figure 4.2.

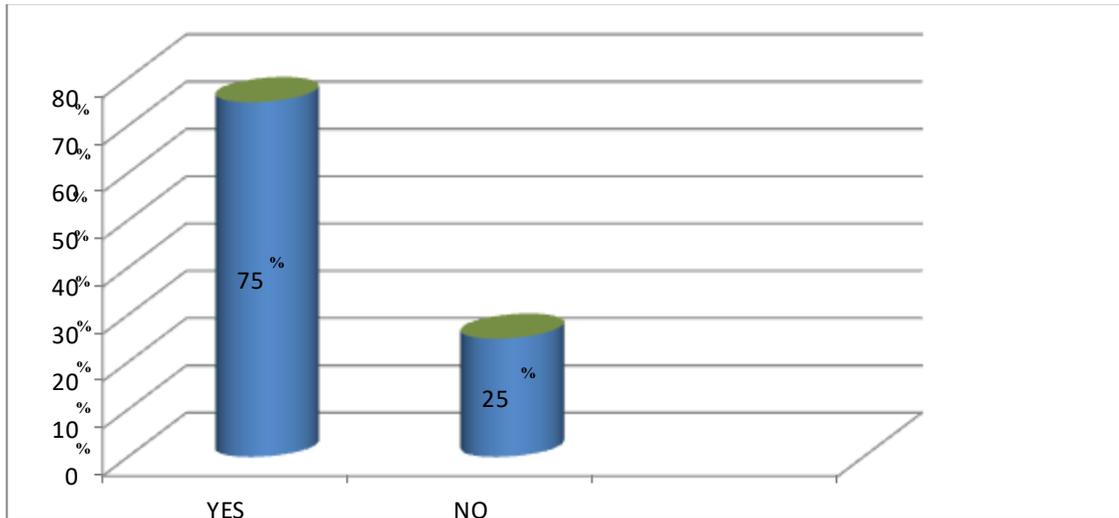


Figure 4.1 Firm goals and personal goals the same

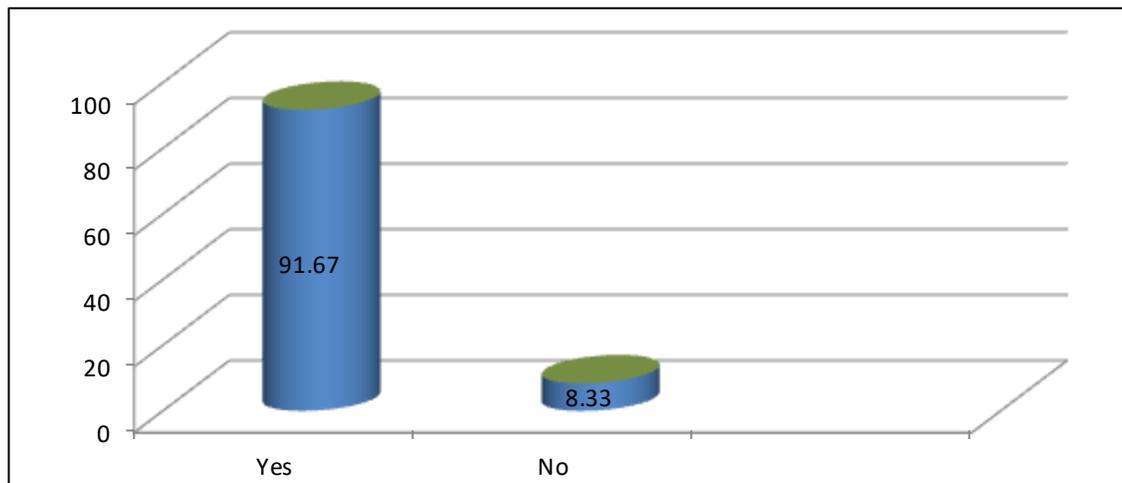


Figure 4.2 Impact of goals on firm development

The finding of this study concord with Medlin and Green (2009) study “enhancing performance through goal setting, engagement and optimism” in which all study hypotheses are supported that, goal setting directly and positively impacts employee engagement; employee engagement directly and positively impacts work place optimism and employee engagement, employee engagement directly and positively impacts work place optimism and work place optimism, in turn, directly and positively impacts

individual performance. Arasa and K'Obonyo (2012) in their findings on empirical study on the relationship between strategic planning and firm performance in Kenya reveals that of all the strategic planning steps, majority of the firms do very well in the step of defining the business of the organization and hence setting the company direction (goals). In addition this finding relate with Mogaji (2013) who found that one of the approaches that allow management to design jobs for employee motivation, to increase productivity and to achieve feature growths, management needs to look at what aspects of the jobs that are important and better fit the organizational goals.

The findings of this study are consistent with lock et al (2008) goal setting theory which indicates that specific goals leads to increase performance and those difficult goals, when individual have accepted those results in higher performance than easy goals. It can be inferred that personal goals whether the same or different from firm goals do impact on development of architectural firms in Nigeria because they positively impact on individual performance which helps the firm owners to make strategic decision which in turn increases firm competitiveness.

Deduction of Inferences on Vision/Mission Statements

Linear Regression Analysis was used to draw inferences on organizational culture particularly looking at the year (2009 – 2013) versus % level of development, goal target, level of actual performance, average number of projects, total number of services and level of profitability. The Table 4.11 summarizes the goodness of linear Regression as a best fit in this case.

Table 4.11: Percentage Level of Development

Model	R	R Square
1	.389 ^a	.151

a. Predictors: (Constant), Year.

In the Table 4.11, the R value (multiple correlation coefficients) calculated is 38.9% while the R square value (coefficient of determination) calculation is 15.1%. The R value of 38.9% shows that the year is positively related to the % level of development but low whereas the R square value of 15.1% give the extent to which the year has explained the level of development which shows that the level of development is very low. The researcher went ahead to investigate the exact variables in this model and summarized in Table 4.11a. The Table is of F-test.

Table 4.11a: ANOVA^b for percentage level of Development

Model	Sum of Squares	df	Sig.
Regression	16450.704	1	.000 ^a
Residual	92301.163	118	
Total	108751.867	119	

a. Predictors: (Constant), Year

b. Dependent Variable: % level of development

From the analysis of variance in Table 4.11a, the P-value of 0.00 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between planning for sustainability and development of architectural firms is made. From the regression coefficient Table 4.11b, there was positive and significant relationship between Vision/mission statement and level of development. The model is given as $Y = -13415.8 + 1560.510X_2$. The regression coefficient of 1560.510 indicates that an increase in Vision/mission statement by 1 unit leads to an increase in level of development by 1560.510 units.

Table 4.11b: Regression Coefficients- vision/mission statement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-13415.8	17033.285		-.788	.449
	organization culture	1560.510	428.282	.755	3.644	.000

a. Dependent Variable: level of development

This finding agrees with Darbi (2012) study of positive relation of vision/mission statement with organizational development. However the low value of R square (15.1%) indicates that the levels of development of the responding architectural firms that has a vision/mission statement is low. This finding corroborates Denison (1990) which shows that vision/mission statement have an influence on organizational development. This finding agrees with Arasa and K'Obonyo (2012) that majority of firms do well in the step of defining the business and hence setting the firm goals.

In the Table 4.12 the R value calculated is 9.1% while the R square value is .08% approximately 1%. From the result in Table 4.12a, the P-value of 0.325 is greater than the chosen 0.05 level of significance. Accordingly the research fails to reject the null hypothesis. Both values show a very weak positive relationship between goal target/goal attainable and year and the extent to which the year has explained goal target achieved.

Table 4.12: Goal Target

Model	R	R Square
1	.091 ^a	.008

a. Predictors: (Constant), Year.

Table 4.12a: ANOVA^b for Goal Target

Model	Sum of Squares	df	Mean Square	P-value.
Regression	1837.067	1	1837.067	.325 ^a
Residual	221818.900	118	1879.821	
Total	223655.967	119		

a. Predictors: (Constant), Year

b. Dependent Variable: goal target.

Capital Adequacy

This section investigated whether Capital Adequacy influences the development of architectural firms in Nigeria. The following variables were measured; the firm capital vs. product/service performance and the approved legal scale of fees in order to measure the effect of Capital Adequacy on performance. The respondents were asked does the firm capital contribute to product/service performance. The responses are indicated in Table 4.13.

Table 4.13: Firm capital vs. product/service performance

Does the firm capital contribute to product/service performance?		Frequency	Valid Percent
Valid	yes	66	59
	No	46	41
	Total	112	100.0

Result in Table 4.13 shows a mixed result. 59% of the respondents indicated that firm capital do affects product/service performance and 41% of the respondents indicated that their firm capital do not affect the product/service performance. Also when asked does your firm apply ARCON scale of fees for services rendered? Table 4.14 also shows a mixed result of the responding firms. 50% of the respondents indicated that they do apply the approved ARCON scale of fees while 50% also do not apply. For those responding firms that answered yes, Table 4.15 shows the levels and types of contribution made to the development of their firms.

Table 4.14. Does firm apply approved ARCON scale of fees for services rendered?

Firm do apply scale ARCON scale of fees		Frequency	Valid Percent
Valid	yes	61	50.0
	no	61	50.0
	Total	122	100.0

Table 4.15 Contribution of Capital & ARCON scale of fees to firm development

Contribution of Capital & ARCON scale of fees to firm development.		Frequency	Valid Percent
Valid	compete and service delivery	54	81.8
	firm growth/profitability	12	18.2
	Total	66	100.0

The result in Table 4.15 indicates that (54) 81.8% of the responding firms that answered yes stated that firm capital/ARCON legal scale of fees contributes to firm performance in terms of competitive advantage and service delivery, and (12) 18.2% stated that firm capital/ARCON legal scale of fees contributes to firm growth and profitability.

Table 4.16 Lack of Contribution of Capital & ARCON scale of fees to firm development

Lack of Contribution of Capital & ARCON scale of fees to firm development.		Frequency	Valid Percent
Valid	not a good reason	11	18
	No effect	6	10
	It slows firm development	44	73
	Total	61	100.0

The result in Table 4.16 indicates that (11) 18% of the responding firms that answered no stated not a good reason for lack of firm capital/ARCON legal scale of fees contribution on firm performance. (6) 10% stated that lack of firm capital/ARCON legal scale of fees has no effect on firm performance and (44) 73% of the respondents stated that it slows firm development.

The result of this study agrees with the findings of Chang (2006) study, “Role of Non – Performing Loans (NPLs) and Capital Adequacy in Banking Structure and Competition” that profitability is positively associated with Capital adequacy as expected. Also, El-Said, Al-Said and Zaki (2013) study What Determines the Access to Finance of Smes. Evidence from the Egyptian Case corroborates the findings of this study by stating in their main findings that legal form, capital, and sales turnover have a significant effect on having banking facilities. In addition, the study find that the smaller the firm, the higher the probability of having banking problems and still face several constraints in terms of access to finance (Capital Adequacy). From this finding, it can be deduced that capital adequacy has significant impact on organizational performance.

The findings of this study are also validated by the study of Muiruri (2014). The Role of Micro-Finance Institutions to the Growth of Micro and Small Enterprises (MSE) in Thika, Kenya (Empirical Review of Non-Financial Factors). The study found out that majority of (MSEs) 213(76.9%) started their business with capital less than Ksh10, 000. This low seed capital explains why MSE experiences growth stagnation .This will translate to too little profit. If profit is deducted, needs of owner and other expenses, nothing is left to boost growth of business. This makes business to remain small where network of business do not grow. In addition, the study of Osotimehin, Jegede,. Akinlabi, and Olajide, (2012) An Evaluation of the Challenges and prospects of Micro and Small Scale Enterprises Development in Nigeria uphold this study findings by stating that financial constraint is a serious factor militating against effective management of small and medium enterprise in the Nigeria business environment; and concluded that that lack of capital, poor business environment (legal processes), lowered the sudden growth of the enterprises in Nigeria.

Deduction of Inferences on Capital Adequacy

The linear regression analysis models the relationship between the dependent variable which is development and the independent variable which is average no of projects used

in measuring capital adequacy. The coefficient of determination (R²) and correlation coefficient (R) shows the degree of association between capital adequacy and the development of architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.17 indicate that R²=.036 and R= .190 this is an indication that there is a weak linear relationship between average no of projects used in measuring capital adequacy and development of architectural micro and small firms in Nigeria.

Table 4.17: Average no of projects

Model	R	R Square
1	.190 ^a	.036

a. Predictors: (Constant), Year.

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.17a. Results in Table 4.17a shows the ANOVA test which reveal that average no of projects (capital adequacy) have significant effect on development of architectural MSFs. Since the P-value of 0.037 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between capital adequacy and development of architectural firms is made. This is depicted by linear regression model $Y=B_0+B_1X_1+E$ where X_1 is the average no of projects (capital adequacy) the P value was 0.037 implying that the model $Y=B_0+B_1X_1+E$ was significant.

Table 4.17a: ANOVA^b for Average no of projects

Model	Sum of Squares	df	Mean Square	P-value.
Regression	55.104	1	55.104	.037 ^a
Residual	1467.488	118	12.436	
Total	1522.592	119		

a. Predictors: (Constant), Year

b. Dependent Variable: Average no of projects

Table 4.17b shows, there was positive and significant relationship between Capital adequacy and average number of projects. The model is given as $Y=2189.47+1483.534X_2$. The regression coefficient of 1483.534 indicates that an increase in Capital adequacy by 1unit leads to an increase in average number of projects by 1483.534units.

Table 4.17b: Regression Coefficients- Capital adequacy

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	2189.47	16089.656		-.758	.466
	Capital adequacy	1483.534	404.555	.757	3.667	.037

a. Dependent Variable: average number of projects

El-Said *et al.*, (2013) study supports this finding. Their study found that, capital, have a significant effect on micro and small scale enterprises (MSEs) performance and subsequent development and that access to finance for SMEs is extremely important in promoting entrepreneurship and innovation as well improving the state of the national economy. Upholding this finding, Osotimehin *et al.*, (2012) study of the challenges and prospects of micro and small scale enterprises development in Nigeria found that Lack of short, medium and long term capital, inadequate access to financial resources and credit facilities affect the growth of micro and small scale enterprises (MSEs). On Capital shortage, the study observes that micro and small scale enterprises (MSEs) have serious financial problem in at least three respect of: a) Securing funds in small amount at rates comparable with those paid by large industries; b) Building and manufacturing adequate financial reserves and; c) Securing long term equity capital. Muiruri (2014) reveal that majority of 213 (76.9 %) micro and small scale enterprises (MSEs) in Kenya started their business with capital less than Ksh10, 000. This low seed capital explains why MSE growth stagnation and this makes business to remain small where network of

business do not grow. This finding was congruent with the finding of this study and those of other studies.

Legal Frame Work

This study sought to find out the extent Legal Frame Work influences the development of architectural firms in Nigeria using legal infrastructure and location indices. When respondents were asked of firm location and if firm location contributes to its development? Figure 4.3 and 4.4 reveals that 100% of the respondents indicated urban location and that location influences the development of architectural firms to a very great extent (95.8%) while 4.2% indicated that location has no influence on firm development respectively.

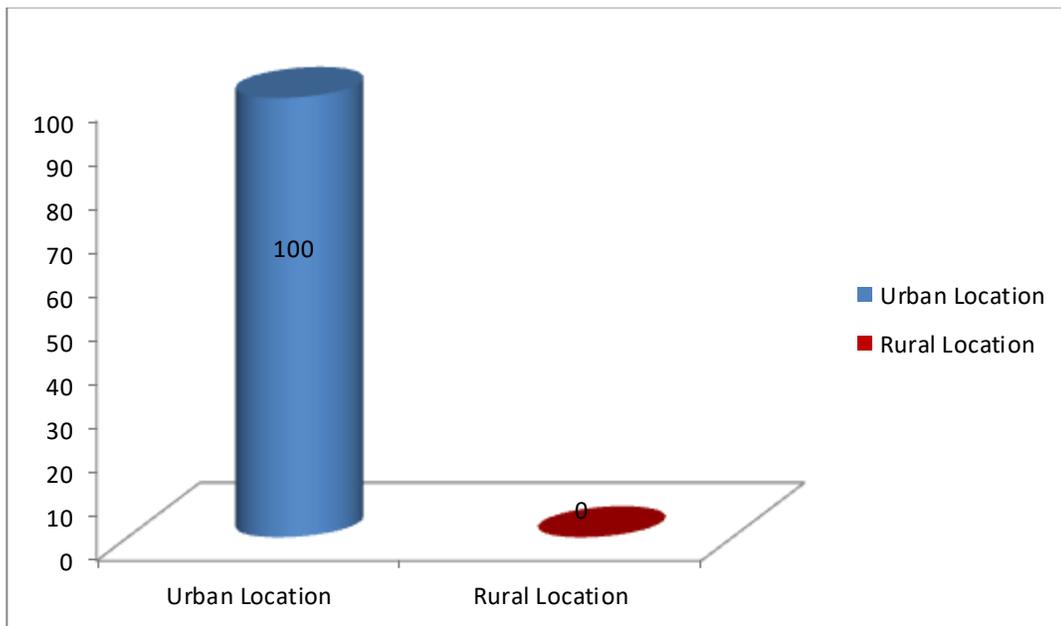


Figure 4.3 Firm Locations.

For the respondents that answered yes (95.8%) to contribution of firm location on its development, Table 4.18 indicates that 83% indicated that location contributes to accessibility to clients and project. 17% indicated accessibility to government and company projects. For the respondents that answered no (4.2%) to contribution of firm

location on its development, Figure 4.5 shows that 100% stated that firm location has no effects on architectural firm development.

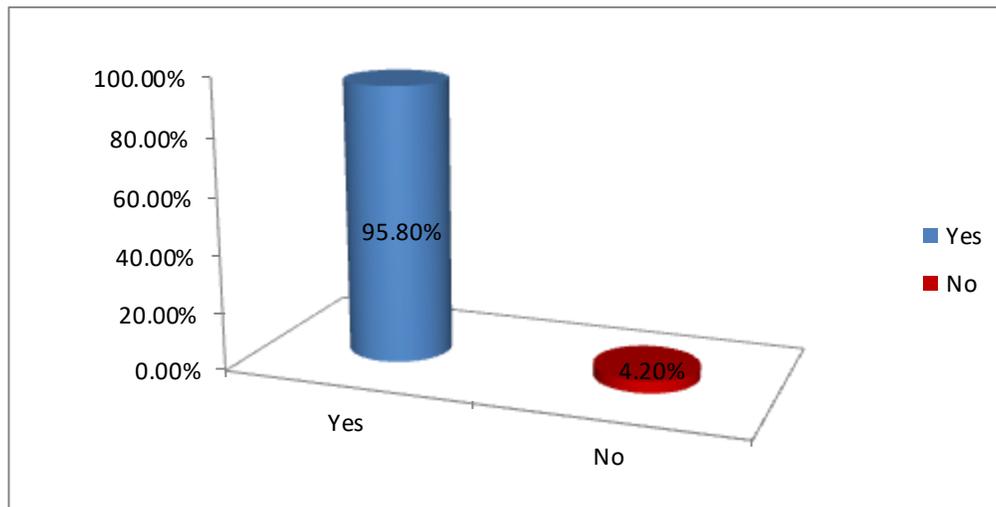


Figure 4.4 Contribution of Firm Location to Development.

Table 4.18 Type of Contribution to Firm Development.

Contribution of Firm Location	Frequency	Valid Percent
Accessibility to clients/project	97	83%
Government/company projects	20	17%
Total	117	100%

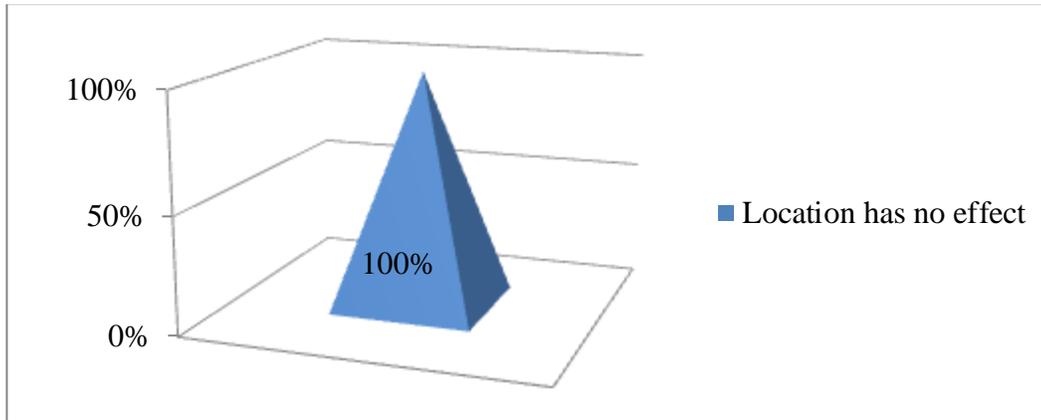


Figure 4.5 Lack of Contribution to Firm Development

The responding firms that indicated positive contribution of location on firm development were asked to indicate the number of the total services rendered by the firm within the location for the past five years (2009 – 2013). Figure 4.6 shows the total number of services rendered by the firms within the past five years (2009 – 2013). In 2009, the total number of services rendered by firms (1 – 10) is 92% while (11-20) is 8%; in 2010, the number of services rendered by firms (1-10) is 94% and (11-20) is 6%; in 2011, the number of services rendered by firms (1-10) is 89% and (11-20) is 11%; in 2012, the number of services rendered by firms (1-10) in 95% while (11-20) is 5%; in 2013, the number of services rendered by firms (1-10) is 90% and (11-20) is 10%.

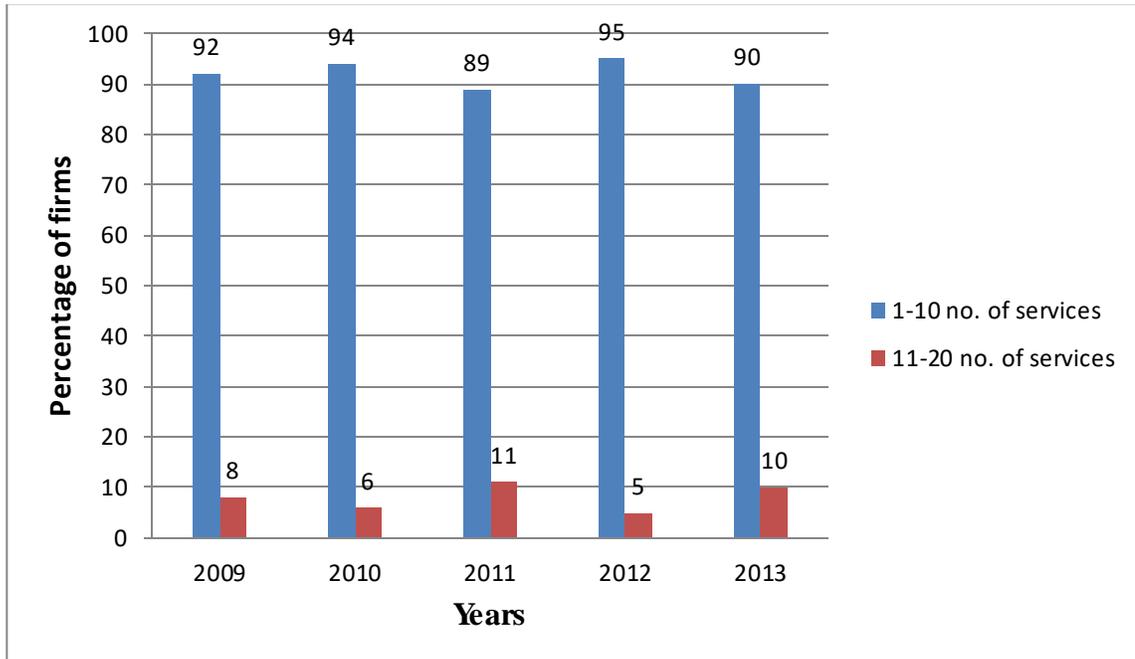


Figure 4.6: Total number of services rendered by firms due to location (2009-2013)

From the result in figure 4.10 on average, the total percentage of firms that rendered (1-10) number of services for the year (2009-2013) is 92% and the average total percentage of firms that rendered (11-20) number of services for the year (2009-2013) is 8%. Thus, it can be inferred that the number of services rendered by most of the architectural firms in Nigeria is low for the years 2009-2013. This signifies low patronage of these firms by clients, companies and government organizations

When asked, does the firm have adequate infrastructural facilities for operations? 61 firms (50%) of the respondents answered yes and 61 firms (50%) of the respondents answered no as indicated in table 4.19. In Figure 4.7, 50% (61 firms) of the respondents that have adequate infrastructural facilities for operation indicated improvement on the development of firms through enabling working environment (33%); improved in service delivery (42%) and 25% gave unacceptable reasons for this research as shown in Table 4.20.

Table 4.19: Adequate infrastructural facilities for operations

Firms have adequate infrastructural facilities?		Frequency	Valid percent
Valid	yes	61	50
	No	61	50
	Total	122	100

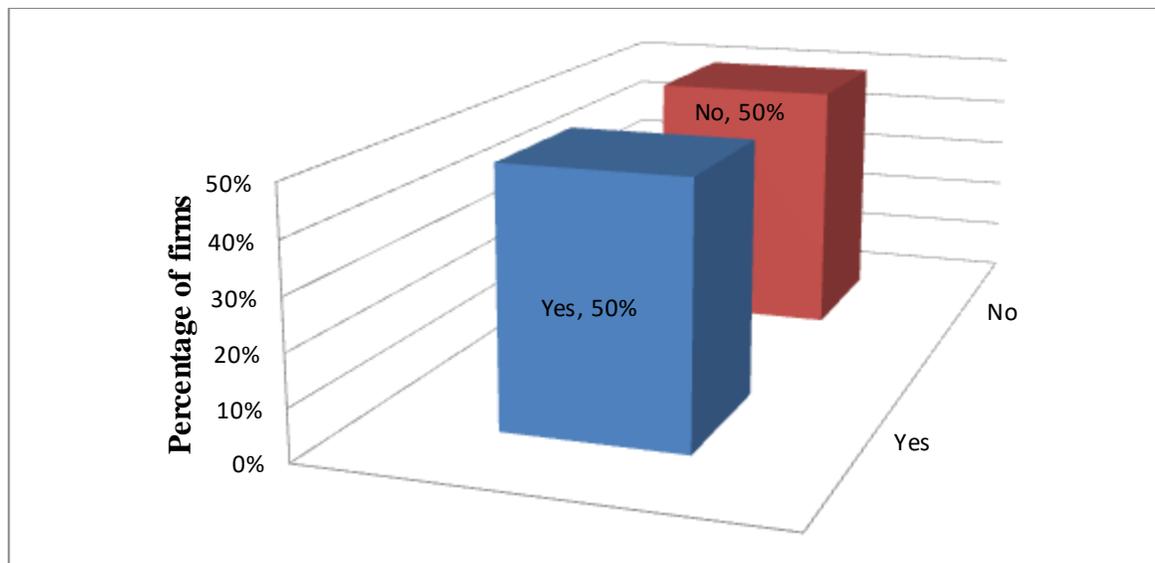


Figure 4.7: Firms have adequate infrastructural facilities for operations

Table 4:20: Types of infrastructural facilities contribution

Types of infrastructural facilities contribution for operations	Frequency	Value percent
Valid enabling working environment	20	33
improve service delivery	26	42
not a good reason	15	25
Total	61	100

In Table 4.21, of the 50% responding firms in Figure 4.11 that answered no, 49.7% (30 firms) experienced high cost of product service delivery; 16% have administrative challenges; and 33.3% indicated retard firm development due to inadequacy or lack of infrastructural facilities for operations. From the result shown in Table 4.21, 50% of the responding firms that have inadequacy or lack infrastructural facilities for operations experiencing high cost of production/service delivery might exit. This can be inferred because most of the architectural firms have low working capital to sustain

Table 4.21: Effect of inadequacy or lack of infrastructural facilities

Effect of inadequacy or lack of infrastructural facilities for operations		Frequency	Valid percent
Valid	High cost of product/service delivery	30	49.7
	Administrative challenges	10	16
	Retard firm development	21	33.3
	Total	61	100

its daily operations. This statement also applies to 33.3% of the firms that indicated retard firm development. To measure the level of profitability, the respondents that have infrastructural facilities were asked to indicate using percentage the level of profitability of the firm for the year 2009-2013. Figure 4.8 shows percentage level of profitability gained by the firms that experienced impact of infrastructural facilities on firms operations for the year 2009-2013.

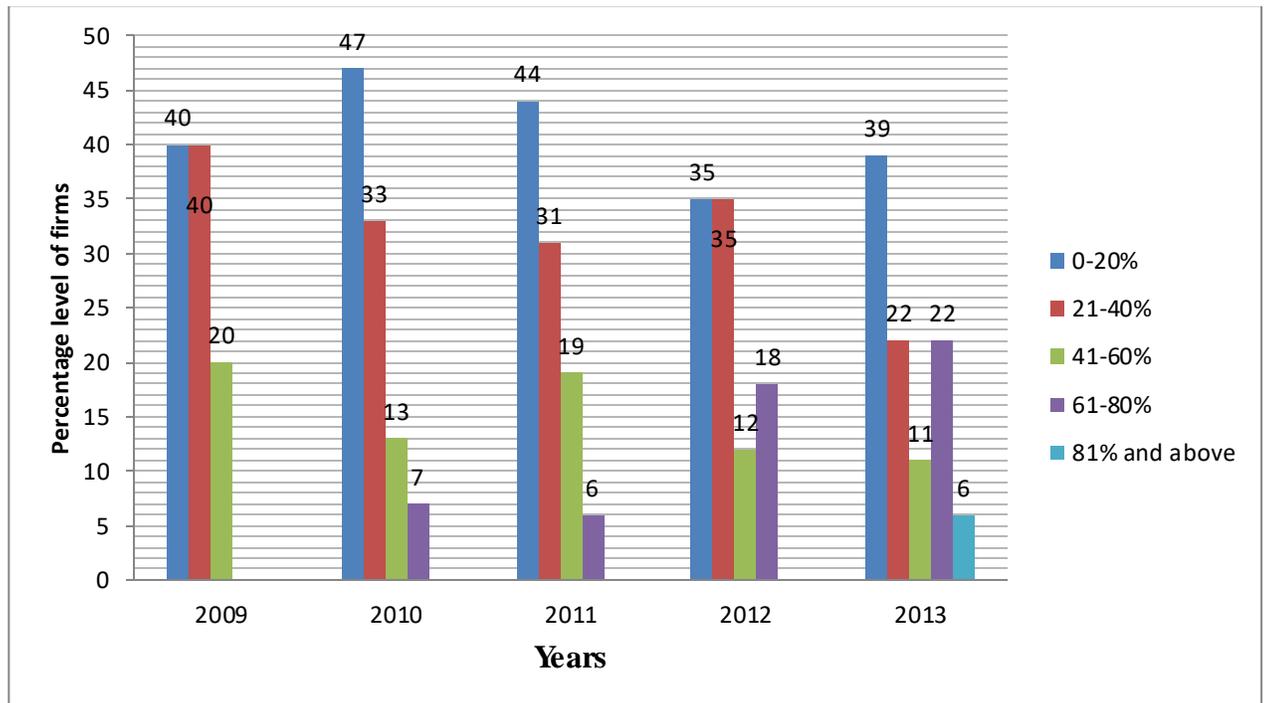


Figure 4.8: Percentage level of profitability due to impact of infrastructural facilities

The result of this study in Figure 4.8 agrees with the findings of Babajide (2012) study on “Effects of Microfinance on Micro and Small Enterprises (MSEs) Growth in Nigeria” that in the service and trading sub-sector, business location is positively correlated with sales growth and statistically significant too and also found to have positive effect on enterprise growth. Also Lucky (2012) study on The Joint Moderating Effect of Location and Culture on Small Firm Performance corroborates the study and findings of this study by stating that location plays a contributing role in enhancing small firm performance.

However, Lucky (2012) in conclusion stated that the study finding should be interpreted with caution as location could produce a different result given a different environment. This upholds this study result in Figure 4.9 which indicated that firm location has no effects on architectural firm development according to 4.2% of the respondents that indicated urban location.

Deduction of Inferences on Legal Frame work

Linear Regression Analysis was used to draw inferences on legal frame work particularly looking at the year (2009 – 2013) versus total number of services and level of profitability. The Table 4.22 and 4.23 summarizes the goodness of linear Regression as a best fit in this case.

Table 4.22: Total number of services

Model	R	R Square
1	.301 ^a	.090

a. Predictors: (Constant), Year.

Table 4.23: Percentage level of profitability

Model	R	R Square
1	.249 ^a	.062

a. Predictors: (Constant), Year

In the Table 4.22, the R value calculated is 30.1% while the R square value calculated is 9.0%. The R value of 30.1% shows that the year is positively related to the total number of services but very low whereas the R square value of 9.0% give the extent to which the year has explained the total number of services which shows that the total number of services is very low. In table 4.23, the R value is 24.9% while the R square value is 6.2%. The R value of 24.9% shows that the year is positively related to the percentage level of profitability also very low whereas the R square value of 6.2% give the extent to which the year has explained the percentage level of profitability which shows that the percentage level of profitability is also very low.

Table 4.22a: ANOVA^b for Total number of services

Model	Sum of Squares	df	Mean Square	P-value.
Regression	142.604	1	142.604	.001 ^a
Residual	1434.862	118	12.160	
Total	1577.467	119		

a. Predictors: (Constant), Year

b. Dependent variable: Total number of services

Table 4.23a: ANOVA^b for Level of profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	4292.604	1	4292.604	.006 ^a
Residual	65152.521	118	552.140	
Total	69445.125	119		

a. Predictors: (Constant), Year

b. Dependent variable: Level of profitability

The researcher went ahead to investigate the exact variables in these models and summarized in Table 4.22a and 4.23a. The Table is of F-test. Results in Table 4.22a shows the ANOVA test which reveal that total number of services have significant effect on development of architectural MSFs. Since the P-value of 0.001 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between total number of services and development of architectural firms is made. Similarly, results in Table 4.23a shows the ANOVA test which reveal that level of profitability have significant effect on development of architectural MSFs. Since the P-value of 0.006 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between level of profitability and development of architectural firms is made.

Table 4.23b shows there was positive and significant relationship between legal framework and total number of services. The model is given as $Y = 993.613 + 1268.167X_2$. The regression coefficient of 1268.167 indicates that an increase in legal framework by 1 unit leads to an increase in total number of services by 1268.167 units. Besides that, the result also shows that there was significant relationship between legal framework and level of profitability. The model is expressed as $Y = 11290.52 + 1480.058X_2$

Table 4.23b: Regression Coefficients- legal framework

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	-993.613	15407.868		-.064	.950
1 legal framework	1268.167	387.412	.719	3.273	.001

a. Dependent Variable: total number of services

4.5.2 Strategic Management

The study sought to investigate the impact of strategic management skills on the development of architectural firms in Nigeria. To measure strategic management skills, the study used the following sub-objectives; Leadership skills and Human Resource Management.

Leadership skills

In order to measure leadership skills, the respondents were asked the type of leadership style used in firm and if the firm has a succession plan. To this end, respondents were asked what is the leadership style used in your firm? The results indicated in Table 4.24 shows that 50% of the respondents indicated that their superiors leadership styles is

transformational, 33.7% indicated transactional leadership style, autocratic leadership style 12.3% and laissez-faire leadership style 5%.

Table 4.24: Type of leadership style used in firm

What is the leadership style used in your firm?		Frequency	Valid percent
Valid	Transactional leadership	41	33.7
	Transformational leadership	61	50.0
	Autocratic leadership	15	12.3
	laissez-faire leadership	5	4
	Total	122	100

This result revealed that the most commonly practiced leadership style by the managers in the architectural firms is the transformational leadership styles, followed by the transactional leadership styles, and autocratic type of leadership styles. Although some managers used other styles of leadership, the number of managers using the other styles is negligible. The respondents when asked does the leadership style influence the development of your firm. In Table 4.25, the study shows that 87% of the respondents confirmed yes while 13% also confirmed no.

Table 4.25: leadership style influence

Does the leadership style influence the development of your firm?	Frequency	Valid Percent
Yes	106	87.0
No	16	13.0
Total	122	100.0

Table 4.26: Contribution of leadership style on Firm Development

		Frequency	Valid Percent
Valid	Allows for collation and utilization of ideas from all staff	60	57
	Enhance staff efficiency and productivity	46	43
	Total	106	100

However in Table 4.26, of the 87% respondents in Table 4.25 that indicated yes, 57% of these respondents indicated positive leadership impact on firm development through the collation and utilization of ideas from all staff and 43% of total respondents indicated that leadership style do impact on development of architectural firms in Nigeria through the enhancement of staff efficiency and productivity because they positively impact on individual performance as the study has shown. Figure 4.9 reveals the total average number of employees that recorded improved performance as a result of motivation due to the transformational and transactional leadership style in the last five (5) years as indicated by architectural firms that answered yes in Table 4.25.

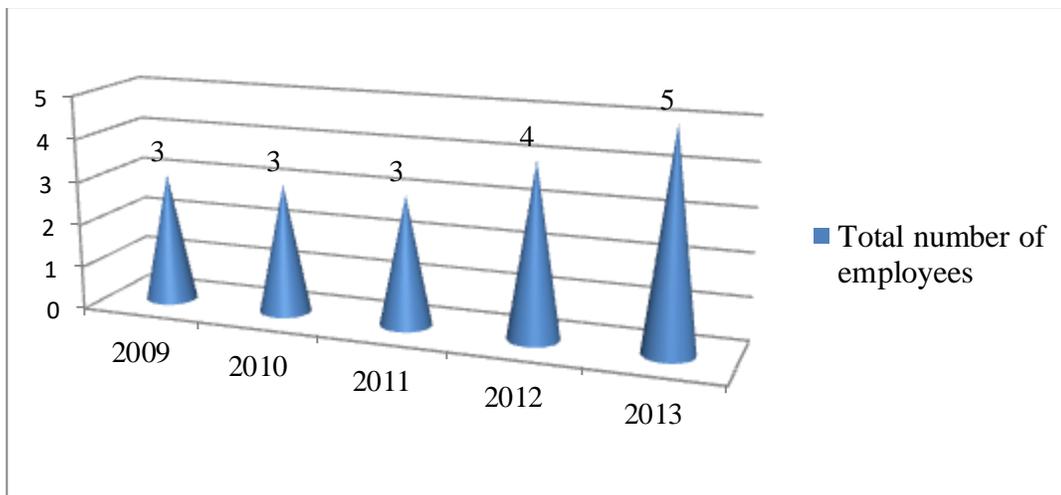


Figure 4.9: Total number of employees that recorded improved performance due to leadership style.

The results of this study agree with the findings of Nanjundeswaraswamy and Swamy (2015) research, “An Empirical Research on the Relationship between Quality of Work Life and Leadership Styles in SMEs” that compensation and reward and adequacy of resources of employees in selected SMEs is dependent on type of the leadership style and that in majority of the SMEs, superior’s displays transformational leadership styles to get the work from the employees. Also, Tai *et al.*, (2012) study, “Alternative models for the relationship among leadership, organizational citizenship behavior, and performance. A study of new product development teams in Taiwan” corroborates the findings of this study by stating in their conclusions and discussion that transformational leadership indirectly influences product quality via enhanced “organizational citizenship behavior” (OCB) and apart from strengthening employee OCB and thereby increasing their motivation to discharge the tasks assigned by the organization, this will also directly boost product quality via the exercise of leadership skills. The results in Figure 4.9 of this research also concord with Uchenwamgbe (2013) study “Effects of Leadership Style on Organizational Performance in Small and Medium Scale Enterprises (SMEs) in Nigeria” in which all study hypotheses are supported that, both transformational and transactional leadership styles had significant positive impacts on organizational performance. The result in Table 4.24 indicates that transformational and transactional leadership styles accounted for 83.3% of the variations in organizational performance of micro and small architectural firms (MSFs) in Nigeria; which is validated by the study of Yanney (2014) “Business Strategy and Leadership Style: Impact on Organizational Performance in the Manufacturing Sector of Ghana” in which, one of the findings shows that transformational and transactional leadership styles accounted for 82% of the variations in organizational performance of small and medium scale enterprises (SMEs) in the manufacturing sector of Ghana, holding all other factors constant.

This finding also supports the results of Pradeep and Prabhu (2011) and Muterera (2012) as cited in Uchenwamgbe (2013) that transformational leadership style positively

contributed to organizational performance over and above the contribution made by transactional leadership style. The findings also relate with the study “Impact of Transactional and Transformational Leadership Styles on Organisational Performance: Empirical Evidence from Nigeria” conducted by Ejere and Abasilim (2013) that both transformational and transactional leadership styles had significant positive impacts on organizational performance. The study further demonstrated that both transformational and transactional leadership styles had a significant positive relationship with organizational performance but that transformational leadership style had a strong positive relationship with organizational performance while there was a weak positive relationship between transactional leadership style and organizational performance similar to this research finding of architectural firms in Nigeria. However, this findings contradicts recent studies by Rao (2012) as cited in Arham (2014) and Brown and Posner (2001) as cited in Yanney (2014) whose results indicated that performance is highly positively influenced by transactional leadership behavior, and but insignificantly affected by transformational leadership and therefore recommended transactional leadership style for small scale enterprises. Supporting the findings of the studies, the result of Alboshi and Nawar (2015) study “Assessing the Impact of Leadership Styles on Organisational Performance: The Case of Saudi Private SME’s” indicated that transactional leadership stood out as the best suited leadership style for effective performance in small and medium enterprises. Also, the results showed that there existed a positive correlation between transactional leadership and employees’ willingness to put extra effort as well as attainment of better job satisfaction and improvement of effectiveness in the employees. Similarly, based on the study data taken from the analysis of transformational leadership showed a strong and positive correlation between this type of leadership and the characteristics of the leader to inspire, stimulate, and influence positive behavior in the organization. The results further shows that under transactional leadership, effectiveness and motivation of employees to increase efforts were considerably enhanced.

Also corroborating the study findings, Obiwuru *et al.*, (2011) study on ‘Effects of Leadership Style on Organizational Performance: A Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria’ showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance and concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured. Disagreeing to what they have found, the results from this research indicated that leadership style impact on the development of micro and small architectural firms in Nigeria by allowing for collation and utilization of ideas from all staff and enhancing staff efficiency and productivity which are all attributes of transformational leadership that affect the growth and profitability of the architectural firms.

The respondents were asked if the firm has a succession plan in place. Table 4.27 shows that 41.8% of the firms have a succession plan while 51.2% of the firms do not have. For the firms that have a succession plan when asked how the use of a succession plans enhance the development of their firm, Figure 4.10 of this finding shows that 60.8% of the respondents indicated that the leader transforms the employees by inducing them to have a sense of belonging/continuity for the sake of the firm. Also, 29.4% of the respondents indicated that the leader motivates the employees by inducing them to transcend their own self – interest for the sake of the firm and the entire team while 9.8% of the respondents reveal that succession planning by leadership style enhance firm development by allowing for goals setting.

Table 4.27: Succession planning in firm.

Do you have a succession plan in your Firm?		Frequency	Valid Percent
Valid	yes	51	41.8
	no	71	58.2
Total		122	100

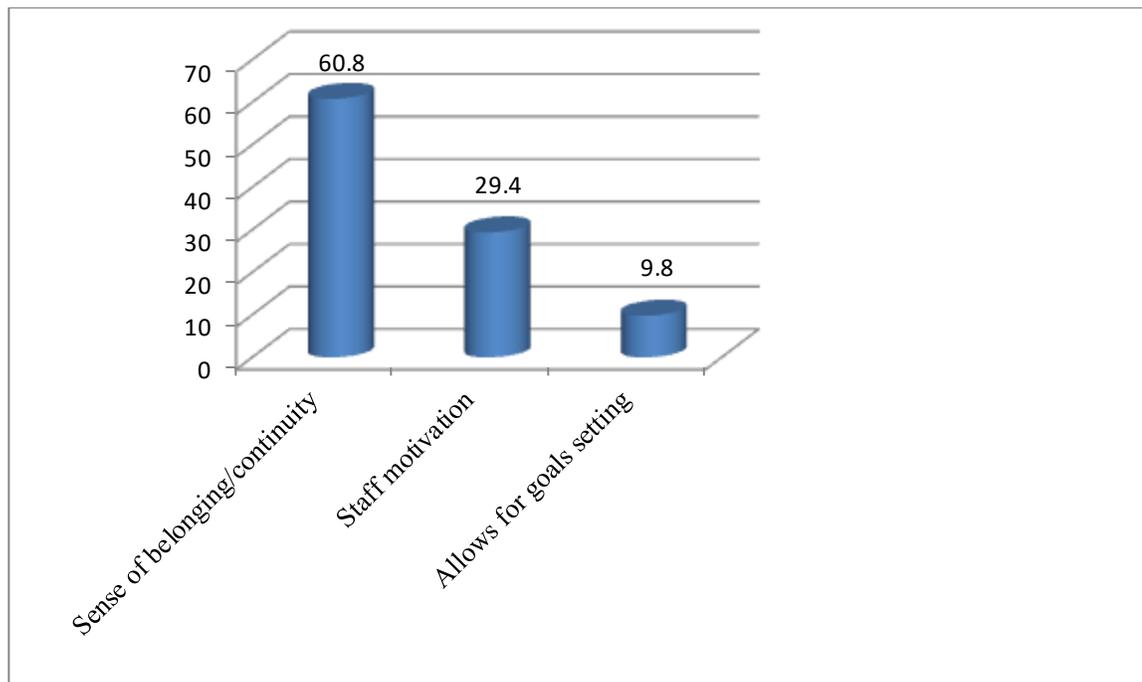


Figure 4.10: How the use of succession planning enhance firm development

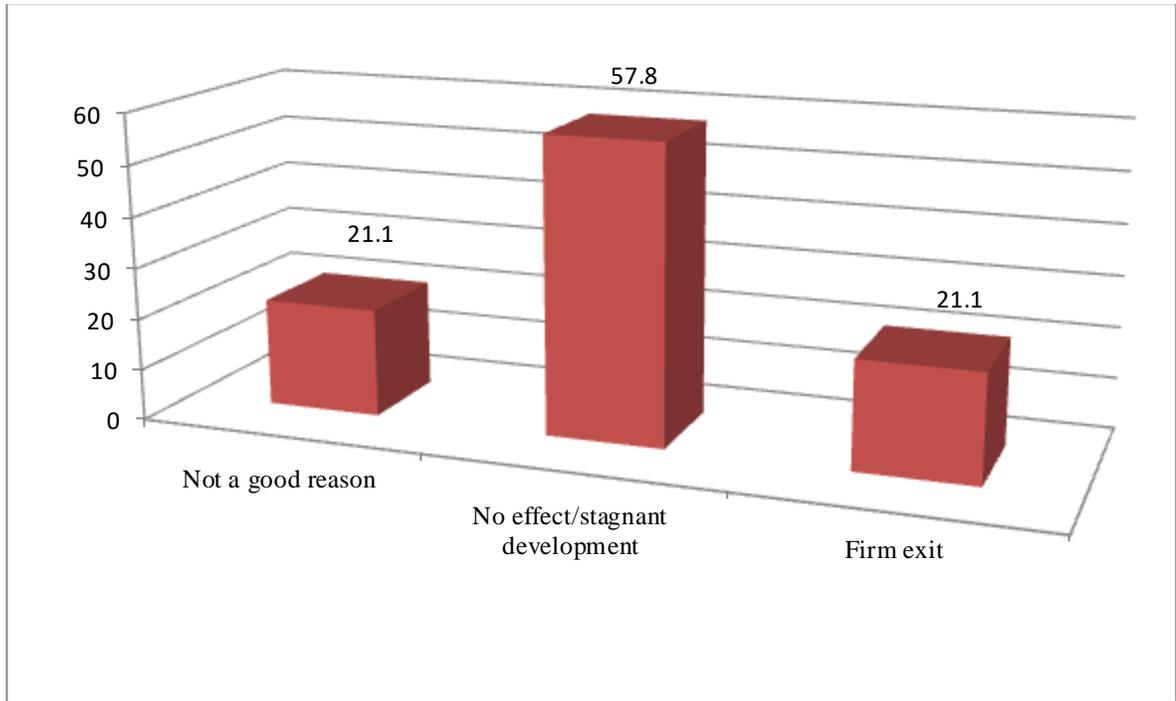


Figure 4.11: Lack of succession planning effect on firm development

The respondent's that indicated no in Table 4.27 was asked to what extent does lack of succession plan affect your firm development. Their responds are shown in Figure 4.11. 21.1% gave no good reasons i.e., did not indicate precisely any form of effect while 57.8% indicated that lack of a succession plan has no effect on firm development leading to stagnant development and 21.1% of the respondents reveal firm exit. However, for the respondents that answered yes to having a succession plan, the result in Figure 4.12 show the average number of employees that have benefited in leadership training programs in five (5) years as a result of succession planning.

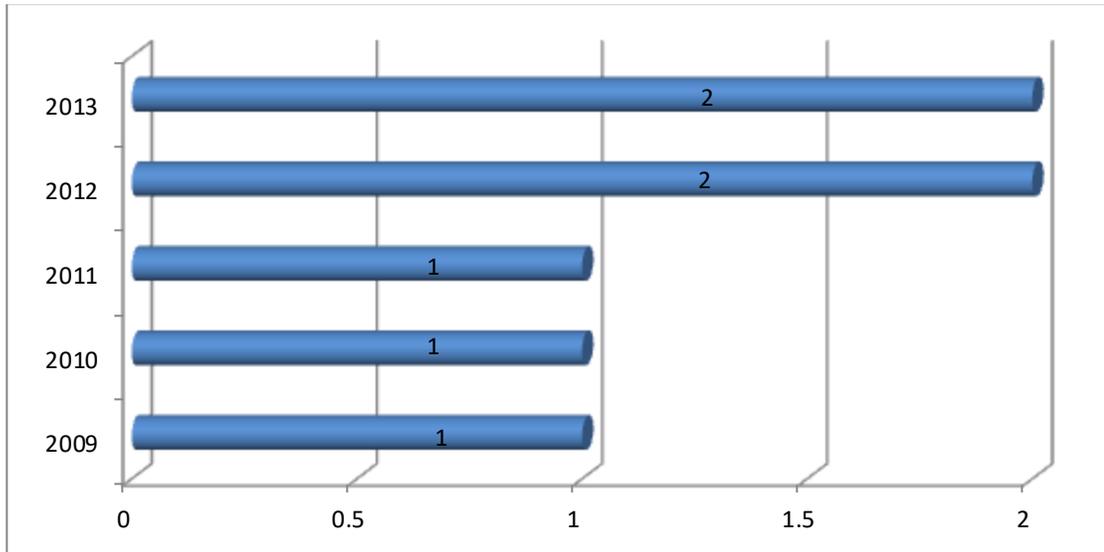


Figure 4.12: No. of employees that benefited in leadership management training as a result of succession planning.

From the year 2009 to 2011 only an average of one (1) employee in all the firms (51) that have a succession plan benefited from leadership management training programs and in the year 2012 and 2013 only an average of two (2) benefited in the program. From the result it can be deduced that the responding firms fail to understand the importance of succession plan or they do not implement the plan effectively as indicated by the respondents. However this result indicated that the type of leadership notwithstanding, evidently it has no direct positive significant effect on training and development of leadership. In their study, Nanjundeswaraswamy and Swamy (2015) stated that training and development are independent to leadership style which corroborates this study finding in Figure 4.17. Furthermore the finding of this study in Figure 4.15 relates with all three hypotheses in the study conducted by Uchenwamgbe (2013) that (1) good leadership style determines efficiency and performance in SMES; (2) style of leadership positively affects motivation of employees in small and medium scale enterprises in Nigeria and; (3) there is a relationship between the managers' leadership style and employees' commitment in small and medium scale enterprises in Nigeria.

The findings of this study are also validated by the study of Arham (2014) “Leadership and Performance: The Case of Malaysian SMEs in the Services Sector”. The study found out that in regards to the two forms of leadership behaviors (N = 193), the mean for transformational leadership (M = 2.99) is higher than the mean for transactional leadership (M = 2.36) similar to this study finding which show the frequency for transformational leadership (61) is higher than the frequency for transactional leadership (41). The results from the study indicated that when leaders exert more transformational leadership behaviors, they should be able to induce higher performance within their firms as compared to transactional leadership. Each attributes of transformational leadership is believed to engage and encourage positive outcomes from the employees and affect the growth and profitability of the firm.

The findings of this study are consistent with Burns (1978) and Bass (1990) Transformational Theory in which the leader transforms and motivates the follower by inducing them to transcend their own self – interest for the sake of the organization and the entire team. The theory also points to the view that the leader transforms employees’ by activating their higher – level of needs.

Deduction of Inferences on Leadership skills

Linear Regression Analysis was used to draw inferences on transformational and transactional leadership style attributes versus level of profitability in Tables 4.28 and 4.29 respectively which summarizes the goodness of linear Regression as a best fit in this case.

Table 4.28: Percentage level of profitability

Model	R	R Square
1	.597 ^a	.356

a. Predictors: (Constant), Transformational attributes.

Table 4.29: Percentage level of profitability

Model	R	R Square
1	.620 ^a	.384

a. Predictors: (Constant), Transactional attributes.

In the Table 4.28, the R value calculated is 59.7% while the R square value calculated is 35.6%. The R value of 59.7% shows that Transformational style of leadership is positively related to percentage level of profitability whereas the R square value of 35.6% give the extent to which the Transformational attributes has explained the percentage level of profitability which shows that the percentage level of profitability is significant. In table 4.29, the R value is 62.0% while the R square value is 38.4%. The R value of 62.0% shows that Transactional style of leadership is positively related to the percentage level of profitability significantly whereas the R square value of 38.4% give the extent to which Transactional attributes has explained the percentage level of profitability which shows that the percentage level of profitability is higher under Transactional style than Transformational style.

The researcher went ahead to investigate the exact variables in these models and summarized in Table 4.22a and 4.23a. The Table is of F-test. Results in Table 4.28a shows the ANOVA test which reveal that Transformational style have significant effect on development of architectural MSFs. Since the P-value of 0.002 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between Transformational style of leadership and development of architectural firms is made.

Table 4.28a: ANOVA^b for Level of profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	18.480	1	4.620	.002 ^a
Residual	33.427	118	.880	
Total	51.907	119		

a. Predictors: (Constant), Transformational attributes.

b. Dependent variable: Level of profitability

Table 4.29a: ANOVA^b for Level of profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	105.860	1	26.465	.001 ^a
Residual	169.768	118	4.468	
Total	275.628	119		

a. Predictors: (Constant), Transactional leadership attributes.

b. Dependent variable: Level of profitability

Similarly, results in Table 4.29a shows the ANOVA test which reveal that Transactional style of leadership have significant effect on development of architectural MSFs. Since the P-value of 0.001 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between Transactional style of leadership and development of architectural firms is made.

Tables 4.28b and 4.29b shows; there was positive and significant relationship between Transformational leadership style, transactional leadership style and level of profitability. The model are expressed as $Y=993.613+1268.167X_2$ and $Y=11290.52+1480.058X_2$. The regression coefficient of 234.167 and 46.167 indicates that an increase in Transformational leadership style, transactional leadership style by 1 unit leads to an increase level of profitability by 46.167 and 480.058 units respectively

Table 4.28b: Regression Coefficients Transformational leadership style

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	234.613	15407.868		-.064	.850
1 Transformational leadership style	46.167	387.412	.719	3.273	.002

a. Dependent Variable: level of profitability

Table 4.29b: Regression Coefficients- Transactional leadership style

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	290.52	16771.557		-.673	.416
1 Transactional leadership style	480.058	421.701	.743	3.510	.001

a. Dependent Variable: level of profitability

Based on this research result, it can conclusively be inferred that both transformational leadership style and transactional leadership style significantly contribute to the performance of architectural MSFs in Nigeria. But, transactional leadership style is more appropriate in inducing performance in architectural MSFs in Nigeria than transformational leadership style.

This result agrees with the finding of Obiwuru *et al.*, (2011) that while transactional leadership style had significant positive effect on performance; transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style. Also, the finding uphold the findings of (Albloshi and Nawar, 2015) which revealed that

transactional leadership stood out as the best suited leadership style for effective performance in small and medium enterprises. Moreover, the results showed that there existed a positive correlation between transactional leadership and employees' willingness to put extra effort as well as attainment of better job satisfaction and improvement of effectiveness in the employees. Similarly, data taken from the analysis of transformational leadership showed a strong and positive correlation between this type of leadership and the characteristics of the leader to inspire, stimulate, and influence positive behavior in the organization.

However, recent studies by Ejere and Abasilim (2013), Arham, (2014) and Yanney (2014) suggest the opposite. Ejere and Abasilim (2013) investigate the impact of transactional and transformational leadership styles on organizational performance in the Nigerian work context. Regression and Correlation statistical techniques were used to analyze the data elicited from one hundred eighty four (184) randomly selected respondents. It was revealed from the study that while transformational leadership style had a strong positive impact on organizational performance; transactional leadership style had a weak positive impact on organizational performance. On the other hand, Arham (2014) investigate the impact of leadership behaviors' on the performance of services SMEs in Malaysia. 193 owners and top managers of services SMEs in Malaysia participated in the study. The results revealed that: a) there were significant relationships between different leadership behaviors and organizational performance of services SMEs; and b) transformational leadership contributed more significantly to the performance of SMEs than transactional leadership behavior. And Yanney (2014) conducted a field survey in Accra, involving 60 CEOs and senior managers drawn from 10 organizations, which were randomly sampled for the study. Regression and analysis of variance (ANOVA) were to analyze the data. The study revealed that transformational leadership style and cost leadership significantly influenced organizational behavior ($p = 0.000 < 0.01$) but transactional leadership style, differentiation and focus strategies did not.

Human Resource Management Skills

This study sought to investigate the impact of Human Resource Management Skills on the development of architectural firms in Nigeria using employee motivation and development indices. The respondents when asked does your firm have a deliberate policy aimed at employee development. In Table 4.30, the result shows that 82% of the respondents answered yes and 18% answered no. For the respondent's that answered yes, 78% indicated that their firm development is enhanced as a result of continuous employee training and special skill development. 22% of the respondents indicated enhanced firm development through employee motivation and competency as shown in Figure 4.13.

Table 4.30: Employee Development Policy

Does firm have a deliberate policy aimed at employee development?		Frequency	Valid Percent
Valid	yes	100	82
	no	22	18
	Total	122	100

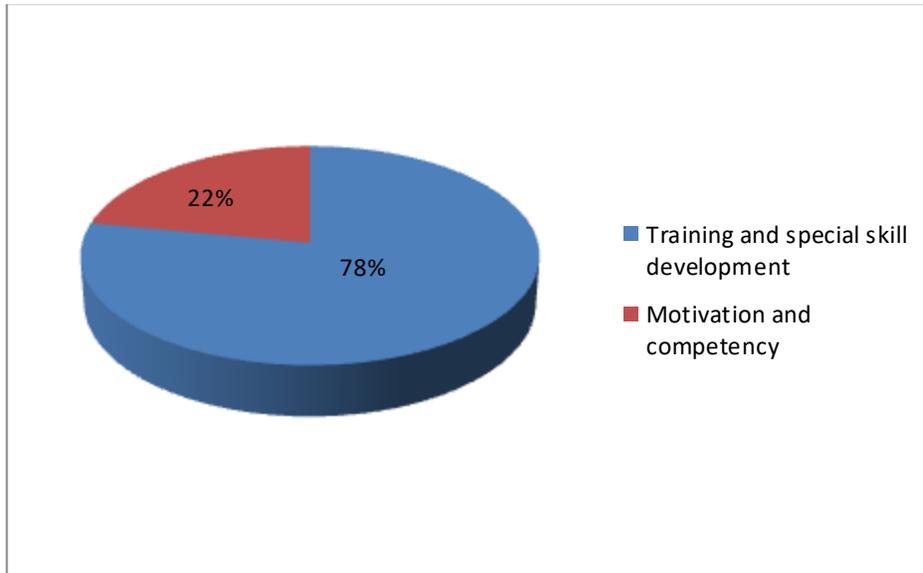


Figure 4.13: Enhancement of firm development

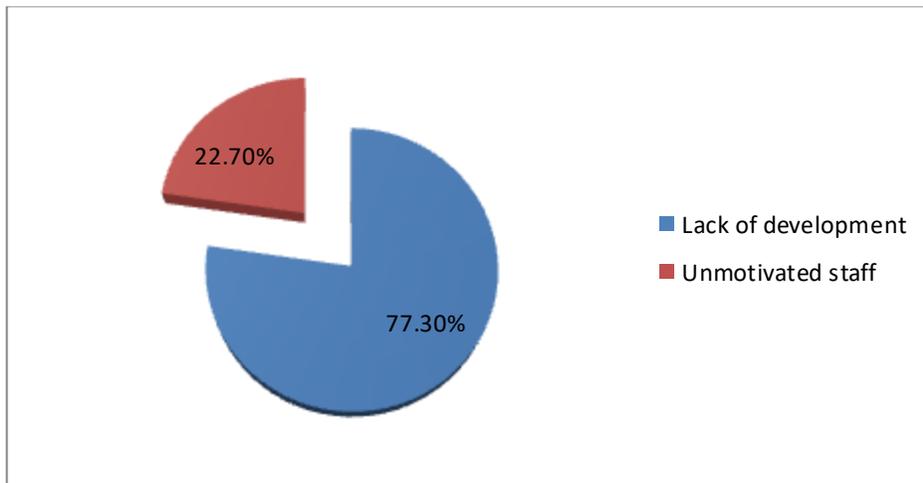


Figure 4.14: Effects on firm development

In Figure 4.14, 77.3% of firms that do not have a deliberate policy on employee development experience lack of firm development and 22.7% of the firms have unmotivated staff as employees. Figure 4.15 indicated the average number of employees that benefited in management programs in five (5) years in firms that have a deliberate policy aimed at employee development.

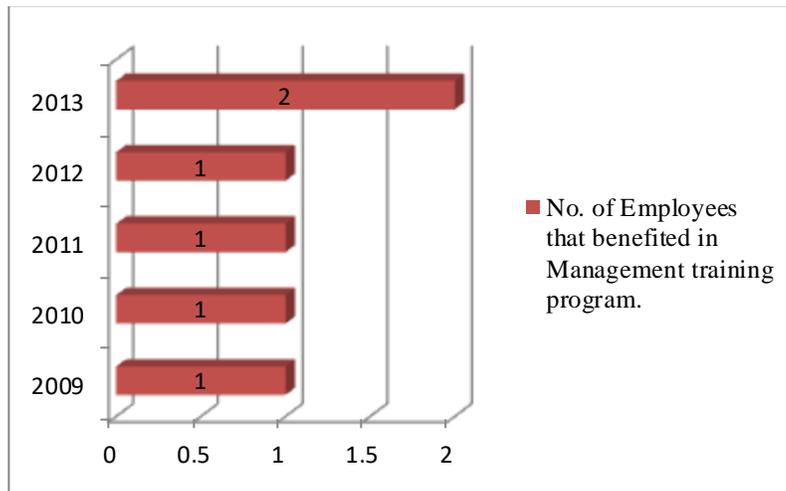


Figure 4.15: No. of Employees that benefited in Management training program.

This result shows that in the one hundred (100) firms that indicated having a direct policy aimed at employee development, only an average of one (1) staff did benefited in management training programs in the years 2009, 2010, 2011 and 2012 respectively. And only an average of two (2) staff benefitted in the same program. This low figure can be attributed to the fact that the firms studied are either micro or small firms but however, this also indicates stagnation on development for architectural firms in Nigeria. When respondents were asked does the firm motivate employees for higher/increase service performance, Table 4.31 reveals that (116) 95% of the respondents answered yes and (6) 5% indicated no. For the firms that answered yes, Figure 16 shows how higher/increase service performance that lead to architectural firm development was achieved due to employee motivation by the leadership.

Table 4.31: Motivation of employees by firm

Does the firm motivate employees for higher/increase service performance?	Frequency	Valid Percent
yes	116	95
no	6	5
Total	122	100

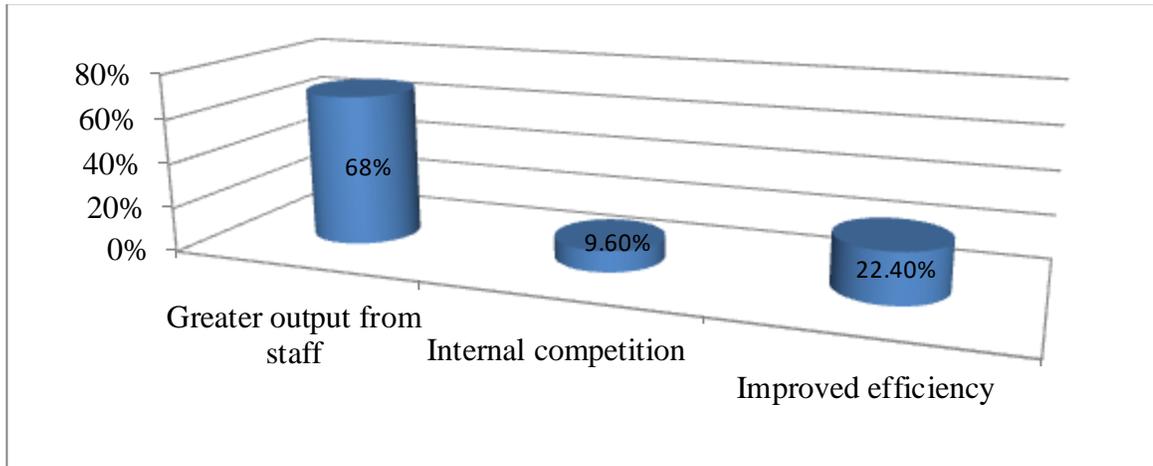


Figure 4.16: Impact of employee motivation on firm development

68% of the respondent's indicated that the level of service output by staff increased as a result of employee motivation, 22.4% showed improved efficiency on services provided by employees due to motivation and 9.6% indicated that there was increase in firm performance through internal competition among staff as a result of employee motivation. And for the responding firms that indicated lack of employee motivation by firm leadership, Figure 4.17 shows that (6) 100% of the firms are characterized by ineffective product/service delivery and poor planning.

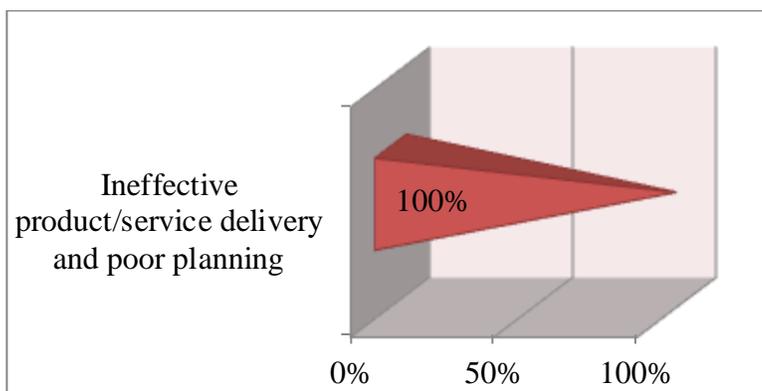


Figure 4.17: Effects on firm development due to lack of employee motivation

The firms that answered yes to firm motivates employees for higher/increase service performance as shown in Table 4.31 were asked to indicate the total value in percentage of the annual profit the firm use for rewarding employees for the following five (5) years (2009 - 2013). Figure 4.18 indicates that for the year 2009, the firms on average used 3% of their annual profit in rewarding employees; in 2010, an average of 4% was used; in 2011, an average of 6% was used; in 2012, an average of 8% was used; and in 2013, an average 9% of the annual profit was used. This result shows that on average, there is a steady slight increase in the percentage of annual profit used in rewarding employees as a form of motivation which resulted in greater service output, improved services efficiency and internal competition among employees to enhance architectural firm performance in Nigeria.

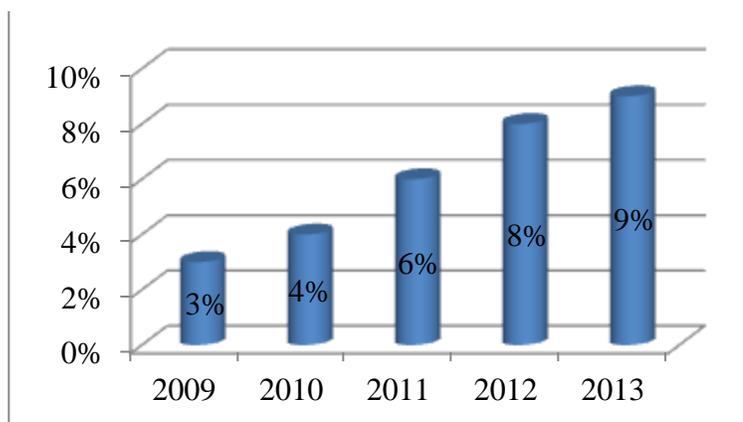


Figure 4.18: Average annual profit in (%) used by firms in form of employee motivation.

The result of this study concur with the findings of Vlachos (2009) study “The Effects of Human Resource Practices on Firm Growth” that Training and development was related to all firm growth measures but it showed higher correlation to overall firm performance improvement. And rewarding employees as well as giving them the power to decide for the benefit of their firm, contribute significantly to firm growth.

Also validating this result finding, AlQudah, Osman and Safizal (2014) in their study “Critical Success Factors of Organizational Performance: A Study of Small and Medium Enterprises in Jordan” states that investing in the improvement of the knowledge and skills of employees enables SMEs in Jordan to develop highly productive and effective employees and that HR planning, training, and development significantly correlated with the organizational performance of SMEs.

Corroborating the result of this study which shows that motivation leads to greater job output and improved employee efficiency, the findings of the study by Farahbod and Soureh Arzi (2014) “Impact of Human Resource Management Practices on Employee Job Satisfaction: A Study of Malaysian Hotels” indicated that reward system can improve job satisfaction and that Job satisfaction can lead to increasing job performance. This research result agrees with the findings of the study, “The Moderating Role of Employee Engagement on the Relationship between Labor Productivity with Training and Career Development in State Corporations in Kenya” by Sang, Guyo, and Odhiambo (2014) which revealed that there is a positive significant linear relationship between Training and career development with Labor productivity, with a Pearson correlation coefficient of 0.646 and a p- value of 0.000. These findings show that Training and career development significantly affects Labor productivity in state corporations and as training and Career development opportunities are increased, it leads to an increase in Labor productivity.

Justifying these research findings, Oladipo and Abdulkadir (2011) in their study “Strategic Human Resource Management and Organizational Performance in the Nigerian Manufacturing Sector: An Empirical Investigation” reveal that strategic HRM was moderately practiced by the companies operating in the Nigerian manufacturing sector. The results also indicate that line management development, innovative recruitment and selection system, regular training and development of personnel, equity based compensation system, performance appraisal system, effective career planning

system and a robust employee participation in the organizations' decisions and actions are the key strategic HR practices that influence organizational performance in the Nigerian manufacturing sector.

Also validating this research result, Oluwatayo and Amole (2011) study "Architectural firms: workforce, business strategy and performance" reveal that the right workforce with the right workforce characteristics and human resource practice led to a further improvement of 9% in performance of architectural firms in Nigeria and is indeed a resource explaining 28% of the variance in the profitability of the firms. The results suggest that workforce characteristics are more important than the management of the workforce in determining performance of architectural firms. In terms of the management of the workforce, an implication of the findings is that architectural firms need to be more liberal in permitting staff participation in decision making if they are to be more profitable which is in line with this research result in Figure 4.13.

Deduction of Inferences on Human Resource Management Skills

The linear regression analysis models the relationship between the dependent variable which is development and the independent variable which is number of employees benefited from management training used in measuring human resource management skills. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between human resource management skills and the development of architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.32 indicate that $R^2=.270$ and $R= .520$ this is an indication that there is a significant relationship between number of employees benefited from management training used in measuring human resource management skills and development of architectural micro and small firms in Nigeria.

Table 4.32: Development

Model	R	R Square
1	.520 ^a	.270

a. Predictors: (Constant), number of employees benefited from management training.

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.32a. Results in Table 4.32a shows the ANOVA test which reveal that human resource management skills have significant effect on development of architectural MSFs. Since the P-value of 0.015 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between human resource management skills and development of architectural firms is made. This is depicted by linear regression model $Y=B_0+B_1X_1+E$ where X_1 is the human resource management skills the P value was 0.015 implying that the model $Y=B_0+B_1X_1+E$ was significant.

Table 4.32a: ANOVA^b for Development

Model	Sum of Squares	df	Mean Square	P-value.
Regression	33.325	1	8.831	.015 ^a
Residual	95.280	118	2.507	
Total	130.605	119		

a. Predictors: (Constant), number of employees benefited from management training.

b. Dependent Variable: Development

Coefficient Table 4.32b also shows that there was positive and significant relationship between Human resource management and level of development. The model is given as $Y= 415.8+560.510X_2$. The regression coefficient of 1560.510 indicates that an increase in Human resource management by 1unit leads to an increase in level of development by 560.510 units.

Table 4.32b: Regression Coefficients- Human resource management

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	415.8	17033.285		-.788	.449
Human resource management	560.510	428.282	.755	3.644	.015

a. Dependent Variable: level of development

Oluwatayo and Amole (2011); Oladipo and Abdulkadir (2011) and Sang *et al.*, (2014) studies validate this finding. Oluwatayo and Amole (2011) found that in addition, human resource practice led to a further improvement of 9% in performance of architectural firms in Nigeria and is indeed a resource explaining 28% of the variance in the profitability of the firms. The study of Oladipo and Abdulkadir (2011) found that regular training and development of personnel is one of the key strategic HR practices that influence organizational performance. Training and career development significantly affects Labor productivity in state corporations and as training and Career development opportunities are increased, it leads to an increase in Labor productivity and by implication firm performance (Sang *et al.*, 2014). The study model of Asta Savaneviciene and Stankeviciute (2012) relates that HRM practices and enhancing Skills impact on organizational performance.

4.5.3 Strategic financial planning

The study sought to examine the impact of strategic financial planning on the development of architectural firms in Nigeria. The following sub-objectives:- Budget; Cash Flow Projections and Auditing were used to measure strategic financial planning.

Budget

This section investigated whether budget influences the development of architectural firms in Nigeria. In order to measure budget, the following variables were measured, budget planning and types of budget operated by firm. The respondents were asked does your firm have a policy of preparing budget. The results indicated in Table 4.33 shows that 60.7% of the respondent indicated that their firms have a policy of preparing

budgets and 39.3% of the respondent indicated that their firms do not prepare any form of budget.

Table 4.33: Firm has policy for budget

Does your firm have a policy of preparing budgets?		Frequency	Valid Percentage
Valid	yes	74	60.7
	no	48	39.3
	Total	122	100

In Figure 4.19, the five (5) types of budgets operated by the seventy-four (74) responding architectural firms are shown. Twelve (12) firms indicated capital budget only while twenty-four (24) firms indicated operating budget only; eight (8) firms indicated cash budget only; four (4) firms operate capital and operating budgets while four (4) other firms operate capital, operating and cash budgets and another four (4) firms operate capital and cash budget only.

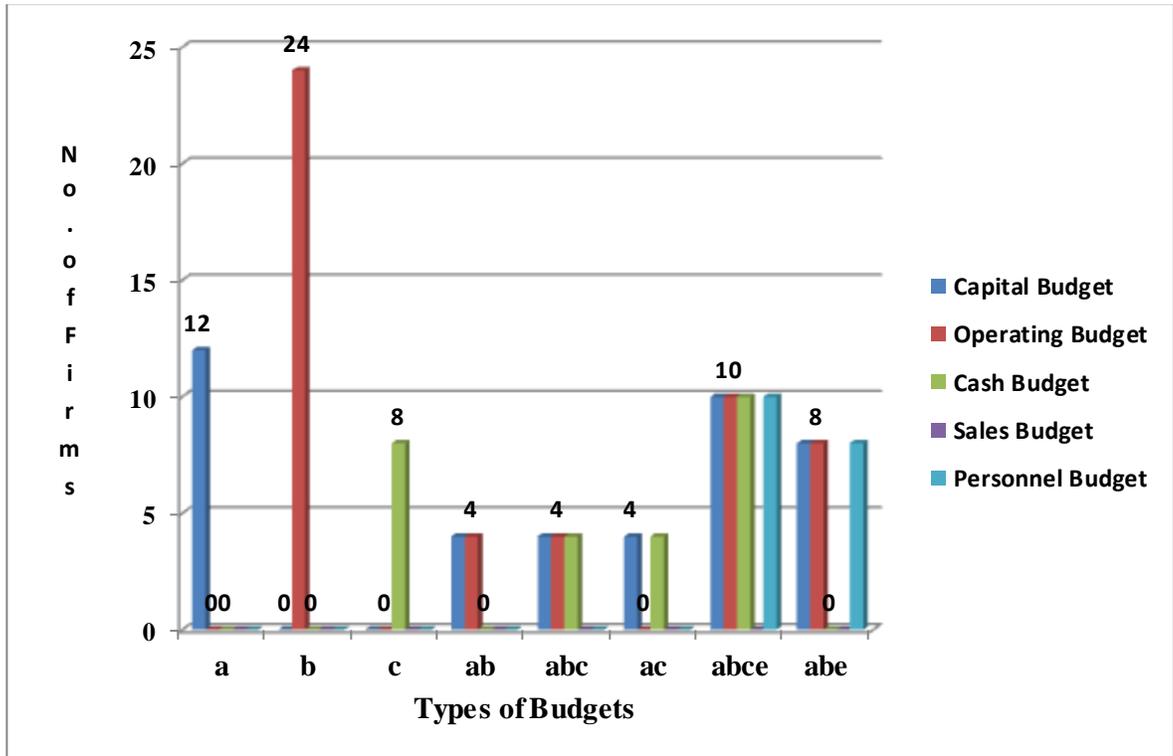


Figure 4.19: Types of Budgets operated by Firms

While ten (10) firms indicated capital, operating, cash and personnel budgets only eight (8) firms operates capital, operating and personnel budgets. The result shows that none of the architectural firms operates sales budget as a result of the types of services provided by the firms. The result further indicated that operating budget has the highest frequency of fifty (50) firms, forty-two (42) firms in all operates capital budget, twenty-six (26) firms operates cash budget and eighteen (18) firms in all operates personnel budget. This result depicts the types of services provided by architectural firms.

When asked how has this policy of budget preparation enhanced firm development, 71.6% of the respondents that answered yes as shown in Figure 4.20 indicated that budget planning and implementation enhance their financial performance leading to profit growth and 28.4% indicated that budgeting help control their financial expenses in terms of revenue and expenditure to achieve the firm goals.

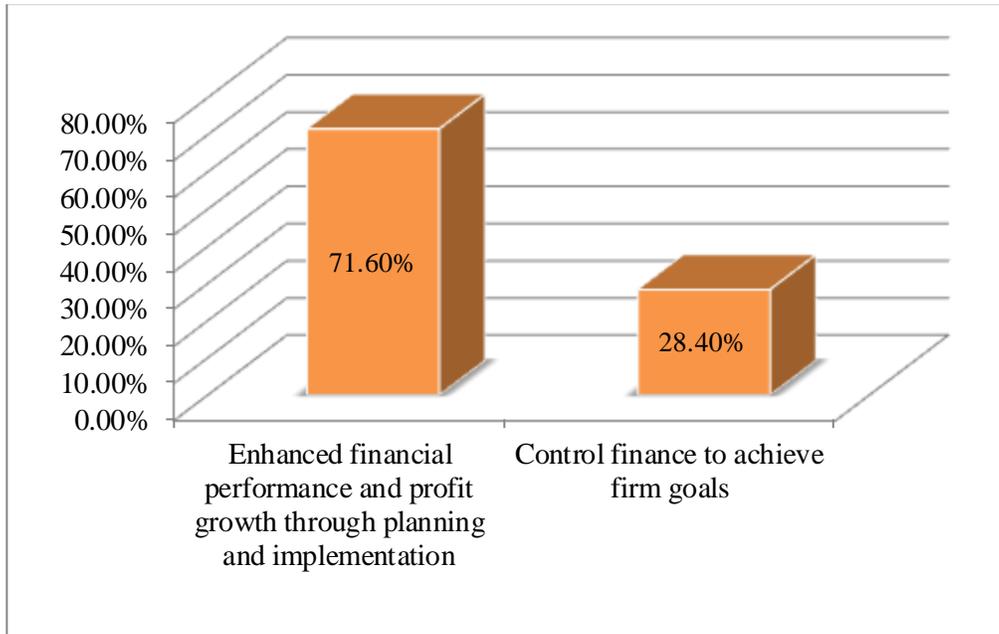


Figure 4.20: Impact of budget policy on firm development

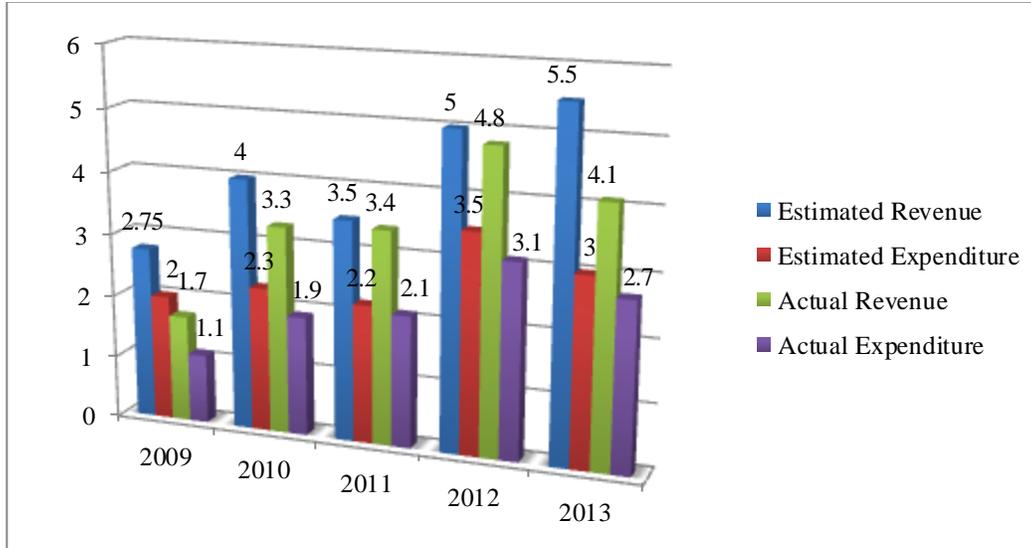


Figure 4.21: Average total amount of yearly estimates of revenue/expenditure and actual revenue/expenditure of firms.

The average total amount in millions of Naira of yearly estimates of revenue/expenditure and actual mounts realized/spent for five (5) years (2009 - 2013) by all the firms (60.7%) that have a policy of preparing budgets is shown in Figure 4.21.

The result in Figure 4.21 indicates that even though there was an average slight increase in the amount of revenue in all the firms in five years (2.75m – 5.5m), none of the firms ever achieved the estimated revenue in all the five (5) years (1.7m – 4.1m) respectively. However, the result shows that there is a very low profit margin in the firms over five years (0.6m – 1.4m) thus; confirming the respondents claim that budget planning and implementation enhance their financial performance leading to profit growth and that budgeting help control their financial expenses in terms of revenue and expenditure to achieve the firm goals.

The results of this study agree with the findings of Qi (2010) in his study “The Impact of the Budgeting Process on Performance in Small and Medium-Sized Firms in China” of which the main study question was “whether the budgeting process significantly and positively impacts the performance of Chinese SMEs”. The empirical results summarized confirmed that: - Firstly, it is found that more formalized budgeting planning leads to higher sales revenues; Secondly, budget goal characteristics strongly affect the budgetary performance of Chinese SMEs. Specifically, this conclusion tells us that clear budget goals lead to higher goal achievement and that budget goal difficulty leads to improvement of the firm performance of Chinese SMEs; Thirdly, the results also reveal that the more formalized budgetary control tends to lead to a higher growth of profit of a firm.

Furthermore, the study of Lakew and Rao (2013) “Effect of Financial Management Practices and Characteristics on Profitability: A Study on Business Enterprises in Jimma Town, Ethiopia” corroborate this findings. The study Hypothesis 3: Efficiency in fixed asset management (Capital budgeting) practice has a positive effect on profitability was supported. Brigham and Ehrhardt (2008) as cited in Lakew and Rao (2013) argued that capital budgeting decision is vital to a firm’s financial well-being and are among the most important decisions that owners or managers of a firm must make in line with this result which shows a frequency rate of forty-two (42) architecture firms that operates

capital budget. In conclusion the study stated that factors of financial management are good tools for improving enterprise's profitability.

The respondents that indicated lack of policy in preparing budget as shown in Table 4.30 were asked the reasons for not having the policy and their effects on the firm development. Figure 4.22 shows that thirty two (32) firms that is 66.7% of the respondents indicated lack of financial management skills resulting in firm development deficiency and low profitability and sixteen (16) firms that is 33.3% of the respondents indicated policy in preparing budget not relevant due to firm size and cost of budgeting hence, very poor financial management practices which may lead to firm failure.

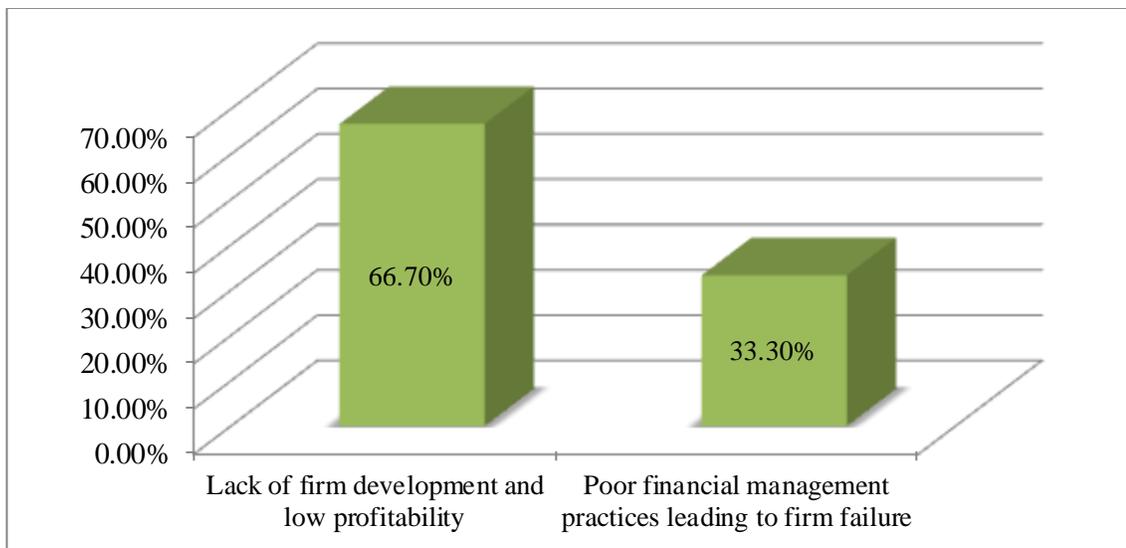


Figure 4.22: Lack of Budgeting effects on Firm development

This result that policy in preparing budget not relevant due to firm size and cost of budgeting hence, very poor financial management practices which may lead to firm failure is in agreement with the study “The Financial Literacy of Micro Entrepreneurs in South Africa” done by Fatoki (2014) who found that the failure rate of new micro enterprises is very high in South Africa because most of the micro enterprises’ owners do not engage in formal financial planning, budgeting and control as depicted by Table 1 of the study.

This concurs with the findings of the study “Assessing Budgeting Process in Small and Medium Enterprises in Nairobi’s Central Business District: A Case Of Hospitality Industry’ and “Factors Affecting Financial Performance of Youth Owned Enterprises Kenya: A case of Youth Owned Enterprises in Kisii Town” by Warue and Wanjira (2013) and Momanyi and Munene (2013) respectively who asserted that lack of budgeting is one of the causes of failure for small business and there were significant negative perceptions among the youth owned enterprises in Kisii regarding budget and budgeting process. This is a clear signal that budgeting and planning has not taken root in the youth owned enterprises.

Further, lack of financial management skills resulting in firm development deficiency and low profitability agrees with the study findings of Bolarinwa, S. (2014) “Abandonment of Capital Investments and Survival of Small and Medium Enterprises: Evidence from Nigeria” who also found out that SMEs fail due to myriad of reasons. One of such reasons is lack of proper and effective capital budgeting mechanism resulting in abandonment of capital investments. The study concluded that Capital investment decision involves drastic change in an organization. Acceptance of a project may significantly change a company’s position and operation, profitability and risk implication since the benefits accrue in the future.

Deduction of Inferences on Budget

The linear regression analysis models the relationship between the dependent variable which is percentage level of profitability and the independent variable which is estimated and actual revenue used in measuring budgeting. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between budgeting and the development of architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.34 indicate that $R^2=.959$ and $R=.919$ this is an indication that there is a positive significant relationship between estimated and actual revenue used in measuring budgeting and development of architectural micro and small firms in Nigeria.

Table 4.34: Percentage level of profitability

Model	R	R Square
1	.959 ^a	.919

a. Predictors: (Constant), Estimated and Actual Revenue.

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.34a. Results in Table 4.34a shows the ANOVA test which reveal that budgeting have significant effect on development of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between budgeting and development of architectural firms is made. This is depicted by linear regression model $Y=B_0+B_1X_1+E$ where X_1 is the budgeting the P value was 0.000 implying that the model $Y=B_0+B_1X_1+E$ was significant.

Table 4.34a: ANOVA^b for Percentage level of profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	2.316E14	1	2.316E14	.000 ^a
Residual	2.034E13	118	7.013E11	
Total	2.519E14	119		

a. Predictors: (Constant), number of employees benefited from management training.

b. Dependent Variable: Percentage level of profitability.

Coefficient Table 4.34b also shows that there was positive and significant relationship between Estimated actual revenue and level of development. The model is given as $Y=412.6 +610.10X_2$. The regression coefficient of 610.10 indicates that an increase in estimated actual revenue by 1unit leads to an increase in level of development by 610.10 units.

Table 4.34b: Regression Coefficients- Estimated actual revenue

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	412.6	1033.284		0.401	.349
	Estimated actual revenue	610.10	428.282	1.213	4.644	.000

a. Dependent Variable: level of development

This finding agrees with the findings of Qi (2010) who found that more formalized budgeting planning leads to higher sales revenues and more formalized budgetary control tends to lead to a higher growth of profit of a firm. Lakew and Rao (2013) support the findings by revealing that efficiency in fixed Capital budgeting practice has a positive effect on profitability.

Cash Flow Projections

The respondents when asked does your firm have deliberate policy of preparing annual cash flow projection. In Table 4.35, the result shows that 36% of the respondents confirm that their firms have a deliberate policy of preparing annual cash flow projection and 64% of the respondents indicated that their firms do not have a deliberate policy of preparing annual cash flow projection. Figure 4.23 shows that 82.8% of the forty-four (44) firms that indicated yes stated that preparing annual cash flow projection positively impact on architectural firm by enhancing cash control and 17.2% of firms stated that it allows preparation of cash budget. This result validates the earlier findings of this study that only 26 firms (35%) operate cash budget.

Table 4.35: Firms that have deliberate policy of preparing annual cash flow projection

Does your firm have deliberate policy of preparing annual cash flow projection?		Frequency	Valid Percentage
Valid	yes	44	36
	no	78	64
Total		122	100

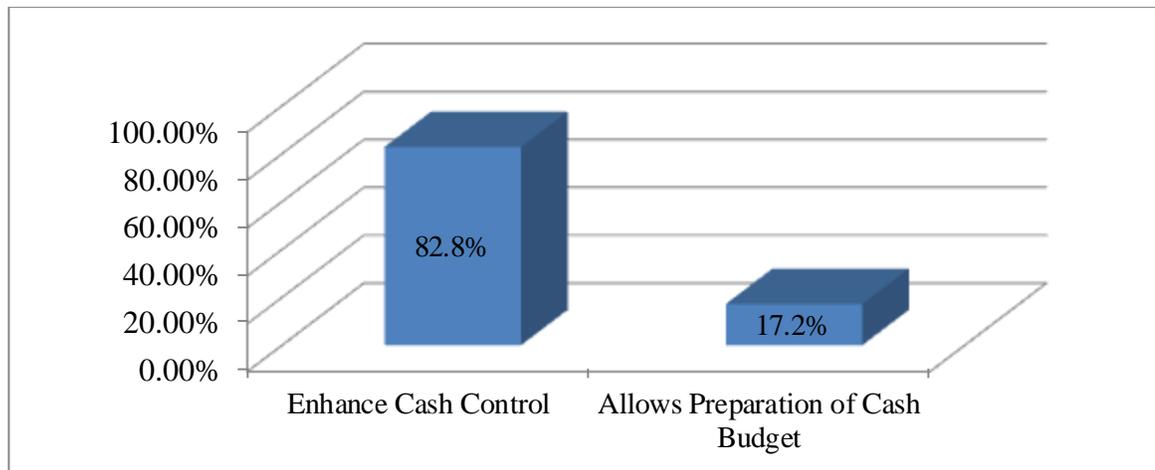


Figure 4.23: Percentage level of firms showing positive impact of Cash Flow Projection on Firm Development.

Figure 4.24 indicate the percentage of firms with reasons responsible for non-existence of cash flow projection. Sixty-six (32%) percent of the seventy-eight (78) responding firms stated that lack of separation of business accounts from personal accounts are responsible for not having a cash flow projection while thirty-four (68%) stated deficiency in financial management skills.

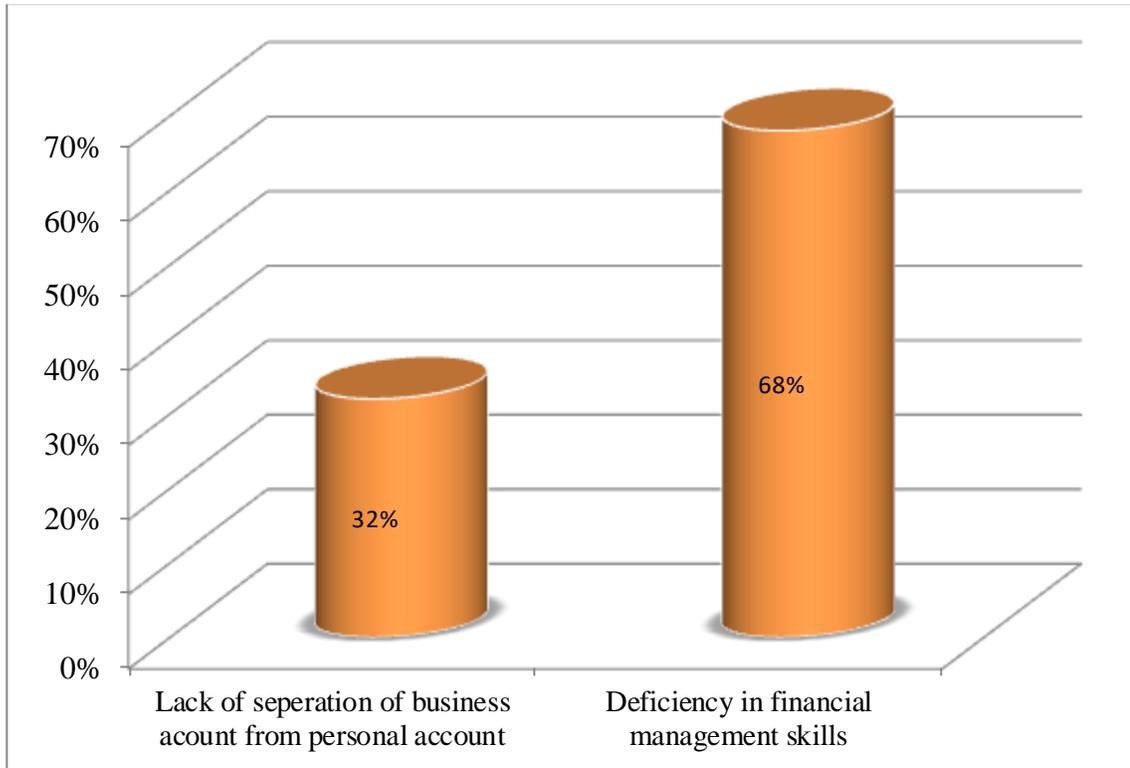


Figure 4.24: Percentage of firms with reasons for not having a cash flow projection

Respondents were asked to indicate the firm's annual Profit due to Cash flow management for the years 2009 – 2013. Figure 4.25 shows the average annual profit made by the responding firms in five (5) years (2009 - 2013). In the year 2009, the annual average profit made is ₦232, 500.00; ₦434, 167.00 in the year 2010; ₦615, 833.00 in the year 2011; ₦833, 333.00 in the year 2012 and ₦1, 311,479.00 in the year 2013.

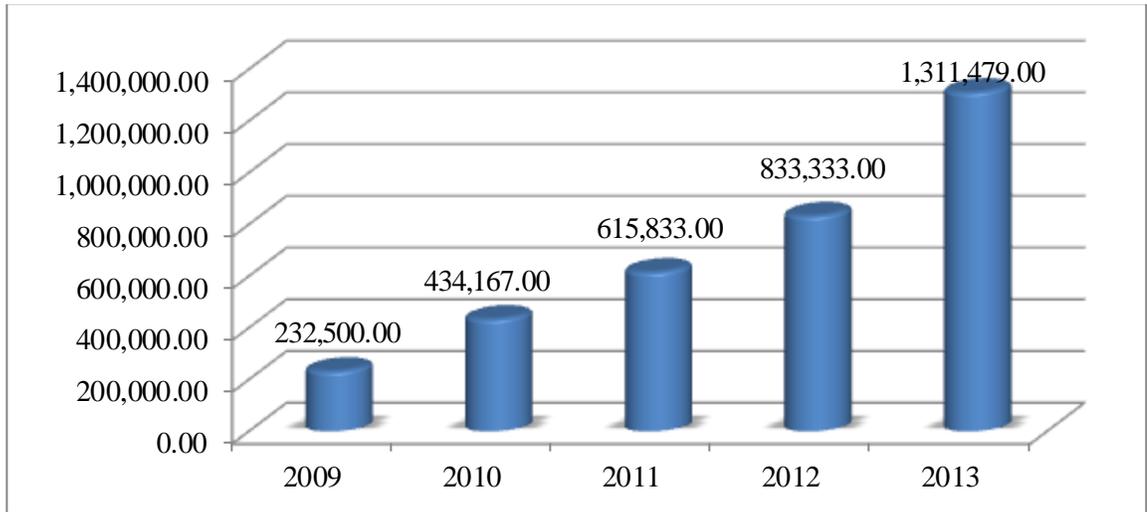


Figure 4.25: Average annual profit made by firms due to Cash flow management

This study result as shown in Figure 4.22, Figure 4.24 and Figure 4.25 indicated that majority (64%) of the respondents lack financial management skills which reveals that most of the accounting staff in the firms studied are not professional accountants resulting in lack of profit and growth in firms. Cash flow projection and cash budgeting are done in few architectural firms mainly when these firms are involved in project development and implementation only which accounts for the average low annual profits made by these firms. This result in conclusion reliable indicates that cash flow has a positive significant impact on architectural firms in Nigeria thus; Positive cash flow management increases firm performance while negative cash flow management decreases architectural firm performance.

This research finding relates to Attom (2013) findings in his study “Cash Management Practices by Micro and Small-Scale Enterprises at Kasoa in the Central Region of Ghana” which shows that the majority (77.78%) of micro and small-scale enterprises within Kasoa in the Efutu-Senya East Municipality in the Central region of Ghana have no knowledge about cash control procedures. The absence of appropriate cash management procedures has contributed significantly to the exposure of these

enterprises to financial impropriety and misapplication of cash as a resource, leading to slow growth of most of the businesses.

The findings also corroborate with that of Belobo and Pelsler (2014) in their study “Cash Flow Management: Assessing Its Impact on the Operational Performance of Small and Medium Size Enterprises at the Mafikeng Local Municipality in South Africa Prior to the Global Financial Crisis” which shows that most SMEs (52%) indicated that they do not have a cash flow management plan to guide them manage their cash. SMEs gave indications to certain negative cash flow aspects challenging their operational performance. A low sale was commonly mentioned by most participants as an element affecting their profits which agrees with the finding of this study that indicates lack of profit for architectural firms that do not practice cash flow management.

This research result which shows that, preparing annual cash flow projection positively impact on architectural firm by enhancing cash control as stated by 82.8% of the forty-four (44) firms and that it allows preparation of cash budget as stated by 17.2% firms is supported by the study of Uwonda, Okello and Okello (2013) “Cash flow management utilization by Small Medium Enterprises (SMEs) in Northern Uganda. The results of the study has shown that on average 64.11% of the service sectors of the SMEs studied, applied cash flow control. This finding is very close to the statement by Aminu (2012) as cited in Uwonda, *et al.*, (2013) that there is a growing awareness that cash is an asset that must be used wisely or else it will become a liability, ends the continuity of an enterprise, or adversely affects the profitability.

Supporting this statement and further validating this research result, Guda (2013) in his study “the Relationship between Cash Flow and Profitability of Small and Medium Enterprises in Nairobi County” arrived at the conclusion that cash flow had a significant relationship with profitability of small and medium size enterprises based on the data obtained and that this is a demonstration that cash flow is a primary requirement for profitability of firms.

However the study further concluded that data collected from the SME's according to the research indicate that most of them incur losses, this may as well force them out of business in the long run because shareholders will attach no or little value to the business entity as benefiting them and they may come to the conclusion that quitting the business may be a better option. The shareholders will be highly dissatisfied over continuous low or no profits and the company will lose its good will in the eyes of general public, which will eventually lead to the event of closing the company altogether. This statement is in line with this research finding which indicated early exit of architectural firms in Nigeria of which inadequate cash flow management is a contributing factor.

This research finding concurs with those of Nwanyanwu (2015) in his study "Cash flow and Organizational Performance in Nigeria: Hospitality and Print Media Industries Perspectives". The study finding reveals that cash flow position determines the level of performance of organizations. In addition, the coefficient of correlation(r) of 0.583 indicates a significantly positive relationship between cash flow position and net profit. Conversely, increase in cash flow position increases net profit. Judging from the coefficient of correlation, the coefficient of determination (r^2) is 33.99%. Consequently, cash flow position of hospitality and print media organizations account for changes in their net profit by 33.99%. Supporting both study and this research finding, the finding by Frank and James (2014) in their study "Cash flow and Corporate Performance: A Study of Selected Food and Beverages Companies in Nigeria" shows that significant and positive relationship exists between cash flows and corporate performance in the food and beverages sector of Nigeria.

Deduction of Inferences on Cash Flow Projections

The linear regression analysis models the relationship between the dependent variable which is Percentage level of profit and the independent variable which is Cash flow management. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between Cash flow management and the development of

architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.36 indicate that $R^2 = .963$ and $R = .981$ this is an indication that there is a strong positive linear relationship between Cash flow management and Percentage level of profit of architectural micro and small firms in Nigeria.

Table 4.36: Percentage level of profit

Model	R	R Square
1	.981 ^a	.963

a. Predictors: (Constant), Cash flow management

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.36a. Results in Table 4.17a shows the ANOVA test which reveal that Cash flow management have significant effect on development of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between Cash flow management and development of architectural firms is made. This is depicted by linear regression model $Y = B_0 + B_1X_1 + E$ where X_1 is the Cash flow management the P value was 0.000 implying that the model $Y = B_0 + B_1X_1 + E$ was significant.

Table 4.36a: ANOVA^b for Percentage level of profit

Model	Sum of Squares	df	Mean Square	P-value.
Regression	1.357E14	1	1.357E14	.000 ^a
Residual	5.236E12	29	1.805E11	
Total	1.409E14	30		

a. Predictors: (Constant), Cash flow management

b. Dependent Variable: Percentage level of profit

Coefficient Table 4.36b also shows that there was positive and significant relationship between Cash flow management and level of profitability. The model is given as $Y = 3412.3 + 314.2X_2$. The regression coefficient of 314.2 indicates that an increase in Cash flow management by 1 unit leads to an increase in level of profitability by 314.2 units.

Table 4.36b: Regression Coefficients - Cash flow management

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	3412.3	733.286		0.401	.349
Cash flow management	314.2	428.282	0.213	0.642	.000

a. Dependent Variable: level of profitability

Guda (2013) study supports this finding. Their study found that, cash flow had a significant relationship with profitability of small and medium size enterprises. Concurring with these findings, Nwanyanwu (2015) found that cash flow position determines the level of performance of organizations. In addition, the coefficient of correlation(r) of 0.583 indicates a significantly positive relationship between cash flow position and net profit. Frank and James (2014) study revealed that significant and positive relationship exists between cash flows and corporate performance.

Auditing

This section investigated whether Auditing influences the development of architectural firms in Nigeria. To measure, the respondents were asked if they have an internal Audit/Control Unit in their firm. The responses are indicated in Table 4.37. The table shows that most (68.2%) of the respondents indicated that their firms do not have an internal audit/control unit and 31.8% of respondents indicated their firms do have.

Table 4.37: Percentage of firms having an Internal Audit/Control Unit

Does your firm have an internal audit/control unit?		Frequency	Valid Percent
Valid	yes	39	31.8
	no	83	68.2
Total		122	100

When asked how internal auditing of books of Accounts and other financial records has enhanced the development of your firm, 79.5% of the respondents as indicated in Figure 4.26 stated that it allows for effective monitoring and control of firm activities in line with the firm's policies and regulations and 20.5% of the respondents indicated that internal auditing minimize or prevents fraud and other financial irregularities. In Figure 4.27, 66.3% of the responding firms that do not have an internal audit/control unit stated that their firms do not have financial records which negatively affects the success of their firms. 33.7% of the responding firms indicated poor financial performance by firms due to frauds and financial indiscipline which may result to firm failure.

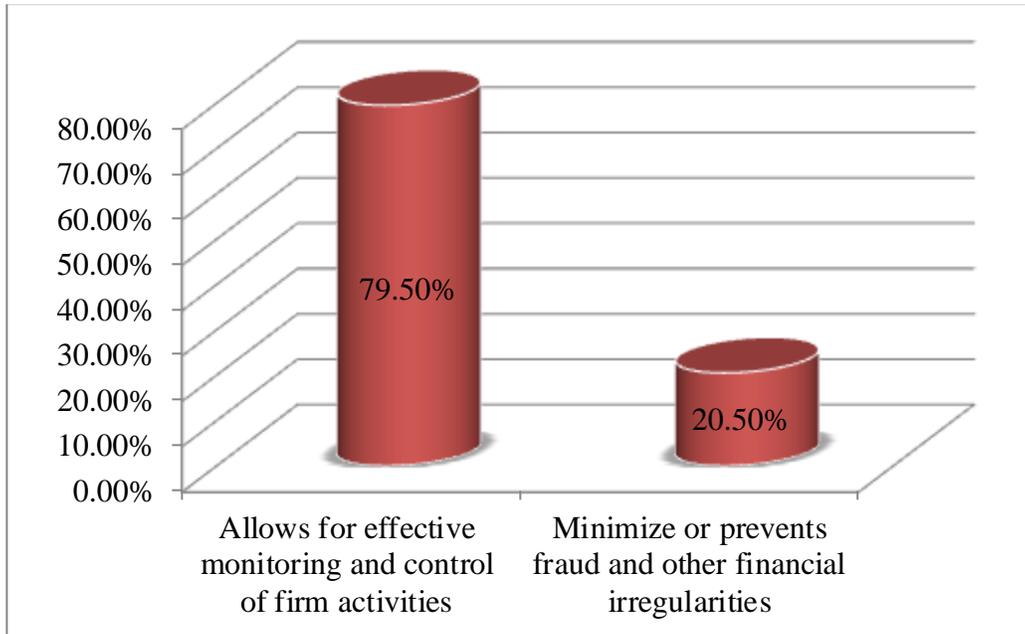


Figure 4.26: Impact of Internal Audit/Control Unit on Firm Performance

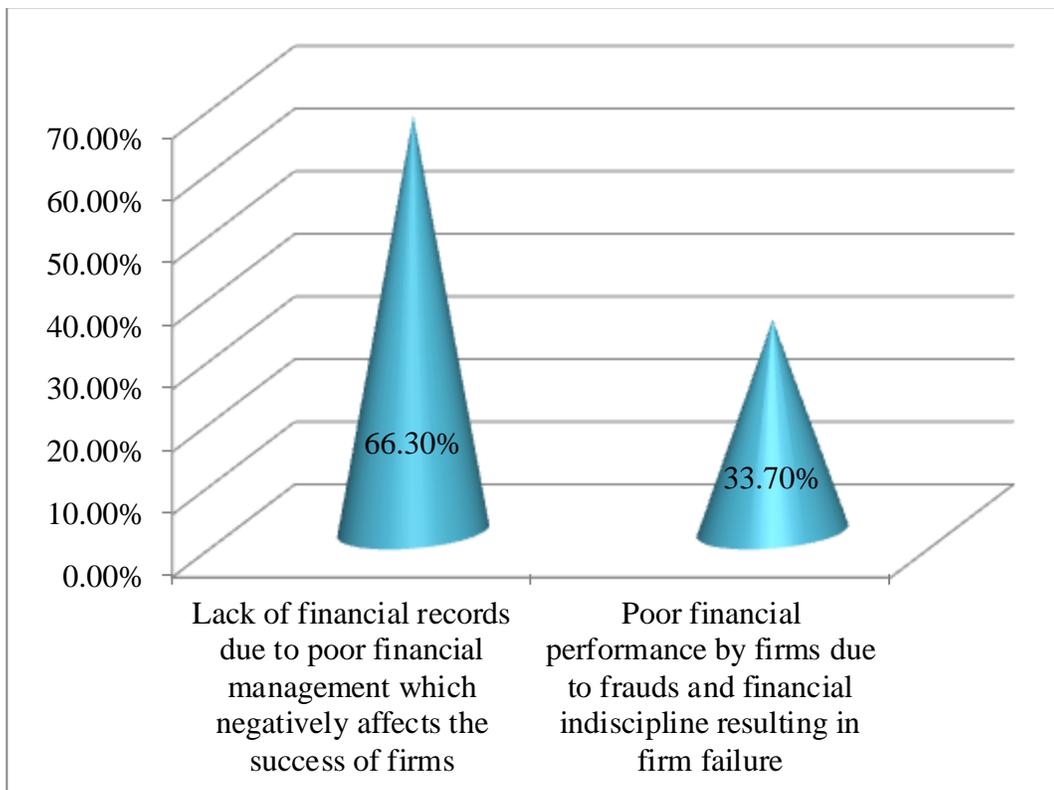


Figure 4.27: Effect of Internal Audit/Control Unit on Firm development

Respondents were asked to specify the number of times did their firm engage the following professionals for the purpose of auditing in a year from 2009 to 2013; External Auditors, Consultants and Financial Analyst. The result as shown in Figure 4.28 indicated that on average, none of the firm did use any of the professionals for the purpose of auditing from 2009 to 2013 in spite of the agreement by respondents that internal auditing plays an important role in the performance of architecture firms. This lack of engagement of professionals by firms can be attributed to very poor financial record keeping by most firms and cost of auditing.

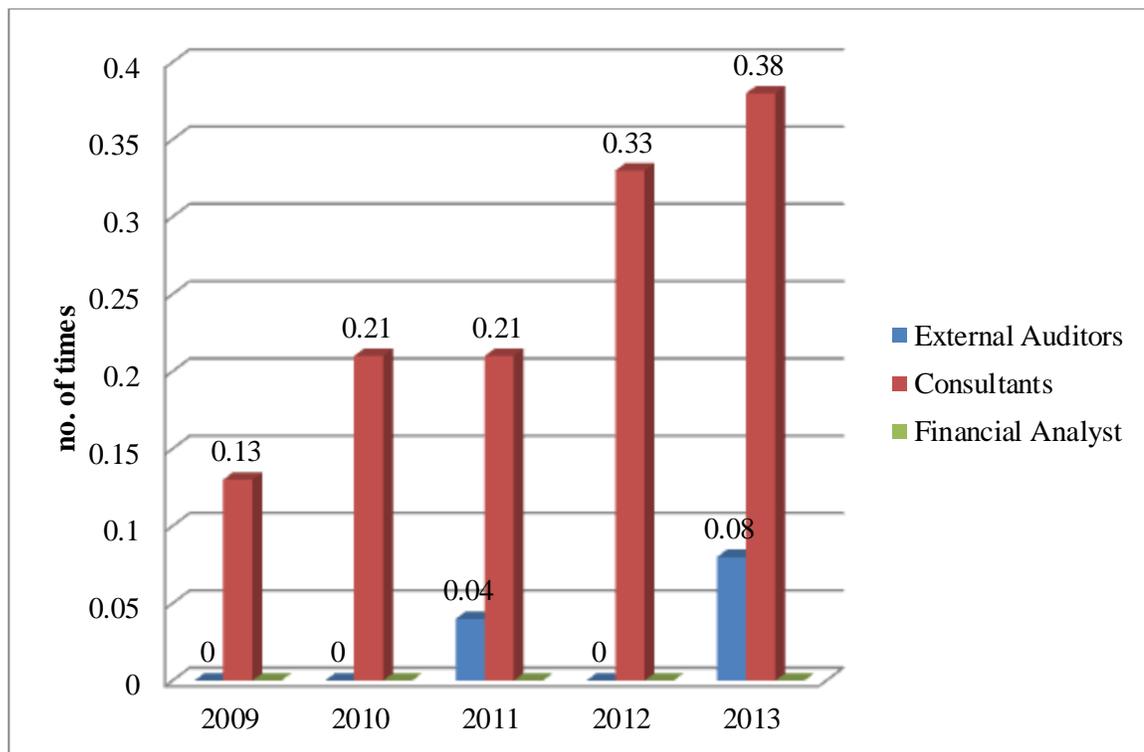


Figure 4.28: Average number of times firms engage Professionals from 2009 - 2013

This finding relates to Nnenna (2012) findings in her study “The Role of Internal Audit in Financial Institutions: (A Study of Nigerian Agricultural and Corporative Bank, First Bank of Nigeria and United Bank for Africa Plc) which shows that if the internal audit is established in financial organization, it will contribute immensely towards the overall

performance of these organizations through minimizing fraud and extravagant use of funds and inducing workers to give complete and accurate information. Also, the study found that despite the agreement that auditing plays an important role in the performance of an organization, the chi square test did not seem to agree with the assertion. The agreement may have been because of the conceptual knowledge of the aims and objectives of internal audit but whether these aims and objectives are thoroughly being achieved remains a question which seems to support this research finding as stated in Figure 4.28.

These findings also corroborate with the study of Kiema, Ahmed and Ndirangu (2015) of the Construction Industry in Mombasa County”. The study observed that internal audit independence affects the financial performance of organizations. Also from the research, it is evident that some construction companies did not accord the internal auditors the independence they deserved to effectively give their opinion on the financial statements of the organizations and that, the general level of internal audit independence in the construction companies is relatively weak and in some cases non-existence.

The findings of the study “Effectiveness of Audit Committee and Firm Financial Performance in Nigeria: An Empirical Analysis” by Aanu, Odianonsen and Foyeke (2014) agreed with this research findings. The study found that certain measures of audit committee effectiveness (such as audit committee independence, audit committee financial expertise and board size) have positive coefficients and significantly influence the firm’s financial performance. Also, the results suggest important implications for practitioners and policy makers in Nigeria. One important and major implication is that, audit committee members with financial expertise do contribute significantly to the financial performance of firms. This statement in effect support this research finding that revealed Lack of financial records due to poor financial management which negatively affects the success of architectural firms.

Deduction of Inferences on Auditing

The linear regression analysis models the relationship between the dependent variable which is profitability and the independent variable which is Actual performance & Cash flow in measuring Auditing. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between Auditing and the level of profitability measuring development of architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.38 indicate that $R^2 = .054$ and $R = .233$ this is an indication that there is a weak linear relationship between Actual performance & Cash flow used in measuring Auditing and development of MSFs in Nigeria.

Table 4.38: Percentage level of profit

Model	R	R Square
1	.233 ^a	.054

a. Predictors: (Constant), Actual performance & Cash flow.

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.38a. Results in Table 4.38a shows the ANOVA test which reveal that Actual performance & Cash flow have significant effect on development of architectural MSFs. Since the P-value of 0.011 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between Actual performance & Cash flow (Auditing) and development of architectural firms is made. This is depicted by linear regression model $Y=B_0+B_1X_1+E$ where X_1 is the average no of projects (capital adequacy) the P value was 0.011 implying that the model $Y=B_0+B_1X_1+E$ was significant.

Table 4.38a: ANOVA^b for Percentage level of profit

Model	Sum of Squares	df	Mean Square	P-value.
Regression	97.963	1	97.963	.011 ^a
Residual	1714.028	118	14.526	
Total	1811.992	119		

a. Predictors: (Constant), Actual performance & Cash flow.

b. Dependent Variable: Percentage level of profit

Coefficient Table 4.38b also suggests that there was positive and significant relationship between Actual Performance & cash flow and level of profitability. The model is given as $Y = 2412.3 + 124.2X_2$. The regression coefficient of 2412.3 indicates that an increase in Actual Performance & cash flow by 1 unit leads to an increase in level of profitability by 124.2 units.

Table 4.38b: Regression Coefficients- Actual Performance & cash flow

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2412.3	733.286		0.401	.349
Cash flow management	124.2	428.282	0.213	0.642	.011

a. Dependent Variable: percentage level of profitability

Nnenna (2012) study supports this finding that, if the internal audit is established, it will contribute immensely towards the overall performance of these firms through minimizing fraud and extravagant use of funds and inducing workers to give complete and accurate information. The Model of Continuous Audit Adoption developed by O'Donnell (2010) upholds this finding by stating that auditing adoption enhance

confidence on the quality of financial reporting of the business enterprise leading to firm performance.

4.5.4 Strategic Marketing

The study sought to investigate the impact of strategic marketing skills on the development of architectural firms in Nigeria. To measure strategic marketing skills, the study used the following sub-objectives: Customer, Cooperation and Competitive Strategy.

Customer

This section examine weather customer influences the development of architectural firms in Nigeria. To measure customer, the following variables were measured, customer satisfaction and customer service. The respondents were asked does your firm have a customer service and care unit or section. The results indicated in Table 4.39 shows that majority (60.7%) of the respondents indicated that their firms do not have a customer service and care unit and 39.3% of the respondents indicated that their firms have a customer service and care unit.

Table 4.39: Firm have a customer service and care unit

Does your firm have a customer service and care unit or section?		Frequency	Percentage
Valid	yes	48	39.3
	no	74	60.7
	Total	122	100

Figure 4.29 shows that 82.4% of the responding firms that do not have a customer service unit have a very low or lack profit growth which negatively affects firm development and 17.6% indicated that they do not experience any change in firm

development due to lack of customer service and care unit or section. This finding indicates why most of the architectural firms in Nigeria lack sustainable development.

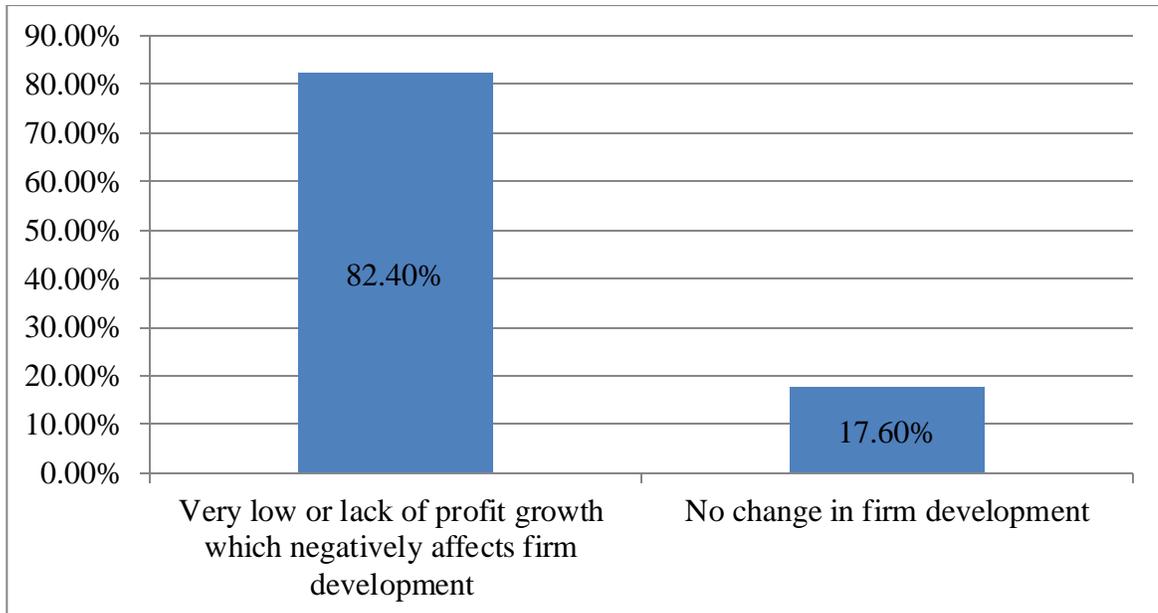


Figure 4.29: Percentage number of firms that do not have a customer service unit with corresponding effects.

This finding concurs with those of Williams, Ogege and Ideji (2014) in their study “An Empirical Analysis of Effective Customers Service on Nigeria Banks Profitability (A Queuing and Regression Approach)” who found that poor customer service management in banks may reduce banks profitability and thus may cause bank financial distress. However, the study also establishes that there is an inverse relationship between banks customers’ services and profitability in Nigeria banks.

For the firms that answered yes as shown in Table 4.39, the study sought to find out the extent to which customer relationship management impact on the development of their firm. 77% of the respondents as shown in Table 4.40 indicated that customer retention and loyalty enhance their firm development and 23% indicated enhanced firm

development through customer repeat patronage and recommending of new customers to the firm.

Table 4.40: Customer relationship management impact on firm development

How does customer relationship management impact on firm development?		Frequency	Percentage
Valid	Customer retention and loyalty	37	77
	Repeat patronage by customers and recommendation of firms to new customers	11	23
Total		48	100

Respondents were asked to indicate the number of new customers the firms recorded in the years 2009 to 2013 due to customer relationship management impact. Figure 4.30 shows the average number of new customers recorded by firms due to customer relationship management. In 2009, the average number of new customers recorded is four (4); in 2010 the respondents indicated four (4) new customers; in 2011, the average number of new customers is four (4); while in 2012 it was five (5); and in 2013, the average number is six (6) new customers. From 2009 to 2011, the average number of new customers remains constant per year (4) while from 2012 to 2013 there was an average increase of one (1) new customer per year.

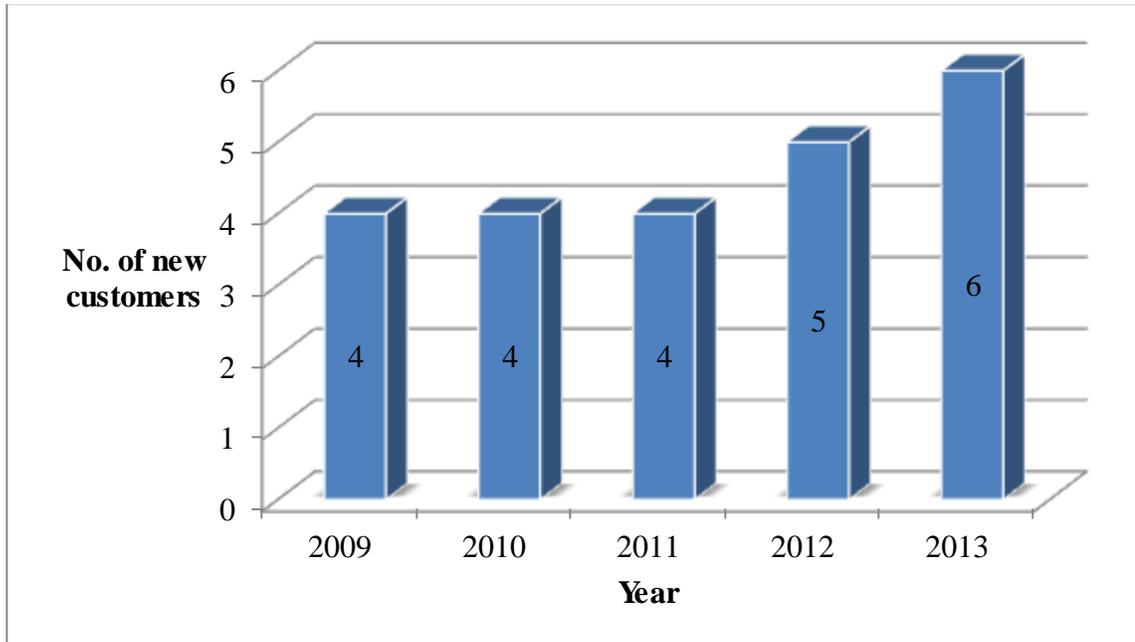


Figure 4.30: Average number of new customers recorded by firms due to customer relationship management.

The finding concurs with those of Oni and Fatoki (2013) in their study “Customer Satisfaction and Loyalty to Small Township Retail Stores in Mankweng, Limpopo Province, South Africa” who found that customers indicate that they will visit the small retail stores to make repeat purchases and also recommend the stores to friends and family indicating customer loyalty. The findings also corroborate with that of Boamah (2014) in his research “Addressing the Impact of Customer Service on the Performance of Telecom Companies in Ghana”. The result of the research revealed that 62% of management staff was in agreement that customer satisfaction has a positive impact on the organization’s profitability and that Customer satisfaction has serious implication on customer retention which leads to customer loyalty which contributes to profitability of the organization. Customer satisfaction also has impact on the sustainability of the organization.

Deduction of Inferences on Customer

Linear Regression Analysis was used to draw inferences on No of new customers particularly looking at the year (2009 – 2013) versus total number of services and level of profitability. The Table 4.41 summarizes the goodness of linear Regression as a best fit in this case.

Table 4.41: Profitability

Model	R	R Square
1	.512 ^a	.262

b. Predictors: (Constant), No of new customers.

In the Table 4.41, the R value calculated is 51.2% while the R square value calculated is 26.2%. The R value of 51.2% shows that the No of new customers is positively related to profitability whereas the R square value of 26.2% give the extent to which the No of new customers has explained profitability which shows that profitability is low. The researcher went ahead to investigate the exact variables in these models and summarized in Table 4.41a. The Table is of F-test

Table 4.41a: ANOVA^b for Profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	474.253	1	474.253	.000 ^a
Residual	1337.738	118	11.337	
Total	1811.992	119		

c. Predictors: (Constant), No of new customers

d. Dependent variable: Profitability

Results in Table 4.41a shows the ANOVA test which reveal that (No of new customers) customer service have significant effect on development of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is

rejected and a conclusion that: There is a relationship between customer and development of architectural firms is made.

Coefficient Table 4.41b also suggests that there was positive and significant relationship between Number of New customers and level of profitability. The model is given as $Y = 6412.3 + 134.1X_2$. The regression coefficient of 6412.3 indicates that an increase in Number of New customers by 1 unit leads to an increase in level of profitability by 134.1 units.

Table 4.41b: Regression Coefficients- Actual Performance & New customer

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6412.3	733.286		0.401	.349
1 Number of New customers	134.1	428.282	0.213	0.271	.000

a. Dependent Variable: percentage level of profitability

This finding concurs with those of Williams, Ogege and Ideji (2014) that poor customer service management may reduce profitability. However, the study of Boamah (2014) relates to this finding. The study found that Customer satisfaction has serious implication on customer retention which leads to customer loyalty which contributes to profitability of the organization.

Cooperation

This section investigated whether cooperation influences the development of architectural firms in Nigeria. In order to measure cooperation, the respondents were asked does your firm operate in collaboration with other firms as a consortium. From the findings shown in Table 4.42, 64% of the respondents indicated that their firms operate in collaboration with other firms as a consortium, 36% of the respondents indicated that their firms do not operate in collaboration with other firms as a consortium.

Table 4.42: Firms in collaboration with other firms as a consortium

Does firm operate in collaboration with other firms as a consortium?		Frequency	Percentage
Valid	yes	78	64
	no	44	36
Total		122	100

The findings correlate with those of Machirori and Fatoki (2013) who found in their study “The Impact of Networking on Access to Debt Finance and Performance of Small and Medium Enterprises in South Africa” that generally, SMEs network. The results of the study indicate that the mean score for the overall networking of SMEs studied was 67%.

The study sought to find out the extent to which collaboration with other firms as a consortium impact on the development of the firm. Figure 4.31; reveal that 69.3% of the respondents indicated that collaboration improves the effectiveness and efficiency of project performance through enhanced resources, innovation and networking among business associates which influences the development of the MSFs to a very great extent. 30.7% indicated that collaboration improve the firm performance through partnership with other professionals in the construction industry.

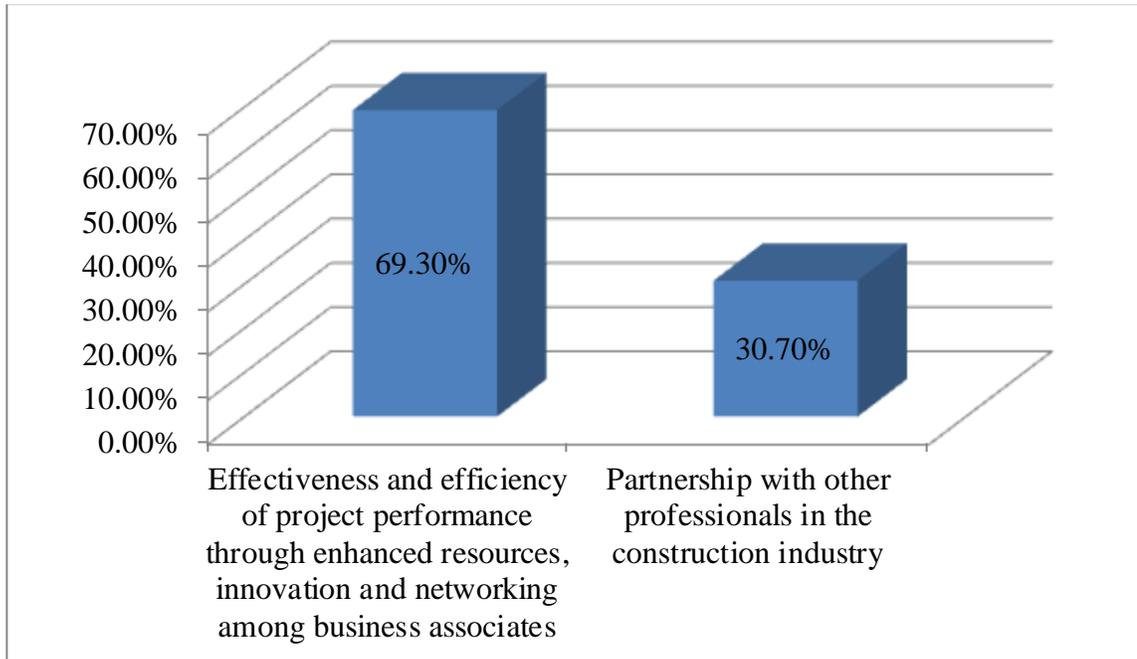


Figure 4.31: Extent of collaboration with other firms as a consortium on development of firm

As shown in Figure 4.32, of the firm's that do not operate in collaboration with other firms as a consortium, 68.2% indicated that firm experiences poor performance and lacks competitive advantage while 31.8% of the respondents indicated that firm growth is very slow and their activities are limited to small individual projects and the quality of services rendered is rather low in standard when compared to other firms in collaboration.

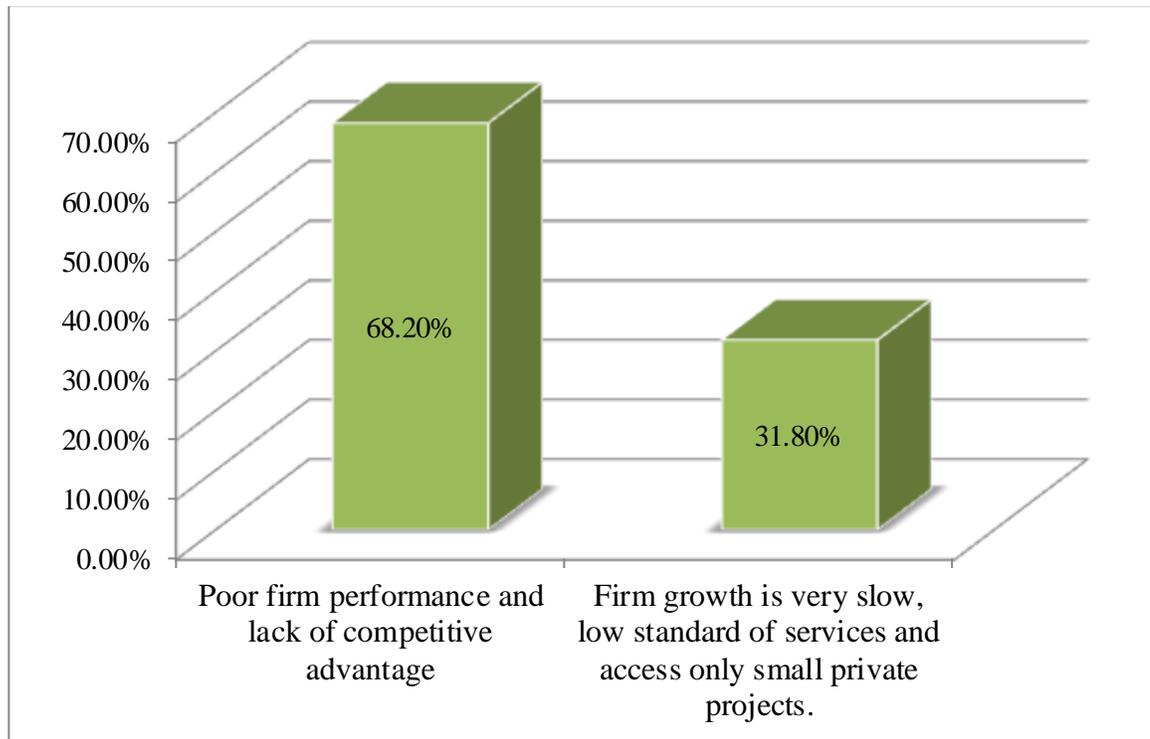


Figure 4.32: Effects of lack of collaboration on firm performance.

This findings collaborate with the findings of Najib and Kiminami (2011) in their study "Innovation, cooperation and business performance: Some evidence from Indonesian small food processing cluster" who found evidence that cooperation is significantly related to innovation of SMEs in food processing industry clusters. Moreover, business performance is a function of innovation, in which research results show that innovation significantly affects the business performance of SMEs.

Machirori and Fatoki (2013) concur with this study findings. They found that generally, SMEs network and that there is a significant positive relationship between networking and access to debt finance and performance of SMEs. In addition, the results of the study also show that different types of networking impact differently on access to debt finance and performance of SMEs. Supporting this finding further, Clement, Clement and Joseph (2013) study "Performance Assessment of Partnership Estate Surveying and

Valuation Firms in Lagos State, Nigeria” postulated that partnership record better performance from both side.

It can be inferred from these findings that architectural firms in Nigeria in partnership and cooperation with other professional associates attain positive performance with firm development. The finding of Kongmanila and Takahashi (2009) report that cooperation with subcontractors and business associations influence firm performance. The findings of this study concur with the Resource-based view (RBV) model. RBV model is an approach to achieving competitive advantage that emerged in 1980s and 1990s, after the major works published by Wernerfelt (1984). This model according to Rothaermel (2012) sees resources as key to superior firm performance. If a resource exhibits Value, Rarity, Imitability and Organization (VRIO) attributes, the resource enables the firm to gain and sustain competitive advantage.

Deduction of Inferences on Cooperation

The linear regression analysis models the relationship between the dependent variable which is profitability and the independent variable which is average no of projects awarded used in measuring cooperation. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between average no of projects awarded and profitability of architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.43 indicate that $R^2 = .519$ and $R = .269$ this is an indication that there is a weak linear relationship between average no of projects awarded used in measuring cooperation and development of architectural micro and small firms in Nigeria.

Table 4.43: Profitability

Model	R	R Square
1	.519 ^a	.269

a. Predictors: (Constant), average no of projects awarded.

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.43a. Results in Table 4.43a shows the ANOVA test which reveal that average no of projects awarded have significant effect on profitability of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between cooperation and development of architectural firms is made. This is depicted by linear regression model $Y=B_0+B_1X_1+E$ where X_1 is the average no of projects awarded the P value was 0.000 implying that the model $Y=B_0+B_1X_1+E$ was significant.

Table 4.43a: ANOVA^b for Profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	488.234	1	488.234	.000 ^a
Residual	1323.757	118	11.218	
Total	1811.992	119		

a. Predictors: (Constant), average no of projects awarded

b. Dependent Variable: Profitability

Najib and Kiminami (2011) study supports this finding. Their study found evidence that cooperation is significantly related to innovation of SMEs. Moreover, business performance is a function of innovation, in which research results show that innovation significantly affects the business performance of SMEs. The finding of Kongmanila and Takahashi (2009) are consistent with these finding. They report that cooperation with subcontractors and business associations influence firm performance.

Competition

This section sought to investigate the influences of competition on the development of architectural firms in Nigeria. In other to measure competition, the respondents were asked does your firm compete with other firms for project sourcing. The findings in Table 4.44 shows that, 95.1% of the responding firms compete with other firms for

project sourcing while only 4.9% of firms studied do not engage in competition with other firms for project sourcing.

Table 4.44: Firm competes with other firms for project sourcing.

Does Firm competes with other firms for project sourcing		Frequency	Percentage
Valid	yes	116	95.1
	no	6	4.9
Total		122	100

The study then sought to find out from the 95.1% of the respondents that answered yes, how does competition with other firms for project sourcing impacts on the development of their firm. Table 4.45 shows that 90.6% of the respondents indicated that high standard of service and product quality delivery with improved customer service relationship improve their firm performance through competition and 9.4% indicated innovations and high managerial skills.

Table 4.45: Impact of competition with other firms for project sourcing on the development of firm

Impact of competition with other firms for project sourcing on the development of firm		Frequency	Percentage
Valid	High standard of service and product quality delivery with improved customer service relationship	105	90.6
	Innovations and high managerial skills	11	9.4
Total		116	100

The respondents that indicated lacks of competition were asked what effect lack of competition have on their firm development. Table 4.46 shows the effects and the corresponding percentage of firms. For the responding firms, 66.7% indicated lack of clients and poor profit margin and 33.3% indicated negative effects on firm development (firm stagnation).

Table 4.46: Lack of competition effects on firm development

If no, what effect does lack of competition have on your firm development?	Frequency	Percentage
Valid lack of clients and poor profit margin	4	66.7
Negative effects on firm development (firm stagnation)	2	33.3
Total	6	100

These findings relates to Al-Rfou (2012) findings in the study “Competition and Organizational Performance: Empirical Evidence from Jordanian Firms” which test the hypothesis that: There is a positive relationship between intensity of market competition and organizational performance. The result of multiple regression analysis indicates that the intensity of market competition has a positive strong effect on organizational performance. Supporting these findings, Chong and Rundus (2004) as cited in Al-Rfou (2012), stated that when companies face a high competition, they try to satisfy their customers by producing high quality products. This in turn leads to a higher level of organizational performance.

The resource based view (RBV) model validates these study findings. The RBV posits that the improvements of firm performance depend on the availability of, access to, valuable, rare, inimitable, non-substitutable (VRIN) and relatively immobile resources or resource bundles (Barney, 1991). Wernerfelt (1984) as cited in Princess, Samuel and Ayodotun (2015) posits that resources are “anything that might be thought of as a strength or weakness of a given firm,” comprising tangible, e.g. financial and physical capital and intangible assets, e.g. managerial skills.

The respondents when asked does your firm have policy measures aimed at achieving competitive advantage over other architectural firms. In Figure 4.33, the study shows that (100 firms) 82% of the respondents indicated that their firms have policy measures

and (22 firms) 18% of the respondents indicated that their firms do not have policy measures aimed at achieving competitive advantage

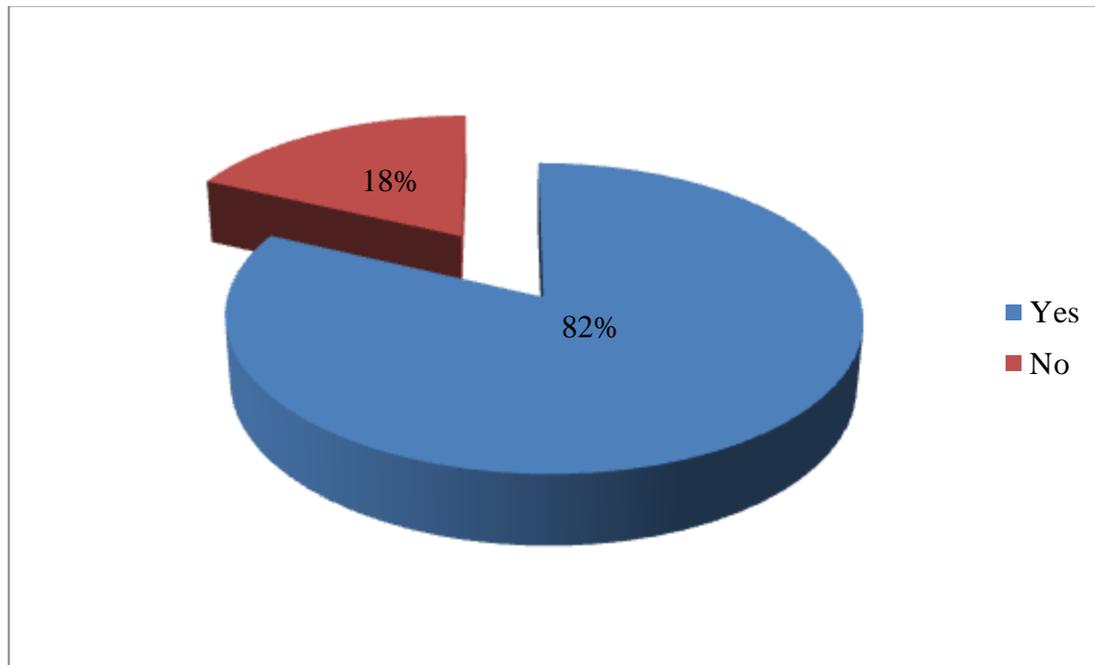


Figure 4.33: Percentage of firms having policy measures aimed at achieving competitive advantage over other architectural firms

The respondents that answered yes (82%) were asked what are these policy measures and how do they influenced the development of their firms. Figure 4.34 shows that of the 82% (100 firms) of the respondents, 80% indicated product/service quality development and delivery as competitive strategy policy measures. 25% of these responding firms stated that firm development is influenced positively through enhanced customer base, 18% stated profit growth and 80% stated firm performance.

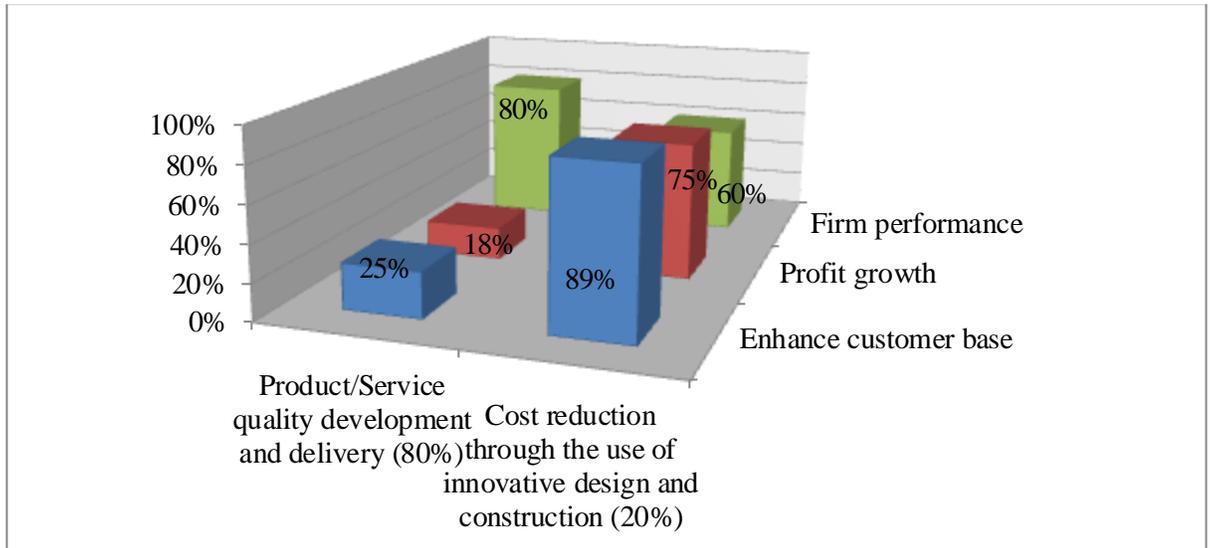


Figure 4.34: Competitive strategy policy measures and how they influence architectural firm development

As further shown in figure 4.34; 20% of the respondents postulated cost reduction through the use of innovative design and construction as competitive strategy policy measures. 89% of these responding firms stated that firm development is influenced positively through enhanced customer base, 75% stated profit growth and 60% stated firm performance.

Yan and Chew (2011) findings in their study “An investigation of marketing strategy, business environment and performance of construction SMEs in China” corroborate this study finding. They developed a theoretical framework to examine the relationship among marketing strategy, business environment and performance of construction SMEs in China. The conceptual framework proposes that construction SMEs’ performance is critically dependent on three key constructs: competitive marketing strategy, relationship marketing strategy and business environment. Based on data collected from construction SMEs in China, the empirical findings of the study have confirmed the importance of marketing differentiation, innovation and Guanxi to achieve their superior performance. The research findings help SMEs’ managers in that the effective use of marketing

strategies could help them gain competitive advantage and achieve superior performance.

In the study “Competitive strategy and business environment influencing performance of Small and Medium Enterprises in the Manufacturing sector: The case study of manufacturing firms in Mucheke light industry” by Chadamoyo and Dumbu (2012), they stated that the most commonly used strategies by the SMEs include among others, fair pricing, discounts and special offers, superior customer service and continuously improving quality of service delivery. These strategies lead to cost reduction, innovation strategy and differentiation of products and services. This finding agrees with this research finding that product/service quality development and delivery, cost reduction through the use of innovative design and construction are the most commonly used competitive strategies by architectural firms in Nigeria to gain competitive advantage.

The finding of this research is further supported with Princess, Samuel and Ayodotun (2015) study “Competitive Strategy and Performance of Selected SMEs in Nigeria” in which the study showed that product features, customization, better quality products, and added value are highly adopted by the sampled SMEs as competitive strategies to enhance their customer base, sales growth, returns on investment and revenue growth. From the result finding, reliable it can be inferred that the architectural firms in Nigeria that uses innovative design and construction as competitive strategy policy measures is responsible for their profit growth and high performance which leads to the development of these firms. However, the result of this study indicated that these firms are very few in number (20 firms) which further proves that most architectural firm in Nigeria experiences lack of development.

The respondents (22 firms) that indicated they do not have policy measures aimed at achieving competitive advantage were asked to show the effect on the development of their firms. These effects are shown in Figure 4.35. 100% of the respondents claimed

that Lack of competitive strategy policy measures has hindered their service delivery and their overall firm performance.

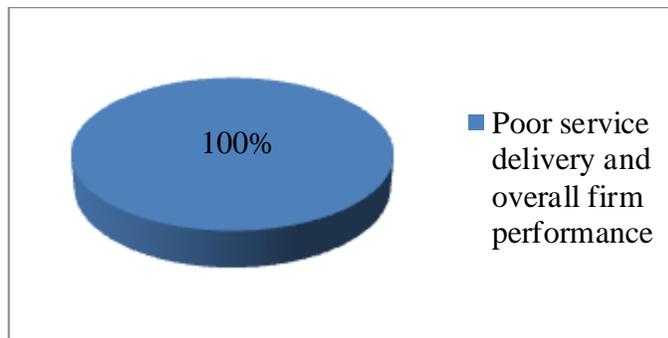


Figure 4.35: Lack of competitive strategy policy measures effect on the development of architectural firms

This finding relates the study finding of Chadamoyo and Dumbu (2012), that lack of innovation strategies on the part of owner-managers of SMEs in Masvingo urban start to diminish their revenues at certain level of sales. Bowen *et al.*, (2009), as cited in Chadamoyo and Dumbu (2012) postulate that Lack of innovation and search for customer needs reduces the survival of SMEs.

Deduction of Inferences on Competition

Linear Regression Analysis was used to draw inferences on Average No. of project executed particularly looking at the year (2009 – 2013) versus profitability. The Table 4.47 summarizes the goodness of linear Regression as a best fit in this case. In the Table 4.47, the R value calculated is 50.5% while the R square value calculated is 25.5%. The R value of 50.5% shows that the Average No. of project executed is positively related profitability whereas the R square value of 25.5% gives the extent to which the Average No. of project executed has explained the profitability which shows that profitability is at a low level. The researcher went ahead to investigate the exact variables in these models and summarized in Table 4.47a. The Table is of F-test.

Table 4.47: Profitability

Model	R	R Square
1	.505 ^a	.255

c. Predictors: (Constant), Average No. of project executed.

Table 4.47a: ANOVA^b for Profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	462.752	1	462.752	.000 ^a
Residual	1349.240	118	11.434	
Total	1811.992	119		

a. Predictors: (Constant), Average No. of project executed.

b. Dependent variable: Profitability

Results in Table 4.47a shows the ANOVA test which reveal that Average No. of project executed have significant effect on development of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a relationship between competition and development of architectural firms is made.

Validating this finding, Al-Rfou (2012) result of multiple regression analysis indicates that the intensity of market competition has a positive strong effect on organizational performance. Yan and Chew (2011) findings that construction SMEs' performance is critically dependent on three key constructs: competitive marketing strategy, relationship marketing strategy and business environment corroborate this research finding.

4.5.5 Adherence to Regulations

The study sought to investigate the moderating effect of government regulations on the development of architectural firms in Nigeria. To measure effects of government regulations, the study used the following sub-objectives: NIA and ARCON Regulative Framework and Government Tax Policies.

Regulative Framework

This section examine whether regulatory framework has the moderating influence on the development of architectural firms in Nigeria. To measure regulatory framework, the respondents were asked does NIA and ARCON regulatory framework influence the development of your firm. Table 4.48 shows that, 82% of the respondents indicated yes while 18% of the respondents indicated no. The respondents that answered yes were asked to explain the influence of NIA and ARCON regulatory framework on their firm performance. In Table 4.49, 88% of the respondents indicated that NIA and ARCON provides legal support protecting only registered and licensed architects and architectural firms to practice for an approved legal scale of fees which enhanced their performance. 12% indicated that NIA and ARCON have no significant impact on their firm performance. For the respondents that answered no in Table 4.48, 100% indicated that NIA and ARCON have no significant impact on their firm performance as shown in Figure 4.36.

Table 4.48: Number of firms that consider NIA and ARCON regulatory framework influence the development of firm

Does NIA and ARCON regulatory framework influence the development of your firm?		Frequency	Percentage
Valid	yes	100	82
	no	22	18
Total		122	100

Table 4.49: Influence of NIA and ARCON regulatory framework on firm performance

Influence of NIA and ARCON regulatory framework on firm performance	Frequency	Percentage
Valid NIA and ARCON provides legal support protecting only registered and licensed architects and architectural firms to practice for an approved legal scale of fees which enhanced their performance	88	88
NIA and ARCON have no significant impact on firm performance	12	12
Total	100	100

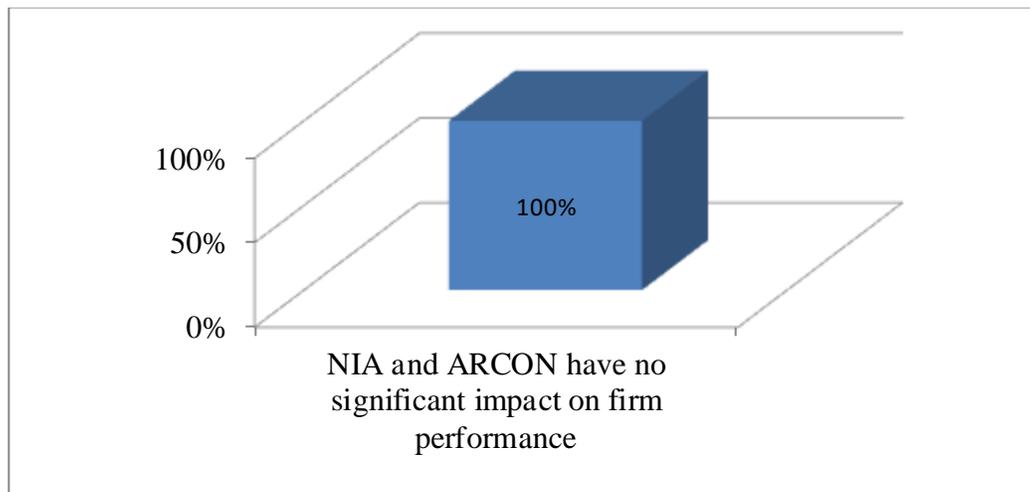


Figure 4.36: Effect of NIA and ARCON legal framework disservice on firm performance

In Figure 4.37, the average number of projects executed by the respondents that indicated influence of NIA and ARCON regulatory framework on firm performance is shown. In 2009, the average number of projects executed is two (2); in the year 2010, the number of project is two (2); in 2011, the number is four (4); in 2012, the number is five (5) and in the year 2013, the average number of projects is seven (7).

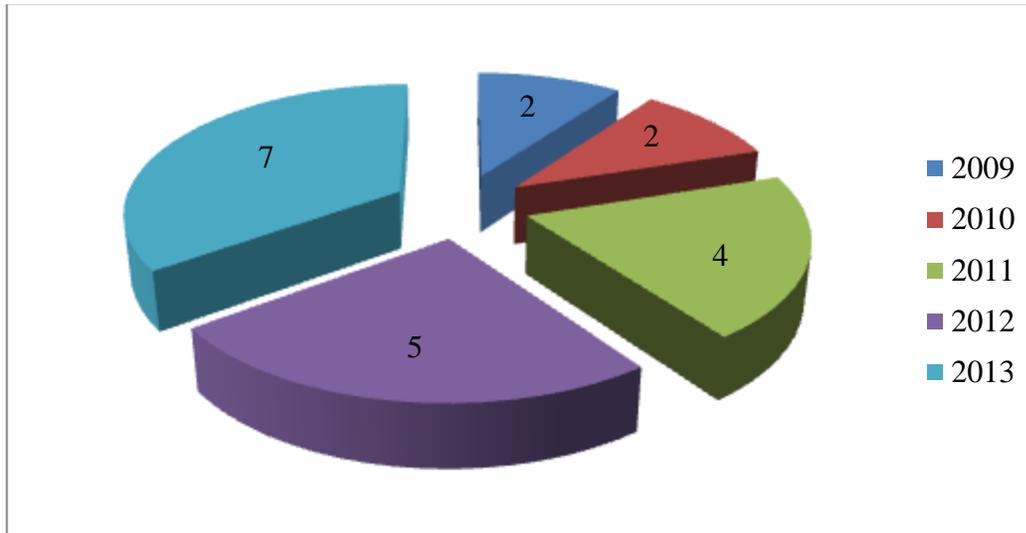


Figure 4.37: The average number of projects executed by respondents in five (5) years.

From the research result it can be inferred that despite the influence on firm performance, the support of NIA and ARCON regulatory framework for the architecture firms is weak as evident by the poor performance of these firms due to the average number of projects executed by these firms in five years coupled with the fact that 30% of the firms studied indicated that NIA and ARCON have no significant impact on their firm performance. The study findings relate to those of Cardoza *et al.*, (2015) who revealed that even when perceiving poor regulatory frameworks and weak support systems from the government, SMEs have been able to expand their operations internationally.

The findings collaborate with the findings of Zindiye, Chilya and Masocha (2012) in their study “The impact of Government and other Institutions’ support on the Performance of Small and Medium Enterprises in the Manufacturing Sector in Harare, Zimbabwe”. The findings clearly brought out the importance of the government initiatives together with all the supporting institutions for the survival, growth and development of SMEs in the manufacturing sector in Harare, Zimbabwe. Validating

these findings, Kamunge Njeru and Tirimba (2014) found out that government policy and regulations has a moderating effect on the performance of SMEs.

These finding are consistent with the finding of Dabo (2011) who found that various government regimes had instituted programs and initiative aimed at tackling the constraints faced by SMEs but due to lack of continuity of designed programs and proper implementation, these policy drafts had no optimal results that had been achieved. Supporting these findings, the study of Egena *et al.*, (2014) found that there exist a relationship between government support initiatives and the growth of SMEs, contrary to common presumption that increased business support (financial and/or non-financial) has a huge influence on business growth; business support did not have a substantial impact on the performance of SMEs in Nigeria.

Deduction of Inferences on Regulative Framework

The linear regression analysis models the relationship between the dependent variable which is increase in Average no of projects and the independent variable which is Tax paid, Year, Operating cost, associated cost used in measuring Regulative Framework. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between Taxes paid, Year, Operating cost, Associated cost and the development of architectural micro and small firms in Nigeria. The results of the linear regression in Table 4.50 indicate that $R^2 = .498$ and $R = .705$ this is an indication that there is a positive linear relationship between Tax paid, Year, Operating cost, Associated cost used in measuring Regulative Framework and development of architectural micro and small firms in Nigeria.

Table 4.50: Average no of projects

Model	R	R Square
1	.705 ^a	.498

a. Predictors: (Constant), Tax paid, Year, Operating cost, Associated cost

Using the F-test statistics the researcher went ahead to investigate the exact variables in this model and summarized in Table 4.50a. Results in Table 4.50a shows the ANOVA test which reveal that Tax paid, Year, Operating cost, Associated cost have significant moderating effect on development of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a moderating relationship between Regulative Framework and development of architectural firms is made. This is depicted by linear regression model $Y=B_0+B_1X_1+E$ where X_1 is the Tax paid, Year, Operating cost, Associated cost the P value was 0.000 implying that the model $Y=B_0+B_1X_1+E$ was significant.

Table 4.50a: ANOVA^b for Average no of projects

Model	Sum of Squares	df	Mean Square	P-value.
Regression	726.922	4	181.731	.000 ^a
Residual	733.592	100	7.336	
Total	1460.514	104		

a. Predictors: (Constant), Tax paid, Year, Operating cost, Associated cost

b. Dependent Variable: Average no of projects

Validating these findings, Kamunge Njeru and Trimba (2014) in their study found that government policy and regulations has a moderating effect on the performance of SMEs. Zindiye, Chiliya and Masocha (2012) findings clearly brought out the importance of the government initiatives together with all the supporting institutions for the survival, growth and development of SMEs

Tax Policies

This section investigated weather Tax Policies influences the development of architectural firms in Nigeria. In other to measure Government Tax Policies, the respondents were asked does your firm have tax payment schedules. Figure 4.38 shows

that 97.6% (119 firms) of the responding firms indicated they have tax payment schedules, while only 2.4% (3 firms) indicated that they do not have a tax payment schedules. From the statistics available based on year of establishment, these three (3) firms are new firms established in 2011 and above. Consequently, these firms are yet to pay taxes because they are less than one (1) year old at the time of these research data collections.

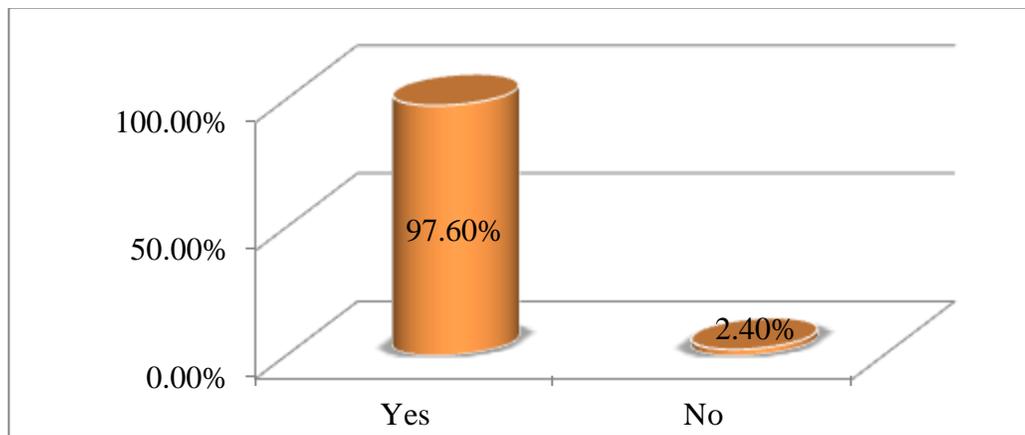


Figure 4.38: Percentage of firms that have Tax payment schedules

The respondents that answered yes were asked to explain how tax payment and government tax policies assist their firm performance. In Figure 4.39, 26.85% of the respondents indicated that evidence of tax payment assist firm in securing government contracts, increase in casual labor during project execution and enhance firm profit. 73.15% of the respondents indicated that tax payment reduces firm profit due to double taxation, lack of tax incentives and corrupt tax officials.

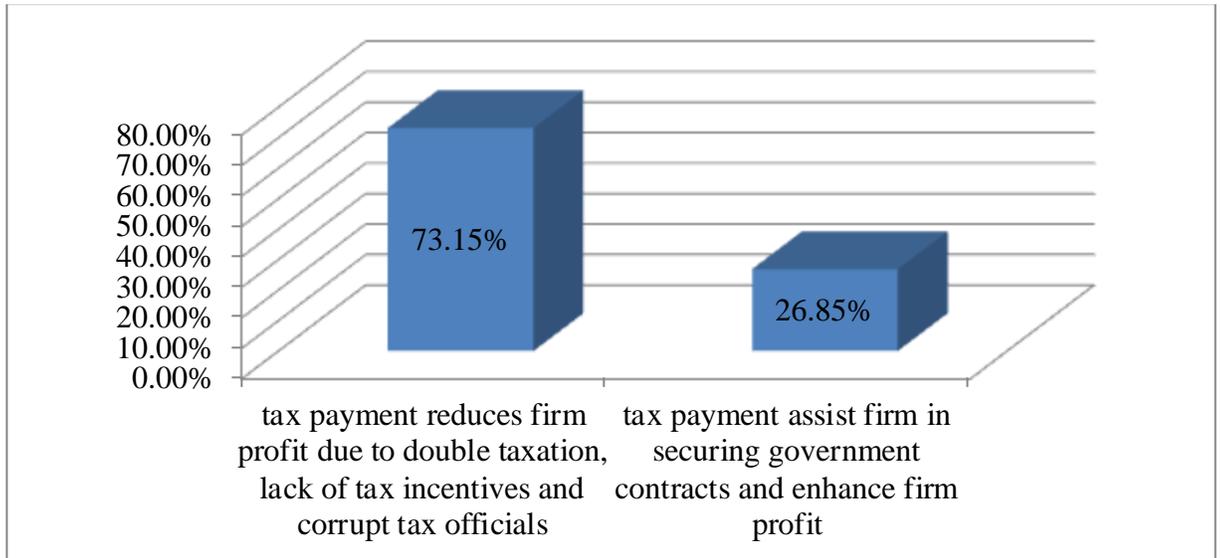


Figure 4.39: Effects of tax payment and government tax policies on firm performance

Respondents were asked to specify the amount of tax paid for five (5) years and the number of projects awarded to the firm as a result of evidence of tax payment for five (5) years, 2009 – 2013 respectively. In Figure 4.40, the average amount of tax paid by the respondents in 2009 is ₦16, 195.20. In 2010, the average amount paid is ₦18, 881.00; in 2011, the average amount paid is ₦25, 116.70; in 2012, the average amount paid is ₦32, 923.80 and the average amount of tax paid in 2013 is ₦43, 059.50.

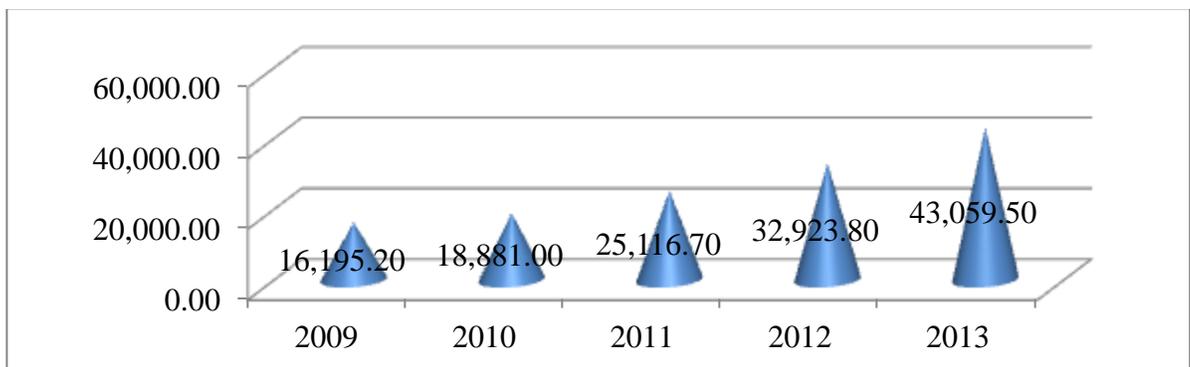


Figure 4.40: Average amount of tax paid per annum by firms

In Figure 4.41, the average number of projects awarded to responding firms in 2009 is one (1). In 2010, the average number of projects awarded is one (1); in 2011, the average number of project awarded is one (1); in 2012, the average number of project awarded to responding firms is three (3) and in 2013, the average number of project awarded to responding firms is three (3).

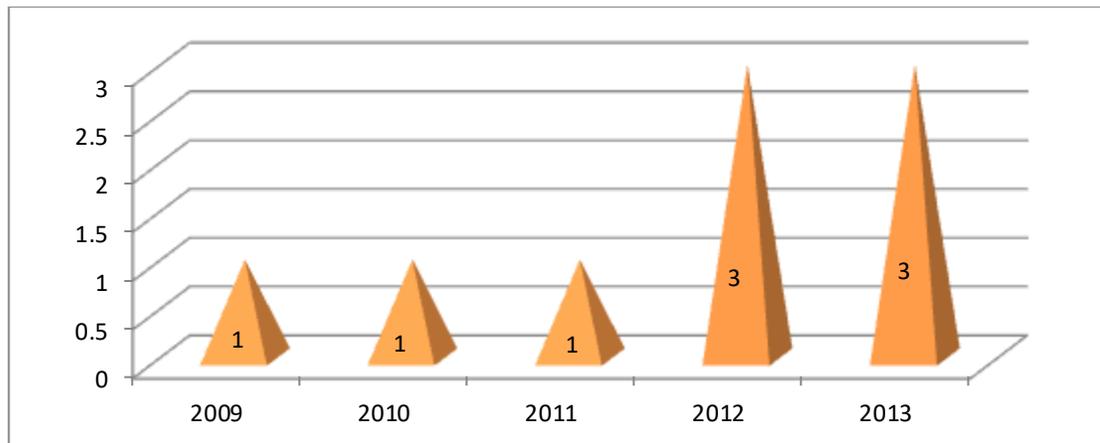


Figure 4.41: Average number of projects awarded to firms per annum due to tax payment

This research result shows that tax payment either positively or negatively affects firm performance. The average amount of tax paid changes each year with a slight increase but the number of projects remain the same in the first three years; in the fourth and fifth year, there is a slight increase but still remains the same. Conclusively, it can be said that generally taxation reduces the overall performance of architectural firms in Nigeria. These study findings concur with the findings of Raravi and Timmanagoudar (2014) found that government policies and regulation factors such as frequent change in tax policies and Bureaucracy will directly or indirectly have confined effect on SME's performance and this will de motivate new entrepreneurs to start up with their new business.

Validating this research finding, the study of Mwangi and Nganga (2012) found that there was a significant correlation between taxation and SMEs sector growth and that

20% of the respondents perceived the impact of taxes on employment as positive in line with this study finding which shows that 26.85% of the respondents indicated that evidence of tax payment assist firm in securing government contracts, increase in casual labor during project execution and enhance firm profit. However, the study further revealed that there is a positive correlation between taxation and lack of growth of the SME's sectors. In conclusion the study stated that, this is evident from the fact that the sales, profits, capital and employment level in these SME's had drastically reduced. It was clear that the SME's in this sector were operating under a heavy tax burden which was prohibiting their growth and development and that taxation of SME's in the early stages has a negative effect on the SME's sectors growth and the economy at large.

Supporting these findings, the study of Ameyaw, Korang, Twum & Asante (2015) Tax Policy, SMES Compliance, Perception and Growth Relationship in Ghana: An Empirical Analysis revealed that in Ghana, the introduction of tax policies poses a serious threat to SMES in relation to payment of taxes which concurrently affect the profitability of SME business operations and that majority of the respondents perceived adverse impact of tax policies on SMEs compliance, growth and perception.

The studies of "Relationship between Tax Policy, Growth of SMEs and the Nigerian Economy" Atawodi and Ojeka (2012) and "Impact Analysis of Tax Policy and the Performance of Small and Medium Scale Enterprises in Nigerian Economy" Ocheni (2015) concurred with these research findings. Atawodi and Ojeka (2012) study revealed a significant negative relationship between taxes and the business' ability to sustain itself and to expand. In conclusion, the study stated that taxes for SMEs have been more harmful than beneficial as they increase running costs and slow down growth. Most of the SMEs surveyed are faced with the problem of high tax rates, multiple taxation, complex tax regulations and lack of proper enlightenment or education about tax related issues. Ocheni (2015) analysis revealed that there is no significant difference in the mean opinion scores of managers and accountants on the best tax policy that encourages tax compliance by SMEs in Nigeria. It was also revealed that there is no significant

difference in the mean opinion scores of managers and accountants of the implications of tax policy on SMEs growth. In conclusion the study stated that a low tax rate policy is instrumental to the survival and growth of these small and medium enterprises. However, taxes for SMEs have been more harmful than beneficial as they increase running costs and slow down growth.

Deduction of Inferences on Tax Policies

Linear Regression Analysis was used to draw inferences on No. of projects, Associated cost, Year, Tax paid particularly looking at the year (2009 – 2013) versus profitability. The Table 4.51 summarizes the goodness of linear Regression as a best fit in this case.

Table 4.51: Profitability

Model	R	R Square
1	.349 ^a	.122

c. Predictors: (Constant), No. of projects, Associated cost, Year, Tax paid.

In the Table 4.51, the R value calculated is 34.9% while the R square value calculated is 12.2%. The R value of 34.9% shows that the No. of projects, Associated cost, Year, Tax paid is positively related to profitability but weak whereas the R square value of 12.2% give the extent to which the No. of projects, Associated cost, Year, Tax paid has explained profitability which shows that the profitability is very low which has negative effect on firm performance. The researcher went ahead to investigate the exact variables in these models and summarized in Table 4.51a The Table is of F-test.

Table 4.51a: ANOVA^b for Profitability

Model	Sum of Squares	df	Mean Square	P-value.
Regression	8.026E11	4	2.007E11	.000 ^a
Residual	8.925E11	100	8.925E9	
Total	1.695E12	104		

a. Predictors: (Constant), No. of projects, Associated cost, Year, Tax paid
b. Dependent variable: Profitability

Results in Table 4.51a shows the ANOVA test which reveal that Government Tax policies have significant moderating effect on development of architectural MSFs. Since the P-value of 0.000 is less than the chosen 0.05 and therefore the null hypothesis is rejected and a conclusion that: There is a moderating relationship between Government Tax policies and development of architectural firms is made.

Concurring with these research findings, Atawodi and Ojeka (2012) study revealed a significant negative relationship between taxes and the business' ability to sustain it and to expand and Ameyaw *et al.*, (2015) posit that tax policies pose a serious threat to SMES in relation to payment of taxes which concurrently affect the profitability of SME business operations.

Moderating role of Adherence to Regulations

This section provides results of analysis on the influence of the independent variable on the dependent variable before and after incorporating (adherence to regulations) moderating variable. R Square and significance tests were conducted to determine the effects of the explanatory variables on the dependent variable. The R- square value and

the overall significance before and after introducing the moderating variable to independent variable were noted. Incorporation of the moderating variable brings in an interaction effect on the prediction strength of the predictor variable on the response variable. The interaction effect leads to either a stronger or weaker prediction power of the predictor variable on the response variable. In this study, interaction effect was cooperated by using moderating variable government policy.

Table 4.52 shows the results of the R-square before involving the moderating variable (adherence to regulations) and after incorporating the moderating variable to the independent variables. The results indicate that there was negative effect of explanatory variable on dependent variable after introducing moderating variable as the R- squared change of 0.016 which translates to 28.12% change in the R-square. Results show that after introducing the moderating variable (adherence to regulations) the R- square value dropped from 0.585 to 0.569 and was significant (0.000). This means adherence to regulations moderate explanatory variables negatively and statistically significant.

Upholding this research findings, according to Bouazza, Ardjouman and Abada (2015), cumbersome and costly bureaucratic procedures, burdensome laws, policies, and regulations, an inefficient tax system are the key business environmental factors affecting Algerian SMEs. Unfavorable tax system, complying with complicated rules and regulations can heavily hamper small firms' growth and increased tax rates increases small firms' expenses while limiting their growth (Krasniqi, 2007; St-Jean, Julien & Josée, 2008).

Table 4.52: Moderation Tests Using R Square and Significance Change

Model	R	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change	df1	df2	Sig. F Change	
1	.765 ^a	.585	.568	1.37226	.016	2.145	4	98	.000
2	.754 ^a	.569	.551	1.39802	.569	32.348	4	98	.000

Model 1. Predictors: (Constant), Sustainability, strategic management, Strategic Financial planning capability, strategic marketing skills

Model 2. Predictors: (Constant), Sustainability, strategic management, Strategic Financial planning capability, strategic marketing skills,

The overall ANOVA results in the presence of moderating variable in Table 4.53 also indicates that the model was significant with $F=34.503$ and $p=0.000 < 0.05$ meaning that explanatory variables and adherence to regulations had significant effect on level of development of architectural firms. Further test on the beta coefficient of the resulting model in Table 4.53 shows a significant change in the beta coefficients in the presence of moderating variable. The model remained statistically significant with p value = $0.000 < 0.05$.

Table 4.53: ANOVA Test for Social Marketing Mix with Moderating Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	259.890	4	64.973	34.503	.000 ^b
	Residual	184.544	98	1.883		
	Total	444.434	102			
2	Regression	252.896	4	63.224	32.348	.000 ^b
	Residual	191.538	98	1.954		
	Total	444.434	102			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Sustainability, strategic management, Strategic Financial planning, strategic marketing skills, (without moderator)

c. Predictors: (Constant), Sustainability, strategic management, Strategic Financial planning capability, strategic marketing skills, (with moderator)

Regression of coefficients results in Table 4.54 shows that there was still significant relationship between Sustainability, strategic management, Strategic Financial planning, strategic marketing skills, and level of development of architectural firms after moderation effect. The two models include:-

$$Y = 13.65 + 1.472x_1 + 0.938x_2 + 0.537x_3 + 0.089x_4$$

$$Y = 14.67 + 0.388x_1 + 0.554x_2 - 0.48x_3 - 0.299x_4$$

Table 4.54: Overall Regression Coefficients

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	13.650	1.420		9.612
	Sustainability	1.472	.241	.476	0.00101
	strategic management	.938	.209	.409	0.04914
	Strategic Financial planning	.537	.575	.116	0.00934
	strategic marketing skills	.089	.166	.066	0.00536
2	(Constant)	14.670	1.084		13.538
	Sustainability	.388	.490	.653	.00793
	strategic management	.554	.418	1.100	.0326
	Strategic Financial planning	-.048	.514	-.089	.0093
	strategic marketing skills	-.299	.441	-.601	.00676

In addition to that, the hypotheses:-

H₀₁: Sustainability does not have an effect on level of development of architectural firms in Nigeria that is; (**H₀**: $\beta_1 = 0$ vs **H₁**: $\beta_1 \neq 0$)

H₀₂: strategic management does not have an effect on level of development of architectural firms that is; (**H₀**: $\beta_2 = 0$ vs **H₁**: $\beta_2 \neq 0$)

H₀₃: Strategic Financial planning does not have an effect level of development of architectural firms that is; (**H₀**: $\beta_3 = 0$ vs **H₁**: $\beta_3 \neq 0$)

H₀₄: strategic marketing skills does not have an effect on level of development of architectural firms that is; (**H₀**: $\beta_4 = 0$ vs **H₁**: $\beta_4 \neq 0$)

Were tested and the results also indicates all the hypotheses were rejected. The Table 4.55 below show the summery of the hypotheses rejected.

Table 4.55: hypothesis tested

Hypotheses	t-value	t- value	Sig value	Sig value	Decision
	without moderator	with moderator	without moderator	with moderator	
H₀ : $\beta_1 = 0$.241	.476	0.00101	.00793	Reject H₀
H₁ : $\beta_1 \neq 0$					
H₀ : $\beta_2 = 0$.209	.409	0.04914	.00326	Reject H₀
H₁ : $\beta_2 \neq 0$					
H₀ : $\beta_3 = 0$.575	.116	0.00934	.00093	Reject H₀
H₁ : $\beta_3 \neq 0$					
H₀ : $\beta_4 = 0$.166	.066	0.00536	.00676	Reject H₀
H₁ : $\beta_4 \neq 0$					

4.6 Overall Multiple Regression Analysis

A multiple regression analysis was finally performed to model the linear relationship between the dependent variable which is development of architectural firms and the independent (predictor) variables which are: - Planning for Sustainability, Strategic Management, Strategic Financial Planning, Strategic Marketing and Adherence to Regulations.

Table 4.56: Multiple Regression Model for the Predictor Variables for Development of Architectural Firms

Model Summary	
R	R ²
.674	.538

The results presented in Table 4.56 reveals an R of .674 and an R² of .538, indicating the degree of association between predictor variables and development of architectural firms in Nigeria. The result is an indication that there is a positive significant relationship between planning for sustainability, strategic management, strategic financial planning, strategic marketing, adherence to regulations and the development of architectural firms in Nigeria; thus accounting for 53.8% of the changes of variation in the development of architectural firms.

Table 4.57: ANOVA for all Predictor Variables

Model	Sum of Square	df	Mean Square	F	Sign
1 Regression	343.500	4	85.875	10.731	.000 ^a
Residual	1872.563	234	8.002		
Total	2216.063	238			

- a. Dependent Variable: Development of architectural firms.
- b. Predictors: (constant), planning for sustainability, strategic management, strategic financial planning, strategic marketing, adherence to regulations.

Table 4.58: Model for all Predictor Variables

	Model Coefficients			Sign
	B	Std Error	t	
1 (Constant)		.287	3.228	.001
Planning for Sustainability	.275	.006	4.351	.000
Strategic Management	.135	.068	1.813	.001
Strategic Financial Planning	.148	.000	2.736	.002
Strategic Marketing	.367	.042	4.824	.000
Adherence to Regulation	.066	.000	1.099	.000

a Dependent Variable: Development

Table 4.55 shows an ANOVA test performed on all the predictor variables which reveals that they have significant roles, influencing the development of architectural firms in Nigeria. The results of the ANOVA test demonstrated that the p value is equal to .000 which is less than .05 level of significance, indicating that the model is statistically significant, F (10.731).

In addition, using the data summarized in table 4.56, a linear model can be shown thus:

$$Y = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5 + E.$$

Substituting the values into the equation model will give:

Development = 0.0 + 0.275 Planning for Sustainability + 0.135 Strategic Management + 0.148 Strategic Financial Planning + 0.367 Strategic Marketing + 0.066 Adherence to Regulations. The P. values for the independent variables ranges from .000 to .002 less than .05 level of significance. This invariably means that the model is statistically

significant. Therefore, based on this study, one may come to the conclusion that, taken together, all the predictor variables have a significant positive effect on the change in the criteria variable, development of architectural firms in Nigeria at 95% level as confidence. Also, based on the standardized beta Coefficient; strategic marketing play the most significant role, followed by planning for sustainability, strategic financial planning, strategic management and adherence to regulations in that order.

4.7 Revised Conceptual Framework

Based on the model for all predictor variables, it can be observed that all the five independent variables positively influence the development of architectural Firms. Using the **t-value**, the Conceptual Framework model is revised in hierarchy of the weight of contribution of each independent variable to the dependent variable.

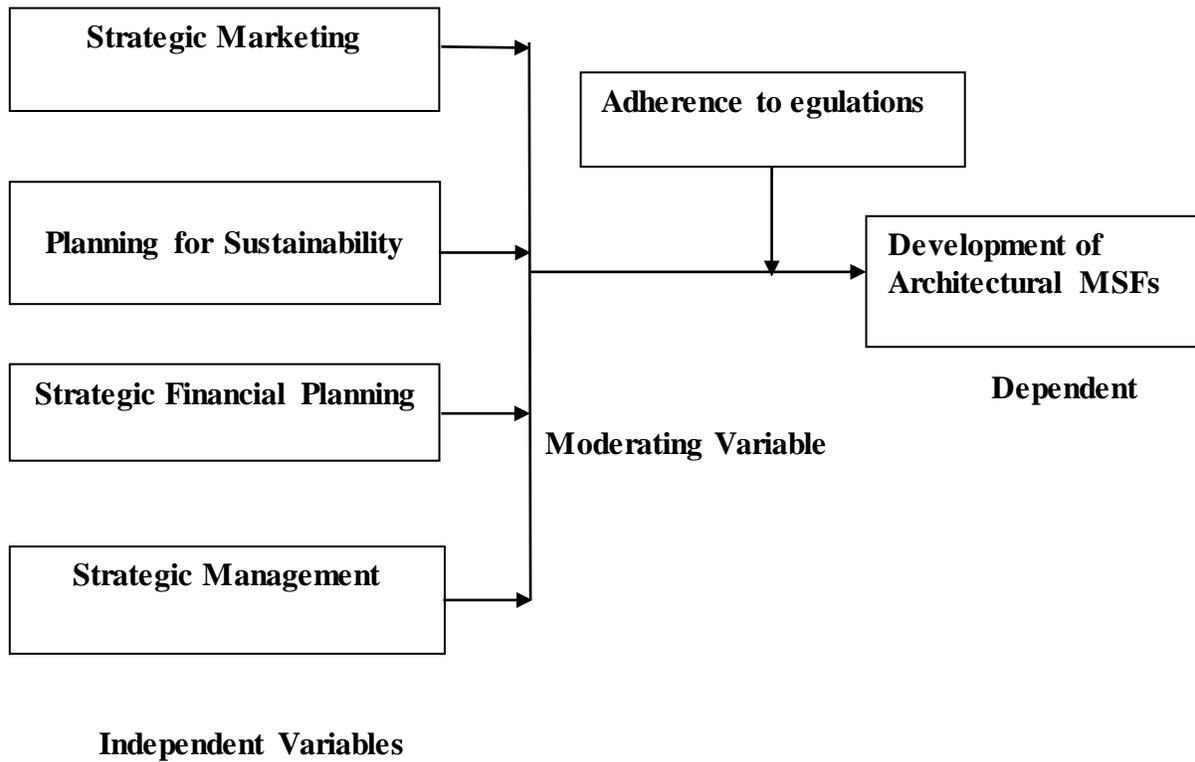


Figure 4.42 Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the findings of the research done on role of entrepreneurial strategic planning on development of architectural firms in Nigeria in line with specific to the objectives. The research hypotheses of the study were used as units of analysis and the study results of the data interpreted were correlated with both theoretical and empirical literature available. The conclusion relates directly to the specific objectives and research hypotheses. Based on the conclusion and discussion of the study findings, recommendations were construed for adaptation by architectural firms in Nigeria to attain development.

5.2 Summary of the Findings

The study sought to investigate the Role of Entrepreneurial Strategic Planning on development of Architectural Firms in Nigeria. Specifically, the study investigated Planning for sustainability, strategic management, strategic financial planning, strategic marketing and adherence to regulations. Empirical literature revealed that architectural MSEs have a very low survival rate whereby most entering firms (New firms) exit (folds up) at the starts up stage; thereby leaving just a few in the industry which never attain sustainable growth characterized by poor performance and low competitiveness in the developing economies. A pilot study was undertaken in ten (10) firms in the six geopolitical zones including Abuja the Federal Capital.

5.2.1 There is a relationship between sustainability and development of Architectural Firms.

According to the findings of the study, sustainability positively influences the development of micro and small architectural firms (MSFs) in Nigeria. The results show

that vision/mission statement are very relevant entrepreneurial strategic management tools that impact on architectural firm performance. The findings further indicated that personal goals whether the same or different from firm goals do impact on development of architectural firms in Nigeria because they positively impact on individual performance. One-way ANOVA showed low level of positive relationship between sustainability and the development of architectural MSFs. On the bases of these findings, managers of architectural firms who want to survive in a fiercely competitive industry such as construction should engage in goal-setting in line with the vision and mission statement of the firm more than the others.

5.2.2 There is a relationship between strategic human resource management skills and development of Architectural Firms.

The findings of the study indicate that strategic human resource management skills have a great positive influence on the development of micro and small architectural firms (MSFs) in Nigeria. The results of the study revealed that the most commonly practiced leadership style by the managers in the architectural firms in Nigeria is the transformational leadership styles and followed by the transactional leadership styles; and that leadership style impact on the development of micro and small architectural firms in Nigeria by allowing for collation and utilization of ideas from all staff and enhancing staff efficiency and productivity which are all attributes of transformational leadership that affect the growth and profitability of the architectural firms. Furthermore, ANOVA test reveal that regular training and development of personnel is one of the key entrepreneurial strategic HR practices that significantly affects Labor productivity and as training and Career development opportunities are increased, it leads to an increase in Labor productivity and by implication development of architectural firms in Nigeria.

5.2.3 The role of strategic financial planning skills is related to development of the study revealed that Architectural Firms.

The finding factors of financial management are good tools for improving enterprise's profitability such as capital budget and shows that, preparing annual cash flow projection positively impact on architectural firm by enhancing cash control and lack of profit for architectural firms that do not practice cash flow management. The study also revealed Lack of financial records due to poor financial management which negatively affects the success of architectural firms in Nigeria. The results of the linear regression (one way ANOVA) indicate that there is a weak linear relationship between Auditing and development of MSFs in Nigeria. Based on the findings discussed above and the responses of the respondents, In order for architecture firms to succeed, special attention must be taken in training accounting staff in the area of financial management.

5.2.4 There is a relationship between strategic marketing skills and development of Architectural Firms.

According to the findings of the study, majority of the architectural firms indicated that they do not have a customer service and care unit. The study result revealed that architectural firms in Nigeria in partnership and cooperation with other professional associates attain positive performance with firm development. The result further indicated that high standard of service and product quality delivery with improved customer service relationship, innovations and high managerial skills improve their firm performance through competition. The results of the linear regression (one way ANOVA) indicate that strategic marketing skills have a positive effect on development of MSFs in Nigeria.

5.2.5 The moderating role of Adherence to regulations does influence development of Architectural Firms.

The study found out that despite the influence on firm performance, the support of NIA and ARCON regulatory framework for the architecture firms is weak as evident by the poor performance of these firms due to the average number of projects executed by these firms in five years coupled with the fact that 30% of the firms studied indicated that NIA and ARCON have no significant impact on their firm performance. Study result revealed that generally, taxation reduces the overall performance of architectural firms in Nigeria. One-way ANOVA showed that Government Tax policies have significant moderating effect on development of architectural MSFs.

5.3 Conclusions of the Study

The study findings showed a positive relationship between entrepreneurial strategic planning and development of architectural MSFs. However, the study found out that there was only 4.9% of corresponding change in the development of architectural MSFs for every change in all the five predictor variables jointly confirming their very low performance, lack of development and subsequent early exit. Test of overall significance of all the five variables jointly, planning for sustainability, strategic management, strategic financial planning, strategic marketing and adherence to regulations using ANOVA, at 0.05 level of significance found the model to be significant.

The main objective of this study was to investigate the role of entrepreneurial strategic planning on the development of architectural firms in Nigeria. Based on reviewed theoretical and empirical findings, the predictor variables i.e. planning for sustainability, strategic management, strategic financial planning, strategic marketing and adherence to regulations were expected to have a positive relationship with development of Architecture MSFs in Nigeria. However, the study findings indicate that there is an

insignificant positive relationship between these predictor variables and the dependent variable (development of architectural MSFs).

The descriptive statistics shows that planning for sustainability improves the development of architectural firms; the correlation indicate a positive and significant relationship between sustainability and development of architectural firms; and the regression analysis revealed that the model was statistically significant in explaining the impact of sustainability on the development of architectural firms.

The descriptive statistics implied that strategic management influence the development of architectural firms; the correlation indicate a positive and significant relationship between strategic management and the development of architectural firms; and regression analysis revealed that the model was statistically significant in explaining the impact of strategic management skills on the development of architectural firms.

The descriptive statistics indicates that strategic financial planning has a significant influence on the development of architectural firms in Nigeria; the correlation indicate a positive weak relationship between strategic marketing and the development of architectural firms; and regression analysis revealed that the model was statistically significant in explaining the impact of strategic financial planning on the development of architectural firms in Nigeria.

The descriptive statistics indicates that strategic marketing has a significant influence on the development of architectural firms in Nigeria; the correlation indicate a positive weak relationship between strategic marketing and the development of architectural firms; and regression analysis revealed that the model was statistically significant in explaining the impact of strategic marketing on the development of architectural firms in Nigeria.

The descriptive statistics indicates that Adherence to regulations has a weak significant influence on the development of architectural firms in Nigeria; the correlation indicate a positive significant relationship between Adherence to Regulations and the development of architectural firms; and regression analysis revealed that the model on its own was statistically significant in explaining its moderating role on the development of architectural firms.

These findings conclusively indicated that most architectural MSFs in Nigeria do not develop and implement an entrepreneurial strategic plan but only implement some aspects of planning which is responsible for their low profit, slow growth, lack of development and subsequent exit in the startup stage. These research findings confirms the direct positive relationship between entrepreneurial strategic planning and development of architectural micro and small firms in Nigeria and this agree with the findings of (Kogan, 2011). Entrepreneurial strategic planning can be used to develop and cultivate talented employees, envision, plan, promote, and implement an exciting future for architectural MSFs in Nigeria and this concur with the findings of others (Pressman, 2007; Kogan, 2011).

5.4 Recommendations of the Study

The research presented in this thesis show that for an architectural firm long term development, the owners and managers of architectural firms must consider the vision and mission statement as one of the firm's key success factors. To achieve firm development, the owners with their managers must assure such conditions (internally as well as externally) which would foster the firm growth and development.

Develop strategically the vision/mission statement of the firm that will focus on corporate image and enhanced service delivery methods; Ensure that the mission and vision statement is used to build a common and shared sense of purpose and also serve as conduit through which employees' focus are shaped; Firm goals should be aligned

with employee's goals. Goal setting directly and positively impacts employee engagement; employee engagement directly and positively impacts work place optimism directly and positively impacts individual performance and ultimately the overall performance of the architectural firm.

The owners and managers of firms should therefore ensure both management and employees should participate in the setting of SMART goals, and both should understand and be prepared to undertake the work plan required to accomplish these organizational goals and objectives.

In architectural firms and the construction industry, leadership is critically needed. The owner/managers of architecture firms should operate as a leader, and should seek to develop leadership skills that allows for succession planning and cultivate talented employees in areas beyond design and project management, such as marketing, human resource, financial management and technology leading to increased performance and development; The firm should encourage performance management in other to identify talents and areas of weaknesses and secondly, to encourage capacity building/development and skills improvement of staff for future and higher challenges.

Owners and managers of architectural firms should employ competent people who can design an entrepreneurial business plan, prepare cash flow projections, and also, Architectural firms should improve on their utilization of cash flow in preparing budget. Cash flow statements should equally be used as a strategy for improving service delivery to key clients or customers. The management of firms must also ensure strict budgetary control, internal control system and profitable items are put in place and under strict controls and improve on their credit policies.

Management of these architectural firms should develop record bank of their clients. They should also put in place a customer care unit and develop the culture of

retainership and encourage repeat-buy with their clients. Architectural MSFs should seek to be more creative and innovative when it comes to project designs and ensure client satisfaction through effective delivery of services.

Management of architectural firms in Nigeria should develop competitive strategy. This will: - Enhance high standard of service and product quality delivery; Improve customer service relationship; Improve their firm performance through competition, innovations and high managerial skills; They should also carry out marketing research to identify their clients' need and effectively, implement marketing strategies to help them gain competitive advantage and achieve superior performance.

The study found out that adherence to regulations and tax policies have a positive and negative moderating effect on the development of architectural firms in Nigeria. The NIA and Federal Government of Nigeria should institute programs and initiatives aimed at tackling the constraints faced by these architectural firms due to lack of continuity of regulatory framework and proper implementations.

Owner managers of architectural firms should ensure that NIA and ARCON executives give effect to the provisions of (ARCON) Act in project execution; Government at all levels, corporate entities and otherwise knowledgeable individuals in the society should show sufficient recognition of the competence and capacity of the Nigerian registered architect; The tax policies of government should therefore be redesigned in a manner that it will encourage architectural MSFs push for enough funds and other activities that will lead to more profit and subsequent development.

The Federal Government of Nigeria should put in place regulatory policies that will prevent double taxation; The Federal Government of Nigeria should provide tax incentives which will encourage the growth of these architectural firms; The Federal Government should have stable tax regime that encourages sustainability of start-ups in

the architectural industry; The Federal Government should provide proper enlightenment or education about tax related issues.

Government and other non-governmental organizations, NIA and ARCON should regularly organize seminars for potential and actual architectural MSFs operators on how to plan, organize, direct and control their businesses. Also, the department of architecture in the Polytechnics and the Universities should establish incubation centers to train students in entrepreneurship and business planning implementation; and as part of their community engagement visit and train on a regular basis the owners and managers of architectural MSFs on how to implement sustainability, improve their strategic human management skills, strategic financial planning skills and strategic marketing skills (Entrepreneurial Strategic Planning) for their development and contribution to National economic development.

5.5 Areas for Further Research

This study is the first in this field, particularly in Nigeria. As such, there is a need to carry out similar research on entrepreneurial strategic planning in MSEs, other sectors of the construction industries in Nigeria and other developing countries in order to establish whether the link between entrepreneurial strategic planning and development of MSEs can be generalized.

EFERENCES

- Aanu, O. S., Odianonsen, I. F. & Foyeke, O. I. (2014). Effectiveness of Audit Committee and Firm Financial Performance in Nigeria: An Empirical Analysis. *Journal of Accounting and Auditing: Research & Practice*. 20(14). Retrieved from [http://www .ibimapublishing.com/journals /JAARP /2014 /301176/m301176.pdf](http://www.ibimapublishing.com/journals/JAARP/2014/301176/m301176.pdf).
- Abang A. M., May Chiun L., & Maw, K.L. (2009). Human Resource Practices and Organizational Performances: Incentives as Moderator. *Journal of Academic Research in Economics*.1(2), 229 – 244.
- Abdulkarim, M. (2002). Architectural Design Jury on Trial: The Paradigm Studio Project Zaria School. *Journal of the Association of Architectural Educators in Nigeria (ARCHEES)*. 2(2), 12-17
- Abernethy,M.A., Brownell,P. (1999). The Role of Budgets in Organizations facing Strategic Change: An Exploratory Study. *Accounting, Organizations and Society*. 24,189-204.
- Accounting Dictionary,(2013). Accounting CPE. Retrieved from [http://www. accountingtools. com/dictionary-budget](http://www.accountingtools.com/dictionary-budget).
- Acumen Insights. (2009). Researching in Organizations - Philosophical Requirements. Retrieved from: <http://www.acumen-insights.com>.
- Ajit Menon,(2011). Executive Director – Organizational Development, Mudra Group.HR, a key driver of organizational growth.
- Aliaga, M. & Gunderson, B. (2003). *Interactive Statistics*. (2nd ed.). Upper Saddle River, NJ: Prentice Hall.
- Al-Rfou, A. N. (2012). Competition and Organizational Performance: Empirical Evidence from Jordanian Firms. *Journal of Economics*. 3(1), 13-17.
- AlQudah, M. K., Osman, A. & Safizal, M. A. (2014). Critical Success Factors of Organizational Performance: A Study of Small and Medium Enterprises in Jordan. *IOSR Journal of Humanities and Social Science*. 19(6), 53-57.
- Ameyaw, B., Korang, J. A., Twum, E. T. & Asante, I. O. (2015).Tax Policy, SMES Compliance, Perception and Growth Relationship in Ghana: An Empirical Analysis. *British Journal of Economics, Management & Trade*, 11(2), 1-11.

- Arasa, R. & K'Obonyo, P. (2012). The Relationship between Strategic Planning and Firm Performance. *International Journal of Humanities and Social Science*, 2(22), 201–213.
- ARCON (2012). *Register of Architects entitled to practice in the Federal Republic of Nigeria*. Architects Registration Council of Nigeria, 2012 Edition.
- Aremu, M.A. (2013). Enhancing Organizational Performance through Strategic Management: Conceptual and Theoretical Approach. Retrieved from mrwhatis.net/strategic-manag.htm/.
- Asad, M. & Chris, R. (2005). Service Quality Assessment of 4-star hotels in Darwin, Northern Territory, Australia. (Buyers Guide). *Journal of Hospitality and Tourism management*.
- Asgari, A. (2010). Type of Research Methodology. Retrieved from http://www.slideshare.net/Azia1980/type-of-research-methodology?utm_source=slideshow02&utm_medium=ss_email&utm_campaign=share_slideshow.
- Asif, M., Searcy, C., Garvare, R. & Ahmad, N. (2011). Including sustainability in business excellence models. *Total Quality Management & Business Excellence*, 22(7), 773–786. Retrieved from <http://dx.doi.org/10.1080/1478336.2011.585784>.
- AstaSavaneviciene, A. & Stankeviciute, Z. (2012). Human Resource Management and Performance: From Practices towards Sustainable Competitive Advantage. *Globalization – Education and Management Agendas*. Retrieved from <http://www.intechopen.com/books/globalization-education-and-management-agendas/human-resource-management-and-performance-from-practices-towards-sustainable-competitive-advantage>.
- Atawodi, O. W. & Ojeka, S. A. (2012). Relationship between Tax Policy, Growth of SMEs and the Nigerian Economy. *International Journal of Business and Management*. 7(13), 125 – 135.
- Atow-Zahir, A. A. (2012). The Relevance of Strategic Planning on Organizational Growth in the Public Sector: *The case study of Ghana Shippers' Authority*. Executive Masters Dissertation. Nkrumah University of Science and Technology. Retrieved from <http://www.accountingtools.com/dictionary-budget>.

- Attom, B. E. (2013). Cash Management Practices by Micro and Small-Scale Enterprises at Kasoa in the Central Region of Ghana. *Asian Journal of Business and Management Sciences*, 3(02), 01-12.
- Babbie, E. (2001). *The Practice of Social Research* (9th Ed.). Belmont, CA: Wadsworth Thomson.
- Babbie, E. R. (1989). *The practice of social research* (5th Ed.). Wadsworth Pub. Co. Belmont, CA. USA.
- Barney, J. B. (1991), Firm Resources and Sustained Competitive Advantage, *Journal of Management*, 17, 99-120
- Bart, C.K., & Tabone, J. C. (1998). "Mission Statement Rationales and Organizational Alignment in the NotFor-Profit Health Care Sector." *Health Care Management Review*, 54–69.
- Bass, B. M. (1990). *Handbook of Leadership: Theory, Research and Managerial Application* (3rd Ed.). The Free Press.
- Belobo, A. B. & Pelser, F. (2014). Cash Flow Management: Assessing Its Impact on the Operational Performance of Small and Medium Size Enterprises at the Mafikeng Local Municipality in South Africa Prior to the Global Financial Crisis. *Mediterranean Journal of Social Sciences*, 5(27), 226 – 234.
- Benoliel, J.Q. (1985). Advancing qualitative approaches. *Western Journal of Research*. 7(2), 1-8.
- Berthoud, R. (2000). *Family Formation in Multi-Cultural Britain; Three Patters of Diversity*. ISER Working Paper Series 2000-34. Institute for Social and Economic Research.
- Binning, J.F. & Barrett, G.V. (1989). Validity of Personnel Decisions: A Conceptual Analysis of the Inferential and Evidential Bases. *Journal of Applied Psycholog*, 74(3), 478-494.
- Bianca. A. (2013). Three Factors That Influence a Company's Operational Planning. Retrieved from <http://smallbusiness.chron.com/three-factors-influence-companys-operational-planning-20754.html>.
- Bilgili, B. & Ünal, S. (2008). Kano Model Application for Classifying the Requirements of University Students. *MIBES Conference*. 31-46.
- Bird, C. (1940). *Social Psychology*. New York: Appleton-Century.

- Birnbaum, B. (2004). *Strategic Thinking: A Four Piece Puzzle*. Douglas Mountain Publishing, Costa Mesa, USA.
- Boamah, D. A. (2014). Addressing the Impact of Customer Service on the Performance of Telecom Companies in Ghana. *Research thesis*. Retrieved from https://Www.Academia.Edu/8281042/The_Impact_of_Customer_Service_on_The_Performance_of_Telecom_Companies_in_Ghana.
- Bolarinwa, S. (2014). Abandonment of Capital Investments and Survival of Small and Medium Enterprises: Evidence from Nigeria. *2nd Economics & Finance Conference, Vienna*. Retrieved from <http://www.iises.net/proceedings/2nd-economics-finance-conference-vienna/table-of-content?cid=4&iid=> .
- Borg, W. R., Gall, M. D. & Gall, J. P. (2003). *Educational Research: An Introduction*. (6th ed.). Longman Inc. New York.
- Borrego, M., Douglas, E. P. & Amelink, C. T. (2009). Quantitative, Qualitative, and Mixed Research Methods in Engineering Education. *Journal of Engineering Educatio*, 98(1), 53-66.
- Bouazza, A. B., Ardjouman, D. & Abada, O. (2015). Establishing the Factors Affecting the Growth of Small and Medium-sized Enterprises in Algeria. *American International Journal of Social Scienc*, 4(2), 101 – 115.
- Brealey, R.A., & Myers, S.C. (1996) *Principles of Corporate Finance*, (5th Ed.). McGraw-Hill.
- Brink, P. (1991). *Issues of reliability and validity*. In: Morse J (Ed.). *Qualitative Nursing Research: A Contemporary Dialogue* London: Sage, 164-186.
- Brink, P. J., & Wood, M. J. (1998). *Advanced design in nursing research*. (2nd ed.). Thousand Oaks, CA: SAGE Publications, Inc.
- Bryman, A. & Bell, E. (2007). *Business Research Methods*, (2nd ed.). London, Oxford University Press.
- Burke, M.E. (2007), Making Choices: Research Paradigms and Information Management, *Library Review*, 56(6), 476-484.
- Burns, A. C. & Bush, R. F. (2009). *Marketing Research*. (6th ed.). Prentice Hall. PTR, USA.
- Burns, N., & Grove, S.K. (1987). *The practice of research, conduct, critique, and utilization*. Philadelphia: Saunders.

- Burns, N. & Grove, S.K. (1993). *The Practice of Nursing Research* (2nd ed.). J.B. Lippincott. Philadelphia.
- Burns, N. & Grove, S.K. (2001). *The practice of nursing research: conduct, critique and utilization* (4th ed.). W.B.Saunders: Philadelphia, Pennsylvania, USA.
- Burns, J. M. (1978). *Leadership*. Harper and Row.New York: Harper & Row.
- Burrow, J. L., Kleindi & Everard, K. E. (2008). *Business Principles and Management* (12th ed.) South-Western Educational Publishers. Mason, Ohio 45040, USA.
- Business Dictionary, (2013). Definition of pricing policy. Retrieved from <http://www.businessdictionary.com/definition/pricing-policy.html>.
- Business Dictionary, (2016). Regulation. Retrieved from <http://www.businessdictionary.com/definition/regulation.html>.
- Cardoza, G., Fornes, G., Farber, V., Duarte, R. G. & Gutierrez, J. R. (2015). Barriers and public policies affecting the international expansion of Latin American SMEs: Evidence from Brazil, Colombia, and Peru. *Journal of Business Research*. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0148296315005871> on 22/2/2016.
- Census Bureau.(2010). Statistical Quality Standards,U.S. Retrieved from : <http://www.census.gov/quality/standards/glossary.html>.
- Chadamoyo, P. & Dumbu, E. (2012).Competitive strategy and business environment influencing performance of Small and Medium Enterprises in the Manufacturing sector: The case study of manufacturing firms in Mucheke light industry. *European Journal of Business and Management*, 4(10.). 28 – 35.
- Chang, Y. T. (2006). Role of Non – Performing Loans (NPLs) and Capital Adequacy in Banking Structure and Competition.*University of Bath School of Management Working Paper series*.Retrieved from <http://www.bath.ac.uk/management/research/pdf/2006-16.pdf>.
- Chavan, J. & Ahmad. F. (2013), “Factors Affecting On Customer Satisfaction in Retail Banking: An Empirical Study.” *International Journal of Business and Management Invention*, 2(1), 55-62.

- Chepurenko A. (2015) Entrepreneurship Theory: New Challenges and Future Prospects. *Foresight-Russia*, 9(2), 44–57.
- Cherry, K., (2014). Leadership Theories: The 8 Major Leadership Theories. Retrieved from <http://psychology.about.com/od/leadership/p/leadtheories.htm>.
- Chuck Williams, (2007). *Management*, (4th ed.). Thomson Higher Education, 5191 Naztorp Boulevard Mason, OH45040 USA.
- Churchill, G. A. 1979. A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16, 64-73.
- Cooper, D. R. & Emory, C. W. (1995). *Business Research Methods*. (5th ed.). Richard D. Irwin, INC.
- Cohen, L., Manion, L. & Morrison, K. (2000). *Research Methods in Education*. (5th ed.). Taylor & Francis, London.
- Collis, D.J. (1991). A Resourced-Based Analysis of Global Competition: The Case of the Bearings Industries, *Strategic Management Journal*, 12, 49-68.
- Cormack, D.S. (1991). *The research process*. Black Scientific: Oxford.
- Covey, S.R. (1992). *Principle Centered Leadership*. (2nd ed.). Free Press: (ISBN13: 9780671792800)
- Creswell, J. W. (2003). *RESEARCH DESIGN: Qualitative, Quantitative and Mixed Methods Approaches*, (2nd ed.). Sage Publications Ltd. London EC2A 4PU.
- Creswell, J.W., & Plano Clark, V. L. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage Publications.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika* 16(3), 297-334.
- Cronin, J.J. Brady, M.K., & Hult, G.T.M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193–218.
- Cronin, J.J., & Taylor, S.A. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing* 56(3), 56–68.

- Dabo, Z. (2011). The Impact of Economic Reforms on Entrepreneur`s Performance: A Study of Small and Medium Enterprises in Kaduna (Northern Nigeria). *10th International Entrepreneurship Forum, Tamkeen, Bahrain*. Retrieved from https://www.essex.ac.uk/conferences/ief/10th/documents/10IEFpapers/The%20Impact%20of%20Economic%20Reforms_23_Zainab%20Dabo.pdf.
- Dabholkar, P.A., Shepherd, C.D., & Thorpe, D.I. (2000). A comprehensive framework for service quality: An investigation of critical conceptual and measurement issues through a longitudinal study. *Journal of Retailing*, 76(2), 139–173.
- Dane, M. (2010). Overcoming Barriers to Plan Implementation: Barriers to Strategic Plan Implementation. Retrieved from <https://suite101.com/a/overcoming-barriers-to-plan-implementation-a213233>.
- Darbi, W. P. K. (2012). Of Mission and Vision Statements and Their Potential Impact on Employee Behaviour and Attitudes: The Case of A Public But Profit-Oriented Tertiary Institution. *International Journal of Business and Social Science*, 3(14), 95 – 109.
- Dargai,G. (2010). Theoretical Background of Competency – based Recruitment and Selection. Retrieved from [http://ontohr.eu/root/web/ontohrweb.nsf/%28files%29/en-pub-t24/\\$FILE/Theoretical%20Background.pdf](http://ontohr.eu/root/web/ontohrweb.nsf/%28files%29/en-pub-t24/$FILE/Theoretical%20Background.pdf).
- Dash, N. K. (2005). Module: Selection of the Research Paradigm and Methodology. Ret Dattalo, P. (2010). Ethical Dilemmas in Sampling. *Journal of Social Work Values and Ethics*,7(1).
- David, F. R, (2011). *Strategic Management ‘Concepts and Cases’*. (13th Ed.). Pearson Education, Inc., Prentice Hall, One Lake Street,Upper Saddle River, New Jersey 07458. Retrieved from [http://202.28.25.105/elearning/courses/703309/document/StrategicManagement David. pdf? cidReq=703309](http://202.28.25.105/elearning/courses/703309/document/StrategicManagement%20David.pdf?cidReq=703309).
- David, L. (2008). *The value of Training*; IBM Training White Paper.
- Delai, I. & Takahashi, S. (2013). Corporate sustainability in emerging markets: insights from the practices reported by the Brazilian retailers. *Journal of Cleaner Production*, 47, 211 – 221. Retrieved from [http:// dx. doi.org/ 10. 10 16/ j.jclepro](http://dx.doi.org/10.1016/j.jclepro).
- DenHartog, D. N., VanMuijen, J. J., & Koopman, P. L. (1997). Transactional versus Transformational Leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70, 19 – 34

- Denison, D. R. (2000). *Organizational culture: Can it be a key lever for driving organizational change*. In S. Cartwright & C. Cooper (Eds). *The handbook of organizational culture*. London: John Wiley & Sons.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223.
- Denton, A. J. (2012). Duo, Not Duel: Strategies and Designers at the Table: Design Intelligence. Retrieved from <http://www.di.net/articles/duo-not-duel-strategists-designers-at-the-table>.
- Denzin, N.K. (1978). *The logic of naturalistic inquiry*. In *Sociological methods*. McGraw-Hill. New York
- Devany, C. R. (2010). *90 Days to a High Performance: A Complete Problem – Solving Strategy to Help Your Team Thrive in Any Environment*. The McGraw – Hill Companies. USA.
- Drucker, P. (1954). *The practice of management*. New York: Harper.
- Duffy, M.E. (1987). Methodological triangulation a vehicle for merging quantitative and qualitative methods. *Image*, 19(3), 130-133.
- Duffy, M.E. (1985). Designing research the qualitative – quantitative debate. *Journal of Advanced Nursing*, 11(3), 225-232.
- Easterby-Smith, M., Thorpe, R., & Lowe, A., (2002). *Management Research: An Introduction*, (2nd ed.). Sage Publications, London.
- Edvardsson, B., A. Gustafsson, (2000). *New Service Development and Innovation in the New Economy*. Lund, Student literature.
- Egena, O., Ngovenda, W. D., Theresa, E. E., & Bridget, M. N. (2014). Institutional Support for Small and Medium Enterprises in Nigeria: An Empirical Investigation. *International Journal of Economy, Management and Social Science*, 3(9), 481-489.
- Ehtesham, U. M., Muhammad, T. M., & Muhammad, S. A. (2011). Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan. *Journal of Competitiveness*, 4. 78 – 86.
- Ejere, E. I., & Abasilim, U. D. (2013). Impact of Transactional and Transformational Leadership Styles on Organisational Performance: Empirical Evidence from Nigeria. *The Journal of Commerce, Pakistan*, 5(1), 30 – 41.

- Ekinci Y., & Sirakaya E. (2004). 'An Examination of the Antecedents and Consequences of Customer Satisfaction'. In: Crouch G.I., Perdue R.R., Timmermans H.J.P., & Uysal M. *Consumer Psychology of Tourism, Hospitality and Leisure*. Cambridge, MA: CABI Publishing, 189-202
- El-Said, H., Al-Said, M., & Zaki, C. (2013). What Determines the Access to Finance of Smes? Evidence from the Egyptian Case. *The Economic Research Forum (ERF) Working Paper 752*. Retrieved from <http://www.erf.org.eg /CMS / uploads/pdf/752.pdf>.
- El-Mobayed,. M. G. A. (2006). The Relationship between Strategic Planning and Growth in Small Industrial Business in Palestine. Case study: The Gaza Strip. MBA. Dissertation. The Islamic University-Gaza. *Entrepreneurial Turn, Innovative Higher Education*, 35, 161-176.
- Erbil.Y., & Akıncıtürk.N, (2010). An exploratory study of innovation diffusion in architecture firms. *Academic Journals of Scientific Research and Essay*, 5(11), 1392-1401
- European Commission (2012). EU SMEs in 2012: at the crossroads; Annual report on small and medium sized enterprises in the EU 2011/12. Retrieved from
- Evans, J. T. (1971). *Characteristics of Open Education: Results from a Classroom Observation Rating Scale and a Teacher Questionnaire*. Newton, Mass: Education Development Center.
- Everett M. R., (2003). *Diffusion of Innovations* (5th ed.). The Free Press. NewYork, NY 10020.
- Fallon, L. F. & McConnell, C. R. (2007). *Human Resource Management in Health Care: Principles and Practice*. Jones and Bartlett, Sudbury, USA.
- Farahbod, L., & SourehArzi, S. (2014). Impact of Human Resource Management Practices on Employee Job Satisfaction: A Study of Malaysian Hotels. *Interdisciplinary Journal of Contemporary Research in Business*, 6(3), 73 – 90.
- Fiedler,F. E. A. (1967). *A Theory of Leadership Effectiveness*, McGraw – Hill.
- Fogli, L. (2006). *Customer Service Delivery*. San Francisco: Jossey-Bass.
- Franks, O. S. W. (2009). A Theoretical Model for Implementing Quality Management in an Automated Environment. *International Journal of Control and Automation*, 2(2).

- Fysul mirza (2011). AUDIT. Retrieved from http://studypoints.blogspot.com/2011/09/define-auditing-and-what-are-main_9044.html.
- Gann, D. (2000). *Building Innovation: Complex Constructs in a Changing World*, London: Thomas Telford
- Gerhart, B., Wright, P.M., McMahan, G., & Snell, S.A. (2000). Measurement Error in Research on Human Resources and Firm Performance: How Much Error is There and How Does it Influence Effect Size Estimates? *Personnel Psychology*, 53(4), 803–834. Retrieved from <http://dx.doi.org/10.1111/j.1744-6570.2000.tb02418.x>.
- Gidado, A. M., Kusairi, S., & Muhamad, S. (2014). Investing in human resource development: Empirical evidence from banking institutions of Malaysia and Nigeria. *Journal of Economics and Sustainable Development*, 5(12), 123 – 132.
- Giovannoni, E., & Fabietti, G. (2014). What Is Sustainability? A Review of the Concept and Its Applications. Retrieved from <http://int.search.tb.ask.com/search/GGmain.jhtml?searchfor=+definition+of+sustainability+-+pdf+-+2015&n=782a0757&p2=%5EAIC%5Exdm063%5ES15515%5Eng&ptb=E1C816E6-0F5C-43C0-B3CF-382141DEAEC7&qz=&si=CJT4xsZ03MoCFULnGwodZ5EJRQ&ss=sub&st=hp&tpr=sbt&ts=1477633229303>.
- Grant, R.M. (1991). "The Resource-Based Theory of Competitive Advantage; Implications for Strategy Formulation". *California Management Review*, 33(3), 114-135.
- Grbich, C. (1999). *Qualitative research in health: an introduction*. London: Sage.
- Griffie, D. T. (2012). *An Introduction to Second Language Research Methods: Design and Data*. (1st ed.). TESL-EJ Publications. Berkeley, California, USA
- Ghanem, H. (2013). The Role of Micro and Small Enterprises in Egypt's Economic Transition. *Global Economy and Development Working Paper 55*.
- Guda, D. O. (2013). The Relationship between Cash Flow and Profitability of Small and Medium Enterprises in Nairobi County. *A Research Project Presented in Partial Fulfillment of the Requirement for the Award of the Degree of Master of Business Administration, University of Nairobi*. Retrieved from <http://chss.uonbi.ac.ke/sites/default/files/chss/2011.%20Damian%20Okelo%20Guda.pdf>.
- Gunhan, S. (2011). Analyzing business management and technology characteristics of small and medium sized architectural design firms in Turkey. *African Journal of Business Management*, 5, 9007-9013. Retrieved from <http://www.academicjournals.org/AJBM>.

- Habermas, J. (1970). *Knowledge and Human Interests* (J. Shapiro.Trans.). London : Heinemann.
- Hadavi, A., & Krizekfl, R. D. (1998). Difficulties with Implementation of Goal Setting for Construction. *Journal of Management in Engineering*, 10(5), 48 – 54.
- Handy, C. (1992) *The Language of Leadership in Frontiers of Leadership* (eds Syrett and Hogg) Oxford: Blackwell.
- Hatcher, L. (1994). A step-by-step approach to using the SAS(R) system for factor analysis and structural equation modeling. Cary, NC: SAS Institute.
- Hein, E. (1980). *Communication in nursing practice*. Boston: Little Brown.
- Heitor,A., Murillo,C., & Michael,S.W. (2004). The Cash Flow Sensitivity of Cash. *The Journal of Finance*, 59(4), 1777-1804.
- Hindle, K. (1997). An Enhanced Paradigm of Entrepreneurial Business Planning. *Dissertation Submitted for the Degree of Philosophy, Swinburne University of Technology*. Retrieved from <https://researchbank.rmit.edu.au/eserv/rmit:6386/Tan.pdf>.
- Hisrich, R. D. Peters. M. P.,& Shepherd. D. A., (2010).*Entrepreneurship*. (8th ed.). McGraw Hill International Edition. New York.
- House, R. J., & Dessler, G. (1971). “The Path- Goal Theory of Leadership”, in Hunt,J. G. and Larson, L. L. (eds). *Contingency Approaches to Leadership*, Southern Illinois University Press.
- Hughes, J. (1980). *The Philosophy of Social Research*, Longman, London.
- Hughes, J.,& Sharrock, W. (1997). *The Philosophy of Social Research* (3rd ed.). Essex: Addison Wesley Longman.
- Iyamabo, J & Otubanjo, O. (2012). A Three-Component Definition of Strategic Marketing. *International Journal of Marketing Studies*; Vol. 5, No. 1. Pp. 16-33. Retrieved from <http://cites.eerx.ist.psu.edu/viewdoc/download?doi=10.1.1.655.8682&rep=rep1&type=pdf>.
- Jaiyeoba, E. B. (2002) Travail of the Nigerian Young Architect: *Journal of the Association of Architectural Educators in Nigeria (ARCHEES)*. 2(2),30-35

- Jalilian, H., Kirkpatrick, C., & Parker, D. (2006). The impact of regulation on economic growth in developing countries: A Cross-Country Analysis. *World Development*, 35(1), 87-103.
- Burrow, J. L., Kleindi, B., & Everard, K. E. (2008). *Business Principles and Management*. (12th ed.). Thomson Higher Education, 5191, Natorp Boulevard Masons, Ohio 45040 USA.
- James, P. K. (1997). *Descriptive research: Research Design in Occupational Education.(ex. IRB, Thesis Handbook)*. Retrieved from http://www.okstate.edu/ag/agedcm4h/academic/aged_5980a/5980/newpage110.htm
- Chavan, J., & Ahmad, F., (2013), Factors Affecting On Customer Satisfaction in Retail Banking: An Empirical Study. *International Journal of Business and Management Invention*, 2(1), 55-62. Prentice-Hall (Englewood Cliffs, N.J.).
- Jeff Martin, M. D. (2010). Sampling – Anchors: Definition of sampling. Retrieved from <https://www.ctspedia.org/do/view/CTSpedia/SamplingTerm>.
- Jimoh, O. A., & Danlami, A. S. (2011). Strategic Human Resource Management and Organizational Performance in the Nigerian Manufacturing Sector: An Empirical Investigation. *International Journal of Business and Management*, 6(9), 46 -56.
- Job. A. (2012). Operational Plan: Streamline Your Business Systems - Success. Retrieved from <http://www.entrepreneurmag.co.za/advice/business-leadership/setting-up-systems/operational-plan/>.
- Kamunge, M. S., Njeru, A., & Trimba, O. I. (2014). Factors Affecting the Performance of Small and Micro Enterprises in Limuru Town Market of Kiambu County, Kenya. *International Journal of Scientific and Research Publications*, 4(12). Retrieved from <http://www.ijsrp.org/research-paper-1214.php?rp=P363437>.
- Kano, N., & Seraku, N. (1996). “Must-be Quality and Attractive Quality”. *The Best on Quality*, 7.
- Karanja, N. P. (2010). *Challenges Hindering Sustainability of Small and Medium Enterprises (SMFEs) in Kenya after the Exit of the Founders*. Ph.D. Dissertation. JKUAT, Kenya.
- Keat, R. (1981). *The Politics of Social Theory*. Oxford : Basil Blackwell.

- Kiema, H., Ahmed, A., & Ndirangu, J. (2015). The Influence of Internal Audit Independence on the Financial Performance of Small and Medium Enterprises: A Case of the Construction Industry in Mombasa County. *International Journal of Management and Commerce Innovations*, 3(1), 442 – 448.
- Kirkpatrick, C. & Parker, D. (2004). Regulatory Impact Assessment and Regulatory Government in Developing Countries. *Public Administration and Development* 24(4), 333-344.
- Klein, R. M. (2007). Business Planning for Small-Firm Owners in AIA Best Practices, Retrieved from [http:// www. aia. org/ aiaucmp/ groups/ secure/ documents/ pdf/aiap036967.pdf](http://www.aia.org/aiaucmp/groups/secure/documents/pdf/aiap036967.pdf).
- Koebel, C.T, Papadakis, M., Hudson, E., & Cavell, M. (2004). The Diffusion of Innovation in the Residential Building Industry. *Center for Housing Research Virginia Polytechnic Institute and State University Blacksburg, Virginia and NAHB Research Center Upper Marlboro, MD*. Retrieved from [http:// www. toolbase. org/ PDF/ CaseStudies/ Diffusion_Reporta.pdf](http://www.toolbase.org/PDF/CaseStudies/Diffusion_Reporta.pdf).
- Kogan, R., & Bobchek, C. (2011). The Rationale for Strategic Planning in AIA Best Practices, Retrieved from [http://www. aia.org/aiaucmp/groups/secure/ documents/ pdf/aiab087307.pdf](http://www.aia.org/aiaucmp/groups/secure/documents/pdf/aiab087307.pdf).
- Kongmanila, X., & Takahashi, Y. (2009). Inter-Firm Cooperation and Firm Performance: An Empirical Study of the Lao Garment Industry Cluster. *International Journal of Business and Management*, 4(5), 3 – 17.
- Kongolo, M. (2010). Job Creation versus job shedding and the role of SMEs in economic development. *African Journal of Business Management*, 4(11), 2288-2295.
- Kolleny, .J., & Linn,C (2002). *Marketing: Lessons from America's best-managed architectural firms*. McGraw Hill Construction- Keys to Success Series, Retrieved from www.construction.com.
- Kotler, Philip. (1991). *Marketing; Management* (7th ed.). Published by Prentice-Hall, Englewood Cliffs, N.J.
- Kotler. P. J., & Keller. K. L. (2006). *Marketing Management* (12th ed.). Pearson Prentice Hall.

- Kothari, C.R. (2001). *Research methodology: Methods and techniques*. New Delhi: Wishwa Prakashan.
- Krasniqi, B. A. (2007). Barriers to entrepreneurship and SME growth in transition: The case of Kosova. *Journal of Developmental Entrepreneurship*, 12(1), 71–94.
- Kurfi, A. K. (2003). *Principles of Financial Management* (1st ed.). Goron Duste, Kano. Benchmark Publishers Limited.
- Labaree, R. V. (2013). Organizing your Social Sciences Research Paper – LibGuides at University of southern California. Retrieved from http://www.oise.utoronto.ca/ctlsa/UserFiles/File/Guide_to_Proposal_Writing.pdf.
- Laffont, J.J., & Tirole, J. (1993). *A Theory of Incentives in Procurement and Regulation*, Cambridge, Mass: MIT Press.
- Laffont, J.J., & Tirole, J. (2000). *Competition in Telecommunications*, Cambridge, Mass: MIT Press.
- Lakew, D. M., & Rao, D. P. (2013). Effect of Financial Management Practices and Characteristics on Profitability: A Study on Business Enterprises in Jimma Town, Ethiopia. *National Monthly Refereed Journal of Research in Commerce & Management*, 2(5), 64–75. Retrieved from http://www.abhinavjournal.com/images/Commerce_&_Management/May13/9.pdf.
- Lea Strickland, (2008). Customer Satisfaction: Perception of Product and Service Quality F.O.C.U.S. Resources. Retrieved from <http://carolinanewswire.Com/news/News.cgi?database=columns.db&command=viewone&id=454>.
- Leaser, D. (2008). *The value of training and the high cost of doing nothing*. IBM Training White Paper. Retrieved from http://www304.ibm.com/jct03001c/services/learning/za/pdfs/ibm_white_paper-value_of_training.pdf.
- LeCompte, M.D., & Schensul, J. J. (1999). *Analyzing and Interpreting Ethnographic Data*. Walnut Creek, CA: AltaMira Press.
- Lefilleur, J. (2009). “Financing SMEs in the context of strong asymmetry of information”. Proparco Private Sector Development, Issue 1. Retrieved from http://www.eib.org/attachments/dalberg_sme-briefing-paper.pdf.
- Leinhardt, G., & Leinhardt, S. (1980). Exploratory data analysis: new tools for the analysis of empirical data. *D.C. Berliner, Review of Research in Education*, 8, 85- 157.

- Levy, P. S., & Lemeshow, S. (2008). *Sampling of populations: Methods and applications*. New York: Wiley & Sons.
- Locke, E.A., & Latham, G.P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57, 705–717.
- Locke, E.A., & Latham, G.P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice-Hall.
- Levin, D. M. (1988). *The opening of vision: Nihilism and the postmodern situation*. London: Routledge.
- Levy, B., & Spiller, P.T. (1994). ‘The Institutional Foundations of Regulatory Commitment: A Comparative Analysis of Telecommunications Regulation’, *Journal of Law, Economics and Organisation*, 10(2), 201-246.
- Lombardo, M. M., & Eichinger, R. W. (1995). *The Team Architect ® user’s manual*. Minneapolis, MN: Lominger Limited.
- Longenecker, J. G., Moore, C. W., Petty, J. W., Palich, L.E., & McKinney, J. A. (2006). Ethical attitudes in small businesses and large corporations: Theory and empirical findings from a tracking study spanning three decades. *Journal of Small Business Management*, 44(2), 167-183.
- Luppicini, R. (2005). A Systems Definition of Educational Technology in Society. *Educational Technology & Society*, 8(3), 103-109.
- Machirori, T., Fatoki.O. (2013).The Impact of Networking on Access to Debt Finance and Performance of Small and Medium Enterprises in South. Africa. *Journal of Economics*, 4(2), 97-104.
- Mackenzie, N & Knipe, S. (2006), ‘Research dilemmas: Paradigms, methods and methodology’. *Issues in Educational Research*, (16). Retrieved from: <http://www.iier.org.au/iier16/mackenzie.html>.
- Maletic, M., Maletic, D., Dahlgaard, J., & Dahlgaard-Park, S. M. (2014). The Relationship between Sustainability Oriented Innovation Practices and Organizational Performance: Empirical Evidence from Slovenian Organizations. *Organizacija*, 47(1), 3-13.
- Mankin, D., Cohen, S. G., & Bikson, T.K. (1996). *Teams and Technology: Fulfilling the promise of the new organization*. Boston, MA: Harvard Business School Press.
- Maslow, A. (1954). *Motivation and personality*. New York, NY: Harper.

- Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370 – 396. Retrieved from [http:// psychclassics. yorku.ca/Maslow/ motivation .htm](http://psychclassics.yorku.ca/Maslow/motivation.htm).
- Mattila A. & O’Neill J.W. (2003). ’Relationships between Hotel Room Pricing, Occupancy, and Guest Satisfaction: A Longitudinal Case of a Midscale Hotel in the United States’, *Journal of Hospitality & Tourism Research*, 27(3), 328-341, Sage Publications.
- Mayowa, A. (2009). Definitions of Leadership by Scholars. Retrieved from <http://adeoyemayowaleadership.blogspot.com/>.
- McGregor, D. (2006) “*The Human Side of Enterprise*”. Annotated edit, McGraw-Hill, 2006
- Mealiea, L. & Baltazar, R. (2005). A Strategic Guide for Building Effective Teams. *Public Personnel Management*, 34(2), 141-160.
- Medlin, B., & Green, K. W. (2009).Enhancing performance through goal setting, engagement, and optimism.*Industrial Management & Data Systems*.109(7), 943-956.
- Mirza, F. (2011). AUDIT. Retrieved from [http://studypoints. blogspot.com/ 2011 /09 / define-auditing-and-what-are-main_9044.html](http://studypoints.blogspot.com/2011/09/define-auditing-and-what-are-main_9044.html).
- Mogaji, A. A. (2012). Goal-Setting and Task Performance among Nigerian Managers in a Cross-Cultural Context. *Selected papers from the Twenty-First Congress of the International Association for Cross-Cultural Psychology*, 139 – 143. Retrieved from [http://www.iaccp.org/sites/default/files /stellenbosch _pdf / stellenbosch _for_tablet_pdf.pdf](http://www.iaccp.org/sites/default/files/stellenbosch_pdf/stellenbosch_for_tablet_pdf.pdf).
- Momanyi, M. E., & Munene, C. (2013).Factors Affecting Financial Performance of Youth Owned Enterprises Kenya: A case of Youth Owned Enterprises in Kisii Town.*Interdisciplinary Journal of Contemporary Research in Business*, 5(6), 542 – 559.
- Morse,J.M. (1991). Approaches to qualitative-quantitative methodological triangulation. *Nursing Research*, 40, 120-23.
- Mugenda, A.G. (2008). Social Science Research. Nairobi: Acts Press.
- Mugenda, A., & Mugenda, O. (.2003). *Research methods; quantitative and qualitative approaches*. Africa Center for Technology (ACTS), Nairobi KenyaMugo, F.

- W. (2002). Sampling in Research. Retrieved from <http://trochim.human.cornell.edu/tutorial/mugo/tutorial.htm>.
- Mugo, F. W. (2002). Sampling In Research. Retrieved from http://indiana.edu/~educy520/sec5982/week_2/mugo02sampling.pdf.
- Mulder.P., & Van Den Bergh.C.J.M. (1999).
- Mullins, L. J. (2010). *Management and Organizational Behaviour* (9th ed.). Pearson Education Limited, Edinburgh Harlow Essex CM20 2JE England.
- Muogbo, U.S. (2013). The Impact of Employee Motivation on Organisational Performance: A Study Of Some Selected Firms In Anambra State Nigeria. *The International Journal of Engineering and Science*. 2(7), 70-80.
- Mwangi, M. J., & Nganga, I. (2012). Taxation and Sme's Sector Growth. *Asian Journal of Business and Management Sciences*. 2(3), 01-07. Retrieved from <http://www.imbrjournal.com/papers/1405508793.pdf>.
- Myers, M. D. (2009). *Qualitative Research in Business & Management* (1st ed.). SAGE Publications Ltd. London EC1Y 1SP.
- Nachmias.C.H., Nachmias. D., Pierce.T. W., & Aspelmeier. J. (2009). *Research Methods in the Social Sciences, Data Bank CD and SPSS User Friendly Approach*. Worth Publishers.
- Nachmias, C. F., & Nachmias, D. (1996). *Research methods in the social sciences*. (5thed.). Hodder Education: London NW1 3BH.
- Nachmias, C. F., & Nachmias, D. (2008). *Research methods in the social sciences*. (7th ed.). New York: Worth.
- Nadiri, H., & Hussain, K. (2005), "Diagnosing the Zone of Tolerance for Hotel Services". *Managing Service Quality*,15(3), 261-273.
- Najib, M., & Kiminami, A. (2011)."Innovation, cooperation and business performance: Some evidence from Indonesian small food processing cluster", *Journal of Agribusiness in Developing and Emerging Economies*, 1(1), 75 – 96
- Nalzar. L. M. (2012). Theoretical & Conceptual Framework. Retrieved from http://www.slideshare.net/ludymae/chapter-6theoretical-conceptual-framework?utm_source=slideshow02&utm_medium=ssemail&utm_campaign=share_slideshow.

- National Bureau of Statistics (2013). Gross Domestic Product for Nigeria; 2012 and Estimates for Q1-Q2,2013. Retrieved from www.nigerianstat.gov.ng.
- Nelles, J., & Vorley, T. (2009). Constructing an Entrepreneurial Architecture: *An Emergent Framework for Studying the Contemporary University Beyond the Entrepreneurial Turn*, *Innovative Higher Education*, 35, 161-176
- Newbery, D. (1999). *Privatization, Restructuring and Regulation of Network Industries*, Cambridge, Mass: MIT Press.
- Nnenna, O. M. (2012). The Role of Internal Audit in Financial Institutions: (A Study of Nigerian Agricultural and Corporative Bank, First Bank of Nigeria and United Bank for Africa Plc). *British Journal of Science*, 5(1), 72 – 82.
- North, D.C. (1990). *Institutions, Institutional Change and Economic Performance*, Cambridge: Cambridge University Press
- Nwanyanwu, L. A. (2015). Cash flow and Organizational Performance in Nigeria: Hospitality and Print Media Industries Perspectives. *European Journal of Business, Economics and Accountancy*, 3(3), 66 – 72.
- Oberle, W. H., Stowers, K. R., & Darby, J. P. (2014). A Definition of Development. *Journal of the Community Development Society*, 5(1), Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/00103829.1974.10877525>.
- Ocheni, S. I. (2015). Impact Analysis of Tax Policy and the Performance of Small and Medium Scale Enterprises in Nigerian Economy. *Strategic Management Quarterly*, 3(1), 71-94.
- Odediran, E. L. (2012). Business Structure of Indigenous Firms in the Nigerian Construction Industry. *International Journal of Business Research & Management (IJBRM)*, 3(5), 255-264.
- O'Donnell, J. B. (2010). Innovations in Audit Technology: A Model of Continuous Audit Adoption. *Journal of Applied Business and Economics*. 11–20. Retrieved from <http://www.nabusinesspress.com/odonnellweb.pdf>.
- Oladipo, J. A., & Abdulkadir, D. S.(2011).Strategic Human Resource Management and Organizational Performance in the Nigerian Manufacturing Sector: An Empirical Investigation. *International Journal of Business and Management*, 6(9), 46 – 56.

- Olds, B.M., Moskal, B. M., & Miller, R. L. (2005). Assessment in engineering education: Evolution, approaches and future collaborations. *Journal of Engineering Education*, 94(1), 13-25.
- Oliver, R.L. (1997). *Satisfaction: A behavioral perspective on the consumer*. New York: McGraw-Hill.
- Oluwatayo, A. A. (2009). A Critical study of the practice of characteristics of Architectural Firms in Nigeria: Doctoral Dissertation. Retrieved from: <http://www.google.com.ng>.
- Oluwatayo, A. A., & Amole, D. (2011). Architectural firms: workforce, business strategy and performance. *Australasian Journal of Construction Economics and Building*, 11(4), 21-44.
- Oni, O., & Fatoki, O. (2013). Customer Satisfaction and Loyalty to Small Township Retail Stores in Mankweng, Limpopo Province, South. Africa. *Journal of Economics*, 4(2), 83-88. Retrieved from <http://www.krepublishers.com/02-Journals/JE/JE-04-0-000-13-Web/JE-04-2-000-13-Abst-PDF/JE-04-2-083-13-151-Oni-O/JE-04-2-083-13-151-Oni-O-Tt.pdf>.
- Osioma, B. J. (2012). Nigeria's Transformation Agenda: The Management and Leadership Challenges. Paper presented at the Occasion of 2012 NIM South-East Zonal Management Summit held at Awka, Nigeria.
- Osoimehin, K.O.; Jegede, C.; Akinlabi, B. H.; & Olajide, O.T. (2012). An Evaluation of the Challenges and Prospects of Micro and Small Scale Enterprises Development in Nigeria. *American International Journal of Contemporary Research*, 2(4).
- Overton, R. H. (2008). Theories of the Financial Planning Profession. *Journal of Personal Finance*, 7(1), 13 – 41.
- Ozar, S., Ozertan, G., & Irfanoglu, Z. B. (2008): Micro and small enterprise growth in Turkey: Under the shadow of financial crisis. *The Developing Economies*, 66 (4).
- Pamulu, M. S. (2010). Strategic Management Practices in the Construction Industry: A Study of the Indonesian Enterprises. Retrieved from [http:// search. tb. Ask .com / search/GGmain.jhtml?searchfor=\).+Strategic+Management+Practices+in+the+Construction+Industry](http://search.tb.ask.com/search/GGmain.jhtml?searchfor=).+Strategic+Management+Practices+in+the+Construction+Industry).
- Pandey, I. M. (2010). *Financial Management*. (10th ed.). Vikas Publishing House PVT Ltd. New Delhi.
- Patton, M.Q. (1987). *How to use Qualitative Methods in Evaluation*. London: Sage.

- Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implications for future research. *Journal of Marketing*, 58(1), 111–124.
- Parasuraman, A., Valarie, A. Zeithamal., & Leonard L. Berry (1988), “SERVQUAL: A Multiple-Item Scale for Measuring consumer Perceptions of Service Quality,” *Journal of Retailing*, 64(1), 12-40.
- Perreault, W. D., & McCarthy. E. J. *Basic Marketing. (2005). A Global – Managerial Approach.* (15th ed.), Published by McGraw – Hill/Irwin, New York, NY, 10020.
- Petrick J.F. (2004). ‘The Roles of Quality, Value, and Satisfaction in Predicting Cruise Passengers’ Behavioral Intentions’, *Journal of Travel Research*, 42(4). 397-407, Sage Publications.
- Philip Kotler., & Gary Armstrong (2007). *Principles of Marketing.* (12th ed). Published by Prentice- Hall PTR. Englewood Cliffs, N.J.
- Pirtea, M., Nicolescu.C., & Botoc.C. (2009). The Role of Strategic Planning in Modern Organizations: *Annales Universitatis Apulensis Series Oeconomica. 11(2), 953-957.*
- Piven, P., & Perkins, B. (2006). New Firms Grow with a Marketing Plan in AIA Best Practices, Retrieved from [http:// www .aia. org / aiaucmp /group /secure/ documents /pdf/ aiap016461.pdf](http://www.aia.org/aiaucmp/group/secure/documents/pdf/aiap016461.pdf).
- Polit, D. F., & Beck, C. T. (2004). *Nursing research: Appraising evidence for nursing practice*, (7th ed.). Philadelphia: Wolters Klower/Lippincott Williams & Wilkins.
- Polit, D. F., & Hungler, B. P. (1999). *Nursing Research: Principles and Methods* (6th ed.). Philadelphia: JB Lippincott.
- Prahalad,C. K., & Hamel,G. (1990). The Core Competence of the Corporation. *Harvard Business Review*. Retrieved from: [http:// www1.ximb.ac.in/users/fac /Amar/ AmarNayak.nsf/dd5cab6801f172358525647 005327c8/456e5a8383 adcf 076525 76a0004d9ba5/\\$FILE/CoreCompetence.pdf](http://www1.ximb.ac.in/users/fac/Amar/AmarNayak.nsf/dd5cab6801f172358525647005327c8/456e5a8383adcf07652576a0004d9ba5/$FILE/CoreCompetence.pdf).
- Prasanna, T. S., Swarnalatha, C. (2012). Increasing Organizational Commitment of Employees: By Correlation of Goal Setting, Employee Engagement and Optimism in the Organization. *International Journal of Advances in Management and Economics*, 1(6), 40 – 44.

- Pressman, A. (2007). *Succeeding at Succession*
- Princess, U., Samuel, A., & Ayodotun, I. (2015). Competitive Strategy and Performance of Selected SMEs in Nigeria. *International Conference on African Development Issues (CIJ-ICA DI) 2015: Social and Economic Models for Development Track*.
- Ramsaran-Fowdar, R.R. (2007). Developing a Service Quality Questionnaire for the Hotel Industry in Mauritius. *Journal of Vacation Marketing*, 13(1).
- Retzer, K. F. (2003). Introduction to Survey Sampling. *Survey Research Laboratory*. Pp. 1-16. Retrieved from <http://www.srl.uic.edu/seminars/spr03/uiuc/samplings03.pdf>.
- Robson, W. (1997). *Strategic Management and Information Systems: An Integrated Approach*. (2nd ed.). Pearson Education, London.
- Robson, C. (2002). *Real World Research; A Resource for Social Scientists and 4Practitioner-Researchers*, (2nd ed.). Malden, MA: Blackwell Publishing.
- Roche, (2016). Strategic Financial Planning for Business. Retrieved from [http://www.Roche financialgroup.ca/site/financial-planning-business](http://www.Rochefinancialgroup.ca/site/financial-planning-business).
- Overton, R. H.(2008). "Theories of the financial planning profession." *Journal of personal finance*, 7(1), 13-41.
- Rothaermel, F. T. (2012). *Strategic Management: Concepts and Cases*. McGraw-Hill/Irwin,
- Qi, Y. (2010). The Impact of the Budgeting Process on Performance in Small and Medium-Sized Firms in China. *Dissertation to obtain the degree of doctor at the University of Twente, the Netherlands*. Retrieved from http://doc.utwente.nl/69978/1/thesis_Y_Qi.pdf.
- Samitowska, W. (2011). Barriers to the Development of Entrepreneurship Demonstrated by Micro, Small and Medium Enterprises in Poland, *Journal of Economics and Sociology*, 4(2).
- Sang, H., Guyo, W. & Odhiambo, R. (2014). The Moderating Role of Employee Engagement on the Relationship between Labour Productivity with Training and Career Development. *International Journal of Business and Behavioral Sciences*. 4(7), 12-22.
- Santos, J. R. A. (1999). Cronbach's Alpha: A Tool for Assessing the Reliability of Scales. *The Journal of Extension*, 37(2). Retrieved from

<http://www.joe.org/joe/1999april/tt3.php/index.php>. On 31/10/2014.

- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for Business Students*. (4th ed.). Harlow, New York: McGraw-Hill. 51.
- Scheaffer, R. L., Mendenhall, W., & Ott, L. (2006). *Elementary survey sampling*. Belmont, CA: Duxbury Press.
- Seuring, S., & Gold, S. (2013). Sustainability management beyond corporate boundaries: from stakeholders to performance. *Journal of Cleaner Production*, .56, 1-6. Retrieved from <http://dx.doi.org/10.1016/j.jclepro>. on 10/31/2016.
- Shields, P. M., & Tajalli, H. (2006) Intermediate Theory: The Missing Link in Successful Student Scholarship. *Journal of Public Affairs Education*. 12(3), 313–334.
- Schwensen K., (2004). J/Firm Planning and Positioning. Iowa State University, Department of Architecture. Retrieved from <http://www.lib.iastate.edu/commons/arch482/04spr/pdf/JFirmPlaandPosition>.
- Singer, D. J. D., & Willett, J. B. (2003). *Applied longitudinal data analysis: Modeling change and event occurrence*. New York: Oxford University Press.
- Skrt. B., & Antoncic. B. (2004). Strategic Planning and Small Firm Growth: An Empirical Examination. *Managing Global Transitions*, 2(2), 107-122.
- Slaughter, E. S., (1998). Models of Construction Innovation. *Journal of Construction of Engineering and Management*, 124(3), 226-32.
- Small business encyclopedia. (2013). Goal Setting. According to small business encyclopedia. Retrieved from <http://www.entrepreneur.com/encyclopedia/goal-setting>.
- Smith, S. (2014). What Is the Meaning of Sample Size? Retrieved from http://www.ehow.com/facts_5988804_meaning-sample-size_.html.
- Solomon, D. L. (2000). Toward a post-modern agenda in Instructional Technology. *Educational Technology Research and Development*, 48 (4), 5-20.

- Spector, P. E. (2004). *Industrial and Organisational Psychology: Research and Practice* (5th ed.). Hoboken, N.J John Wiley and Sons, Inc.
- Stevens, G. (2005) Architecture in Decline: Retrieved from <http://www.archsoc.com/>
- Stewart, R. (1963). *The Reality of Management*. London: Pan/Heinemann Books.
- Stiglitz, J. (1998). Private Uses of Public Interests: Incentives and Institutions', *Journal of Economic Perspectives*, 12(2), 3-22.
- St-Jean, E., Julien, P., & Jos'ee, A. (2008). Factors associated with growth changes in gazelles. *Journal of Enterprising Culture*, 16, 161–188.
- Suresh, K. P., & Chandrashekara, S. (2012). Sample Size Estimation and Power Analysis for Clinical Research Studies. *Journal of Human Reproductive Sciences*, 5(1), Pp. 7-13.
- Tabachnick, B. G., & Fidell, L. S. (2012). *Using Multivariate Statistics*. (6th ed.). Prentice Hall.
- Teas, K.R. (1994), Expectations as a Comparison Standard in Measuring Service Quality: An Assessment of a Reassessment. *Journal of Marketing*, 58, 132-139.
- Teddlie, Ch., & Tashakkori, A. (2009). *Foundations of Mixed Methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences*. Thousand Oaks, CA: Sage.
- Thorne, M., & Giesen, M. (2002). *Statistics for the behavioral sciences*. New York: McGraw-Hill.
- Tomain, J. P., & Shapiro, S. A. (1997), Analyzing Government Regulation. *Faculty Articles and Other Publications*. Paper 132. <http://scholarship.law.uc.edu/facpubs/132>
- Trist, E. L., Higgin, G. W., Murray, H., Pollock, A. B. (1963). *Organizational Choice*. Tavistock Publications.
- Uchenwamgbe, B. P. (2013). Effects of Leadership Style on Organizational Performance in Small and Medium Scale Enterprises (SMEs) in Nigeria. *European Journal of Business and Management*. 5(23), 53 – 73.

- Uwonda, G., Okello, N., & Okello, N. G. (2013). Cash flow management utilization by Small Medium Enterprises (SMEs) in Northern Uganda. *Merit Research Journal of Accounting, Auditing, Economics and Finance*, 1(5), 067-080. Retrieved from <http://www.meritresearchjournals.org/aaef/index.htm>.
- Vlachos, I. P. (2009). The Effects of Human Resource Practices on Firm Growth. *International Journal of Business Science and Applied Management*, 4(2), 17 – 34.
- Wang, C., Walker, E. A., & Redmond, J. L. (2007). Explaining the lack of strategic planning in SMEs: The importance of owner motivation. *International Journal of Organisational Behaviour*, 12(1), 1-16.
- Wanjau, K. L., (2010). The role of quality in growth of small and medium enterprises in Kenya. *phd thesis* submitted to Jkuat Kenya.
- Ward, S. (2013). Goal Setting: The First Step to Achievement. Retrieved from <http://sbinfoCanada.about.com/cs/management/qt/goalsetting.htm>.
- Weber, M. (1964). *The Theory of Social and Economic Organization*. Collier Macmillan.
- Werner, J.M., & Desimone, R.L., (2006). *Human Resource Development*. 4th Edition, Thomson South – Western, USA.
- Wernerfelt, B. (1984) A Resource-Based View of the Firm. *Strategic Management Journal*, 5(2). 171-180.
- Warue ,B. N., & Wanjira, T. V.(2013). Assessing Budgeting Process in Small and Medium Enterprises in Nairobi's Central Business District: A Case of Hospitality Industry. *International Journal of Information Technology and Business Management*, 17(1).
- Wiboonrat, M. (2012). Introduction to Quantitative Analysis. Retrieved from <http://www.mbakku.com/STD/CourseSyllabus2-54/SALABUS>. on 31/10/2014
- Williams, C. (2007). *Management*. (4th ed.). Thomson South – Western, China.
- William D. Perrault, Jr., & E. Jerome McCarthy; *Basic Marketing*. (2005). *A Global - Managerial Approach*. (15th ed.). Published by McGraw – Hill/Irwin, New York, NY, 10020.
- Williams, H. T., Ogege, S., & Ideji, J. O. (2014). An Empirical Analysis of Effective Customers Service on Nigeria Banks Profitability.(A Queuing and Regression Approach). *Asian Economic and Financial Review*, 4(7). 864 – 876.

- Wiki. Answers. (2010). Define sampling design?. Retrieved from http://wiki.answers.com/Q/Define_sampling_design?classic=true.
- Wikipedia, (2013). Meaning of Modern Technology. Retrieved from <http://www.Sk.com/question/meaning-of-modern-technology>.
- Wyk, B. V. (2013) Research and Design Methods –. Post-Graduate Enrolment and throughput. Retrieved from http://www.uwc.ac.za/usrfiles/users/270084/Research_and_Design_I.pdf on 5/29/2014.
- Yin, R. K. (1994). *Case Study Research: Design and Methods* (3rd ed.). Sage Publications, Inc. Thousand Oaks, California.
- Yoshida. M., & James. J. D. (2010), Customer Satisfaction with Game and Service Experiences: Antecedents and Consequences. *Journal of Sport Management*, 24, 338-361.
- Young, N. (2009). *Understanding the Research Process and Methods. An Introduction to Research Methods*. Las Vegas: Acts Press.
- Zindiye, S., Chiliya, N., & Masocha, R. (2012).The impact of Government and other Institutions' support on the Performance of Small and Medium Enterprises in the Manufacturing Sector in Harare, Zimbabwe. *International Journal of Bussiness Management and Economic Resources*, 3(6). 655-667.

APPENDICES

**APPENDIX I
LETTER OF INTRODUCTION**

JOMO KENYATTA UNIVERSITY OF AGRICULTURE & TECHNOLOGY

ABUJA MOHAMMED SANI

TO WHOM IT MAY CONCERN

Dear Sir/Madam

REF: PhD Research

I am a PhD in Entrepreneurship student in the above University. As part of the course requirements, I am required to carry out data collection for my PhD Research Thesis on **The role of Entrepreneurial Strategic Planning on the Development of Architecture Firms in Nigeria.**

I kindly request you to allow us carry out the above data collection for the purpose of my course.

I assure you that I will treat all information private and confidential and there was no reference as to a particular firm. I assure you that the data collected is for the purpose of the PhD research study.

Sir/Madam, I kindly request you to facilitate the same.

Thanking you in advance.

Yours faithfully,

.....

M.S Abuja
Student

.....

Dr. P.K. Ngugi
University Supervisor

.....

Prof. R. Odhiambo
University Supervisor

APPENDIX II
JKUAT

Questionnaire

General Instructions:

You are please, required to give candid answers to the questions bellow. The questionnaire is designed to collect information for a PhD. Research on the role of strategic entrepreneurial planning on development of architectural firms in Nigeria. Copies of the questionnaires are required to be filled by the followings in your firm; the principal/principals, senior partner/s, Architectural staff and Administrative/Finance staff.

The goal of the research is to determine if strategic entrepreneurial planning is done, the nature and scope of planning done in you firm and the consequent impact on development of your firm. Please be assured that data collected will be treated confidentially in accordance with standard ethical guidelines and was presented only in summary form without disclosing the name of the expending firm.

Part 1: General Information

Name and Address of Firm _____

1. When was the firm established? 19 _____ / 20 _____

2. Is your firm registered with ARCON? Yes 1 No 2

3. If yes to (2) above, when? 19 _____ / 20 _____

4. Please, describe the form of ownership of this firm.

Sole Principal (1) Partnership (2) Unlimited liability company (3) Limited liability company (4) Public company (5)

5. In which city or town is the head office of your firm located? _____

6. Please, kindly indicate the number of each of the following professionals in your firm?

Professionals		No of Staff
a.	Architects	
b.	All engineers	
c.	Quantity surveyors	
d.	Administrative staff	
e.	Accountants	
f.	Others	

SUSTAINABILITY

1. (a) Does firm have a written vision / mission statement?

Yes 1 No 2

- (b) Does the vision and mission statement enhance the development of the Firm?

1 Yes 2 No

- (c) If yes, how do these enhance the firm development? _____

- (d) Are the Firm goals the same with your own personal goals?

Yes 1 No 2

- (e) Do these set of goals play a role on the development of your firm?

Yes 1 No 2

(f) If yes, rate in percentage the level of firm development due to goal achievements for the years

Years	% level of development
2009	
2010	
2011	
2012	
2013	

(g) If No, what are the reasons that these goals don't have an impact on the firm development? _____

2. (a) Does the firm systematically measure actual product/service performance vs. goals? Yes 1 No 2

(b) If yes, what are the measures for the year?

Years	Goal target	Actual Performance
2009		
2010		
2011		
2012		
2013		

(c) Does your firm apply ARCON approved scale of fees for services rendered?

Yes 1 No 2

(d) If Yes, how does the scale of fees contribute to the development of the firm?

(e) If No, what are the effects on your firm development for not applying the scale of fees? _____

(f) On average, how many project were executed in the following years using the scale of fees?

Years	Average Number of Projects
2009	
2010	
2011	
2012	
2013	

3. (a) Where is your firm located?

Urban 1 Rural 2

(b) Does firm location contribute to the development of your firm?

Yes 1 No 2

(c) If Yes, how does it contribute to your firm development? _____

(d) If No, why has the location failed to contribute to the firm development?

(e) Please, kindly indicate the Number of the total services rendered by the firm within the location for the past 5years.

Years	Total Number of Services
2009	
2010	
2011	
2012	
2013	

(f) Does the firm have adequate infrastructural facilities for operations?

Yes 1 No 2

(g) If Yes, how does it improve the development of your firm? _____

(h) And if No, what are the effects of inadequacy or lack of facilities on firm development? _____

(i) Please, for the following 5years kindly indicate using percentage the level of profitability of the firm due to infrastructural facilities impact.

Years	Level of Profitability (%)
2009	
2010	
2011	
2012	
2013	

Strategic Management Skills

1. (a) What is the leadership style in use in your firm?

- i. Transactional Leadership
- ii. Transformational Leadership
- iii. Autocratic Leadership
- iv. Laissez-Faire Leadership

(b) Does the leadership style influence the development of your firm?

Yes 1 No 2

(c) If Yes, how does the leadership style contribute to the firm development?

(d) Please, kindly indicate below the number of employees that recorded improved performance as a result of motivation due to the leadership style in the last 5years.

Years	Total Number of Employees
2009	
2010	
2011	
2012	
2013	

(e) Do you have a succession plan in your firm?

Yes 1 No 2

(f) If Yes, how does the use of succession plan enhance the development of the firm?

(g) If No, to what extend does lack of succession plan affect your firm development?

(h) Please, kindly indicate below the number of employees that have benefited in Leadership Management training programs for the following years.

Years	Number of Employees
2009	
2010	
2011	
2012	
2013	

2. (a) Does your firm have a deliberate policy aimed at employee development?

Yes 1 No 2

(b) If Yes, how has it enhance the development of your firm? _____

(c) If No, how has it affected the development of your firm? _____

(d) Please, kindly indicate below the number of employees that has benefited in Management training programs for the following years.

Years	Number of Employees
2009	
2010	
2011	
2012	
2013	

(e) Does the firm motivate employees for higher/increase service performance?

Yes 1 No 2

(f) If Yes, how has this influenced the development of the firm? _____

(g) If No, what are the effects on the development of your firm? _____

(h) What total value in percentage of your annual profit does the firm use for rewarding employees for the following 5years?

Years	Total Value in (%)
2009	
2010	
2011	
2012	
2013	

Strategic Financial Planning Skills

1. (a) Does your firm have a policy of preparing budgets?

Yes 1 No 2

(b) If Yes, how has this policy enhanced the development of your firm? _____

(c) If No, what are the reasons for not having the policy and what are the effects on the development of your firm? _____

(d) Which of the following types of budgets does your firm operate?

Types of Budget	Thick as appropriate
(a) Capital Budgets	
(b) Operating Budgets	
(c) Cash Budgets	
(d) Sales Budgets	
(e) Personnel Budgets	

(e) Please, kindly specify the total amount of yearly estimates of revenue / expenditure and actual amounts realized / spent for the years stated below?

Years	Estimated Amounts		Actual Amount Recorded	
	Revenue	Expenditure	Revenue	Expenditure
2009				
2010				
2011				
2012				
2013				

2. (a) Does your firm have deliberate policy of annual low projection?
 Yes No

(b) If Yes, how has this policy enhanced the development of the firm? _____

(c) If No, what do you think is responsible for non-existence of Cash flow Projections? _____

(d) What was your firm's annual Profit due to Cash flow management for the years listed below?

Years	Annual Profits
2009	
2010	
2011	
2012	
2013	

3. (a) Do you have internal Audit/Control Unit in your firm?

Yes 1 No 2

(b) If Yes, how have internal Auditing of books of Accounts and other financial records enhanced the development of your firm? _____

(c) If No, how has this affected the development of your firm? _____

(d) How many times does your firm engage the following professionals for the purpose of Auditing in a year for the following 5years?

Years	Professionals	Number of Times Engaged in Auditing
2009	i. External Auditors ii. Consultants iii. Financial Analyst	
2010	i. External Auditors ii. Consultants iii. Financial Analyst	
2011	i. External Auditors ii. Consultants iii. Financial Analyst	
2012	i. External Auditors ii. Consultants iii. Financial Analyst	
2013	i. External Auditors ii. Consultants iii. Financial Analyst	

Strategic Marketing Skills

1. (a) Does your firm have a customer service and care unit or section?

Yes No

(b) If Yes, how does the customer relationship management impact on the development of your firm? _____

(c) If No, in what ways does the absence of customer service unit affects the development of your firm? _____

(d) How many new customers did the firm recorded in the years listed below?

Years	Number of new Customers
2009	
2010	
2011	
2012	
2013	

2. (a) Does your firm operate in collaboration with other firms as a consortium?

Yes No

(b) If Yes, how does it impact on the development of your firm? _____

(c) If No, how does lack of collaboration affect the development of your firm?

(d) How many projects did the firm benefited from collaborating as a consortium for the past 5years?

Years	Number of Projects
2009	
2010	
2011	
2012	
2013	

3. (a) Does your firm compete with other firms for project sourcing?

Yes 1 No 2

(b) If Yes, how does this impact on the development of your firm? _____

(c) If No, what effect does lack of competition have on your firm development?

(d) Does your firm have policy measures aimed at achieving competitive advantage over other Architectural firms? Yes 1 No 2

(e) If yes, what are these measures and how do they influenced the development of your firm? _____

(f) If No, how have these affected the development of the firm? _____

(g) Please, kindly indicate the number of projects executed resulting from competitive advantage during the 5years shown below.

Years	Number of Projects Executed
2009	
2010	
2011	
2012	
2013	

(h) What is the total annual amount of money expended and profit realized on project executed resulting from competitive advantage in the years shown here under:

Years	Amount of Expenditure	Profit Realized
2009		
2010		
2011		
2012		
2013		

Government Regulations

1. (a) Does NIA and ARCON regulatory framework influence the development of your firm? Yes 1 No 2

(b) If Yes, how has this influenced the performance of your firm? _____

(c) If No, to what extent does this affect your firm performance? _____

(d) Please, kindly state the number of projects executed by the firm over the last (5) five years due to NIA and ARCON regulatory framework influence.

Years	Number of Projects
2009	
2010	
2011	
2012	
2013	

2. (a) Does your firm have tax payment schedules?
 Yes 1 No 2

(b) If yes, how has tax payment and government tax policies assist in the development of the firm? _____

(c) If No, what effect does this have on the development of your firm? _____

(d) Please, kindly specify the amount of tax paid for the years stated below?

Years	Tax Paid
2009	
2010	
2011	
2012	
2013	

(e) Please, kindly state the number of projects awarded to the firm as a result of evidence of tax payment for the years stated below?

Years	Number of Projects
2009	
2010	
2011	
2012	
2013	

Section B:

Interview Schedule

For Sole Principal, Principal Partner, Partners and Senior Staff

Part: A. General Information

Would you please provide me with the following Information?

(a) Department: _____

(b) Division: _____

(c) Rank/Post Title: _____

(d) Management cadre/ non-management cadre: _____

Part B: Entrepreneurial Strategic Planning and implementation

1. Has your Firm developed any of the following?

a. Vision Yes No

b. Mission Yes No

c. Objectives/Goals Yes No

d. Strategic Planning Yes No

2(a). If your answers to 1 (a - d) are No, please answer question 3 (a – c) only.

2 (b). If your answers to 1 (a - c) are Yes, please answer question 4 (a – b) only.

2(c). If your answers to 1 (a - d) are Yes, please answer question 5 -

3(a). Did your firm experience growth in terms of staff, client base and sales/revenue since its year of establishment? Yes No

3(b). If Yes, Please briefly state the reason of Firm Growth _____

3(c). If No, do you think having an executing a strategic plan would have made a difference
Yes No

If No, Please brief State the reason why _____

4(a). Do you think items 1 (a – c) influence your firm growth
Yes No

4(b). Please, briefly state your objectives / growth _____

5. Please briefly state the following;

a. Vision statement of your Firm _____

a. Mission Statement of your Firm _____

b. Objectives of your Firm _____

d. Goal of your Firm _____

6. Are your firm goals - both short-term and long term? _____

7. Are your own goals in line with the firm goals? _____

8(a). What does strategic planning mean in this firm? _____

8(b). To what extent does strategic planning influence the growth of your firm?

a. To a small extent []

b. To some extent []

c. To a large extent []

d. To a very large extent []

8(c). Is the strategic plan short – term or long-term? What is the time horizon of the plan? _____

i. When was the plan completed? _____

ii. What was the process for developing the plan? _____

iii. Is the strategic planning process centralized or decentralized? _____

iv. Did you and the board approve it? _____

v. How were employees involved in the process? _____

vi. Did you or were Consultants employed to formulate the plan? _____

vii. When will the strategic plan next be revised? _____

viii. Do you expect any changes in the process for the next revision and _____
Strategy Content? _____

8(d) As part of the above strategic plan campaign, did your firm carried out a SWOT analysis? If Yes _____

i. What are your Strengths _____

ii. What are your Weaknesses? _____

What are your Opportunities? _____

iii. What are your Threats? _____

9. Where do you see your firm five years from now? _____

10. Do you think the majority if not all of the employees in this firm are aware of the importance of strategic planning? _____

11. Are you or were you involved in the formulation of the strategic plan? State the year. If not, please briefly state why you were not involved? _____

12. Do you think that all the employees are directly or indirectly involved in the implementation of this plan? _____

13. What monitoring mechanisms are in place to ensure that employees perform according to their Performance Agreements in line with the firm goals? _____

Thanks very much
End of the interview.

APPENDIX III

**Table 1.1: Macroeconomic indicator for the EU-27, euro zone, US and Japan
(Annual Growth Rates, %)**

	2008	2009	2010	2011	2012	
2013						
Exports (goods and services)						
EU-27	1.5	-12.0	10.9	6.3	2.4	4.8
Euro zone	1.0	-12.7	11.2	6.2	2.1	4.6
U.S.A	6.1	-9.4	11.3	6.7	4.9	6.6
Japan	1.4	-24.2	24.2	0.1	2.4	4.8
Real GDP Growth						
EU-27	0.3	-4.3	2.0	1.5	0.0	1.3
Euro zone	0.4	-4.3	1.9	1.5	-0.3	1.0
U.S.A	-0.4	-3.5	3.0	1.7	2.0	2.1
Japan	-1.0	-5.5	4.4	-0.7	1.9	1.7
Employment						
EU-27	0.9	-1.9	-0.5	0.2	-0.2	0.2
Euro zone	0.7	-2.0	-0.6	0.1	-0.5	0.0
U.S.A	-0.7	-5.0	-0.6	0.6	1.8	0.8
Japan	-0.3	-1.5	-0.4	-0.2	0.1	0.1

Source: European Economic Forecast, Spring 2012

APPENDIX IV

Table 1.2: Real Gross Domestic Product (Constant 1990): Sectoral Contribution & Growth Rate (Percentages)

	2012				Total	2013	
	Q1	Q2	Q3	Q4		Q1	Q2
Contribution to GDP in (%)							
Agriculture	34.47	40.69	42.62	38.20	39.21	33.69	40.06
Solid Mineral	0.32	0.38	0.43	0.37	0.38	0.34	0.40
Crude Petroleum & Natural Gas	15.80	13.86	13.42	12.59	13.76	14.75	12.90
Manufacturing	1.12	3.96	3.53	7.12	4.20	1.14	3.98
Telecommunication & Post	7.29	7.28	6.73	7.01	7.05	8.53	8.37
Finance & Insurance	4.07	3.98	2.92	2.83	3.37	3.96	3.95
Wholesale and Retail Trade	23.39	17.12	18.81	20.66	19.92	23.75	17.32
Building and Construction	3.01	2.21	1.68	2.09	2.19	3.27	2.39
Hotel and Restaurants	0.69	0.56	0.53	0.47	0.55	0.74	0.60
Real Estate	2.03	2.03	1.73	1.70	1.85	2.10	2.12
Business and Other Services	1.07	1.12	0.84	0.83	0.95	1.09	0.60
Others	6.74	6.81	6.76	6.13	6.58	6.66	6.74
Sectoral Growth (%)							
Agriculture	4.37	4.21	3.89	3.62	3.97	4.14	4.52
Solid Mineral	11.65	11.72	12.61	13.59	12.52	12.00	11.84
Crude Petroleum & Natural Gas	-2.32	-0.73	0.08	-0.79	-0.91	-0.54	-1.15
Manufacturing	5.17	7.59	7.78	7.70	7.55	8.41	6.81
Telecommunication & Post	34.06	29.38	31.57	32.44	31.83	24.53	22.12
Finance & Insurance	3.57	5.01	4.08	3.48	4.05	3.61	5.18
Wholesale and Retail Trade	8.42	8.65	9.62	11.19	9.61	8.22	7.44
Building and Construction	13.28	12.73	11.52	12.55	12.58	12.66	14.87
Hotel and Restaurants	11.45	12.30	12.33	12.54	12.15	13.61	13.69
Real Estate	9.34	10.81	10.24	11.09	10.41	10.06	10.88
Business and Other Services	7.67	11.26	9.11	10.46	9.69	8.63	11.33
Others	4.97	4.84	5.25	5.57	5.18	5.37	5.06
Real Growth at Basic Prices	6.34	6.39	6.48	6.99	6.58	6.56	6.18
Non – Oil Growth	8.14	7.63	7.55	8.21	7.88	7.89	7.36

Source: National Bureau of Statistics 2012 and Estimates for Q1 – Q2, 2013

APPENDIX V

Table 2.1 Leadership Skills and Traits

S/No.	Traits	Skills
1.	Adaptable to situations	Clever (intelligent)
2.	Alert to social environment	Conceptually skilled
3.	Ambitious and achievement-orientated	Creative
4.	Assertive	Diplomatic and tactful
5.	Cooperative	Fluent in speaking
6.	Decisive	Knowledgeable about group task
7.	Dependable	Organized (administrative ability)
8.	Dominant (desire to influence others)	Persuasive
9.	Energetic (high activity level)	Socially skilled
10.	Persistent	
11.	Self-confident	
12.	Tolerant of stress	
13.	Willing to assume responsibility	

(Source: Stogdill, 1974)

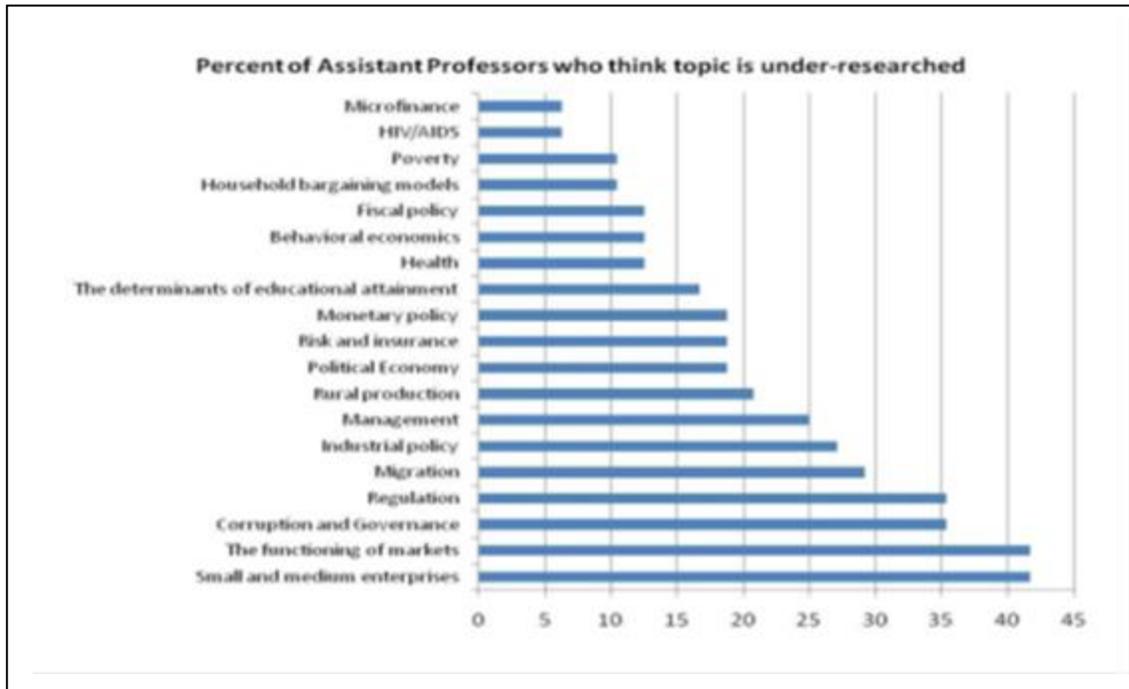
APPENDIX VI

Table 2.2 Comparison of Transactional and Transformational Leadership

S/No.	Transactional Leadership	Transformational Leadership
1.	Builds on man's need to get a job done and make a living	Builds on a man's need for meaning
2.	Is preoccupied with power and position, politics and perks	Is preoccupied with purposes and values, morals, and ethics
3.	Is mired in daily affairs	Transcends daily affairs
4.	Is short-term and hard data orientated	Is orientated toward long-term goals without compromising human values and principles
5.	Focuses on tactical issues	Focuses more on missions and strategies
6.	Relies on human relations to lubricate human interactions	Releases human potential – identifying and developing new talent
7.	Follows and fulfils role expectations by striving to work effectively within current systems	Designs and redesigns jobs to make them meaningful and challenging
8.	Supports structures and systems that reinforce the bottom line, maximise efficiency, and guarantee short-term profits	Aligns internal structures and systems to reinforce overarching values and goals

Source (Covey, S.R. Principle Centered Leadership. 2nd edition. 1992)

APPENDIX VII



APPENDIX VIII

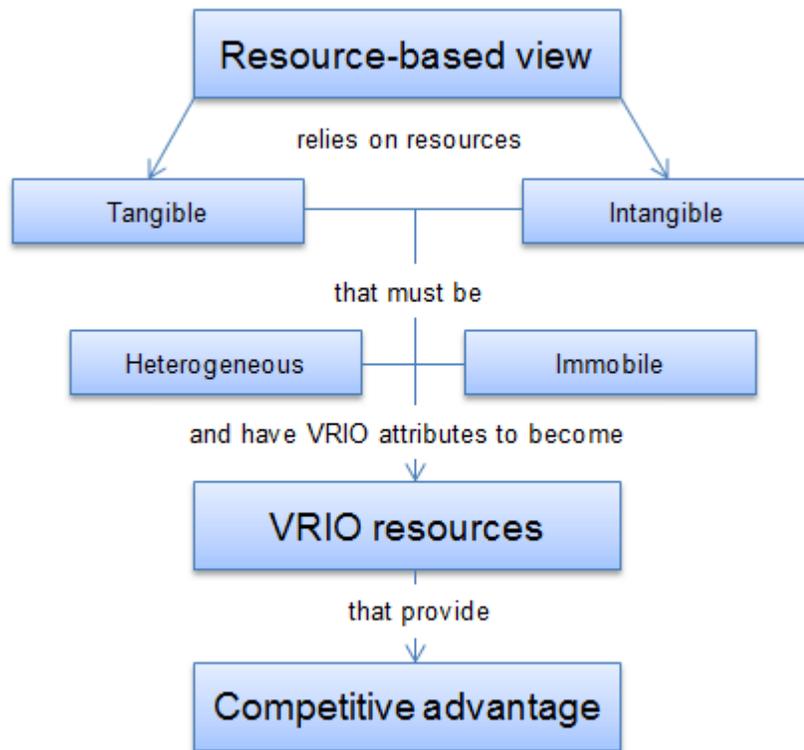


Figure 2.1 Resource-Based View Model
(Source: Rothaermel, F. T. 2012).