DYNAMIC APPROACH OF PRODUCT AND PRICING MARKETING STRATEGIES ON ENTREPRENEURIAL SURVIVAL AMONG MANUFACTURING SMES IN JOS NORTH LGA OF PLATEAU STATE: ROLE OF ADAPTIVE SELLING BEHAVIOUR

Arinzechukwu Jude Okpara
Department of Marketing,
Faculty of Management Sciences,
University of Jos, Jos, Nigeria.
arinzeokparaj@yahoo.com

George Boon Yenkwap
georgebon22@gmail.com
Department of Business Administration and Management,
Federal Polytechnic, Nya'k Shendam, Plateau State
Plateau State.

Ibrahim, Khalid Inusa
ibrokhalid9@gmail.com
Department of Business Administration and Management,
Federal Polytechnic, Nya'k Shendam, Plateau State

Abstract
The main objective of this study seeks to investigate the dynamic role of product and pricing marketing strategies on entrepreneurial survival among Manufacturing SMEs in Jos North LGA of Plateau State with role of adaptive selling behaviour. This study adopted a cross-sectional survey, while simple random sampling is a probability sampling approach. Simple linear regression was adopted to test formulated hypothesis while Process by Andrew Hayes was adopted to test the mediating effect. The result indicates that the two dimension of marketing strategies can easily predict the entrepreneurial survival. Based on adaptive selling behaviour the result established the fact that mediating the relationship between marketing strategies and entrepreneurial survival, meaning that for every increase in adaptive selling behaviour, there is a corresponding increase in marketing strategies and entrepreneurial survival. The study recommend that business owners ought to find out the appropriate marketing strategy that will enhance business opportunities since the aggregate application cannot break even with the business survival.
Keyword: Marketing Strategy, entrepreneurial survival, product, pricing

1.1 INTRODUCTION

Business enterprises, particularly Small and Medium-sized Enterprises (SMEs), and entrepreneurial initiatives have emerged as essential factors in driving Africa's economic change. The entrepreneurial survival is contingent upon its ability to effectively adapt to its environment and meet the needs and expectations of its consumers (World Bank, 2020). These entrepreneurship ventures represent about 90% of SMEs worldwide and are important contributors global economic development (Ezennia & Mutambara, 2021). Meanwhile, SMEs accounts for more than 50% of global

employment and contributes up to 40% of Gross Domestic Product (GDP) in emerging economies (World Bank, 2022). For instance, in the developed countries of the world such as United States of America (USA), financial literacy is key to business at all level. This led the USA government in January 2008 for the establishment of a president's advisory council on financial literacy tasked to improve financial education at all levels of the economy (Ibitomi, Dada, Aderotimi, & Gaude-Jiwul, 2024).

In 2021, more than 22.8 million SMEs (99.8% of all) in the EU provided 83 million jobs (65% of all employees) (Triller, Vogel & Michael, 2023). The high importance is also rooted in the German economy, where in 2020 nearly 2.5 million companies (99.4% of all) and thus about 29.4 million employees (55% of all) worked in SMEs. Thus, they can be considered as the central pillar of the German market economy (Triller, Vogel & Michael, 2023). Besides, Nigeria seen as regional powerhouses in Africa and is the 20th largest economy in the world, worth more than $500 billion in terms of nominal GDP (Fitriasari, 2020), SMEs contribute 48.7 percent of the country's nominal GDP in most African countries like Nigeria and South Africa (Jayasundara & Rajapakshe, 2020).

However, Onifade and Taiwo (2022), asserts that operation conditions do not support conducive operating environment for small business in Nigeria, which leads to made mortality rate among small businesses in Nigeria is very high. Meanwhile, studies including Onyeye, Court and Agbaeze, (2020), indicate that most businesses do not celebrate their fifth anniversary, the mortality is linked to factors like ineffective management, inefficient accounting system, inadequate financial management, overflowing insufficient marketing and research, wrong location, relying on business partner government policies, unexpected competition, natural disasters, the state of the economy and inadequate planning, lack of information, inexperience and lack of commitment on the part of operators and lack of application of modern technology in business transaction and marketing of their products (Ogbu & Ugwu, 2023).

Generally, marketing is recognized as the process by which organizations build value for customers and create huge customer relationships in a sequence to secure value from customers in return (Ebitu & Tom, 2016). According to Hosaini and Hosaini (2020) and Twin (2021), McCarthy, a marketing professor at Michigan State University refined the concepts in Borden's book to create the idea of the 4Ps. At the time the concept was first coined, the marketing mix helped companies account for the physical barriers that prevented widespread product adoption (Twin, 2021, Arab, 2018; Hosaini & Hosaini, 2020; Twin, 2021). The study by Mei (2021), established that marketing strategies has a high significant relationship with survival, inline with the positive significant also is the study by Pavlidou and Efstathiades (2021), which established that combination of marketing strategies culminate to moderate success among SMEs and despite this apparent low-key approach, above studies revealed that marketing strategies are crucial to the survival and development of SMEs. Hu & Kee, (2022) assertion that marketing strategies do increase profits during uncertainty through reinvention. According to the findings of Bobalo (2018), who established that marketing strategies enhance survival but on a weak level or insignificant level. Based on the negative from the previous studies, this study introduce adaptive selling behaviour to mediate between marketing

strategies and entrepreneurial survival of manufacturing SMEs. By contrast, Poor et al. (2013) and Magatef and Momani (2016) revealed an insignificant connection between marketing strategies and business success. These contradictory findings necessitate an understanding of the mediating variables that complement between the variables. Adaptive selling behavior is widely regarded as a critical skill for salespeople to master, involving the modification of selling styles in response to changing circumstances. It is the ability that is used to match the customer attributes with their actual sales strategies (Ahmad & Muhammad, 2020). This method entails modifying sales strategies either during customer engagement or over time based on the salesperson's perception of the circumstances of the sale. Low adaptive selling levels are demonstrated by salespeople who consistently use the same standardized sales presentation, whereas high adaptive selling levels are demonstrated by those who adjust their presentations as needed throughout the sales process. The practice of adaptive selling has been defined as the changes in salesperson individual behavior during the interaction with the customers while selling the products. Based on the above, this study seeks to investigate the dynamic role of marketing strategies on entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State: Mediating role of Adaptive Selling Behaviour.

Unsuccessful marketing strategies of SMEs result in the high failure rate of businesses (İşkurak & Dikmen, 2021). SMEs are critical to national and economic development in Nigeria because they constitute approximately 97% of the economy and contribute 70% to employment creation (Gumel, 2019a; Ma'aji, 2019). More than 80% of SMEs in Nigeria fail within the first 5 years of operation (Gumel, 2019). A key reason for this failure is the lack of a successful strategy (İşkurak & Dikmen, 2021). The specific business problem was that some SME owners in Nigeria lack effective marketing strategies for sustaining businesses beyond 5 years.

In Nigeria, despite government support and incentive programmes to small scale businesses it would seem reasonable to expect that these small businesses would grow and flourish, but the rate of business failure continues to increase because of the challenges facing the business performance which include lack of financial resources, lack of management experience, poor location, laws and regulations, general economic conditions, as well as critical factors such as poor infrastructure, corruption, low demand for products and services of locally made goods and poverty. Other factors include shortage of raw materials, inadequate finance, lack of management skill, inability to control costs and problems of dumping of cheap foreign products. It is against this backdrop that the researcher has decided to examine the dynamic role of marketing strategies on entrepreneurial survival among Manufacturing SMEs in Jos South LGA of Plateau State: Mediating role of Adaptive Selling Behaviour.

1.1 Research Questions
i. What is the relationship between product strategy and entrepreneurial survival among Manufacturing SMEs in Jos South LGA of Plateau State?
ii. What is the relationship between pricing strategy and entrepreneurial survival among Manufacturing SMEs in Jos South LGA of Plateau State?
iii. What is the relationship between product strategy and adaptive selling behaviour among Manufacturing SMEs in Jos South LGA of Plateau State?

iv. What is the relationship between pricing strategy and adaptive selling behaviour among Manufacturing SMEs in Jos South LGA of Plateau State?

v. What role does adaptive selling behaviour play in the relationship between marketing strategies and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State?

1.1.2 Research Objectives

i. To examine the relationship between product strategy and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State.

ii. To determine the relationship between pricing strategy and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State

iii. To examine the relationship between product strategy and adaptive selling behaviour among manufacturing SMEs in Jos South LGA of Plateau State.

iv. To determine the relationship between pricing strategy and adaptive selling behaviour among manufacturing SMEs in Jos South LGA of Plateau State

v. To evaluate the role of adaptive selling behaviour in the relationship between marketing strategies and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State.

1.1.3 Research Hypotheses

$H0_1$: There is no significant relationship between product strategy and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State.

$H0_2$: There is no significant relationship between pricing strategy and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State.

$H0_3$: There is no significant relationship between product strategy and adaptive selling behaviour among manufacturing SMEs in Jos South LGA of Plateau State.

$H0_4$: There is no significant relationship between pricing strategy and adaptive selling behaviour among manufacturing SMEs in Jos South LGA of Plateau State.

$H0_3$: Adaptive selling behaviour does not mediate in the relationship between marketing strategies and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State.

2. LITERATURE REVIEW
2.1.1 Concept of Entrepreneurial Survival.

The practice of entrepreneurship has brought about significant advancements and adaptability to the economic landscape of Africa. Entrepreneurs in Africa are currently reshaping markets, developing innovative solutions specifically designed to address local concerns, and attracting investments from both domestic and international sources (Ndovela & Chinyamurindi, 2021). This represents a notable deviation from traditional agricultural economic frameworks (Nisula & Olander, 2020). Business enterprises, particularly Small and Medium-sized Enterprises (SMEs), and entrepreneurial initiatives have emerged as essential factors in driving Africa's economic change. Small and Medium Enterprises (SMEs), exemplifying their significance, are not solely economic

entities but serve as the vital driving force behind African economies (Ezennia & Mutambara, 2021).

According to Maheshwari (1980), the notion of entrepreneurial survival is a multidimensional term lacking a universally accepted definition, hence rendering it elusive and precluding a singular approach to defining survival. The variability in entrepreneurial survival rates can be attributed to the diverse range of criteria utilised for measurement and the multiple definitions associated with the notion. The attainment of goals is a key determinant of a firm's performance (Samad, 2022). The literature on entrepreneurship, management, and business provides substantial evidence supporting entrepreneurial survival.

According to Ogunmuyiwa (2022), the prevailing perspective on entrepreneurial survival primarily emphasise on financial viability and expansion, particularly through the attainment of enough profits. Other criteria, such as owner satisfaction and staff happiness, are seen to be of lesser importance in this regard. According to Alshebami (2023), the idea of organisational survival is multifaceted and cannot be analysed through a single major aspect. The individual further asserted that a majority of managers and literature pertaining to entrepreneurship inaccurately assess the performance of small enterprises by employing methodologies and protocols designed for larger corporations, which possess distinct, welldefined financial goals and objectives.

Nisula and Olander (2020), proposed other criteria that may be employed to assess the longevity of a firm, including effectiveness and efficiency. The entrepreneurial survival is contingent upon its ability to effectively adapt to its environment and meet the needs and expectations of its consumers. The basic goal of any business, great or little, is to survive or continue to exist. As a result, the concept of entrepreneurial survival emerges, because enterprise are regarded to be lacking in sufficient resources. However, most scholars gave diverse definitions on the concepts in their studies. Ehiedu, Onuorah, and Mbagwu (2022), defined entrepreneurial survival as a way of attaining an business vision and mission, while Ehiedu, (2022) view it as the application of information, skills, tools, and processes to a variety of activities, goods and services.

Ehiedu and Imoagwu, (2022), defines it as any method by which entrepreneurs achieve their mission and vision through performing business activities in such a way that it does not harm the society in which it works while also preventing the firm from dying prematurely. According to a survey, entrepreneurs are the fastest expanding sectors in various countries due to their significant contribution to export and employment (Ehiedu, 2022).

2.1.2 Marketing Strategies

Marketing is fundamental to the success of SMEs; this is because marketing expresses the proposed value for customers convincingly leading to improved market share and profitability. Thus, it is important for SMEs to adopt effective marketing strategies to enhance customer's satisfaction, superior market share and profitability. Effective marketing strategies can capture the creation of unique value that appeals to the customers to make more patronage and drift from other competitors. Those SME

owners who have designed their enterprise's marketing strategy may be guilty of holding on to the strategy for too long period. For marketing strategy to often win the competition, it must be flexible enough.

SME owners who pursue product specialization seek that specific target market is established for their products and concentrate on marketing them to the audience instead of the populace. They are searching for customers who are likely to give preference to the features of their products, and are specifically targeting their marketing efforts. You may become viewed as an expert authority in that industry. Specialization strategy did not only give preference to pricing or product attributes but is concerned with the range of products offered or the scope of the market targeted. Specialization strategy includes knowledge of available resources, skills, and capabilities to integrate and executes plans with consistency among its elements. Product specialization is one strategy SMEs owner can use to target specific market segments. This strategy works for SMEs that specialize in a high-quality product and have the ability to customize it to fit the specific needs of different segments. A product specialization strategy allows a company to focus on its reputation for quality in brand development. The specialization strategy consists of the four P's (price, product, promotion and place).

2.1.3   Two Dimensions of Marketing Strategies
(a)   Product Strategy
Small and medium-sized enterprises (SMEs) need to enhance their products to appeal to customers. The quality of a product refers to its ability to perform its intended function, including durability, reliability, compliance, user-friendliness, maintenance, and other valuable features (Agwu & Afieroho, 2016). Product has a significant impact on business survival. For SMEs, customers are crucial to their growth, therefore, they cannot afford to compromise product quality. Improvement in product quality results in greater customer satisfaction and loyalty. Susanti et al. (2022) contend that product quality comprises various aspects such as packaging, pricing, quality, and customer benefits.

(b) Pricing Strategy
The cost that a consumer is prepared to pay in exchange for a commodity or amenity is referred to as price. The achievement of business objectives is facilitated by an effective pricing strategy that should reflect a cogent pricing structure that ensures the value of a product or service offering in comparison to the value provided by rivals (Sven et al., 2019). Similar to this, the effectiveness of a pricing strategy measures how well a new product meets its objectives in terms of external criteria (Stock, 2014). Therefore, a strong pricing strategy should direct the core behavior of an organization as well as its external communication to the market regarding all pricing-related activities. Value-based pricing is one of the pricing strategies used by small and medium-sized businesses (Ingenbleek, Frambach, & Verhallen, 2010).

Value-based pricing is a pricing practice where managers make decisions based on the perception of benefits from the item being offered to the customer and how these benefits are perceived and weighted by the customers in relation to the price they pay. In

addition, the competition-oriented pricing approach employs insights gathered from rivals' pricing structures, as well as their anticipated behaviors, as observed in actual competitors and/or potential primary sources, to establish appropriate pricing levels for the firm. Lastly, the cost-oriented pricing strategy entails incorporating a profit margin onto expenses, such as including a predetermined percentage of contribution margin to the goods and services (Hinterhuber & Liozu, 2012).

2.1.4 Adaptive selling behaviour

Kavoosi, (2014) defines adaptive sales behavior as consisting of gathering information about potential customers, developing sales strategies, evaluating the impact of these messages, and making adjustments (in sales presentations) based on these evaluations. In fact, adaptive selling behavior is the ability of the seller to fulfill his operations with the shared needs of the buyer (Keillor and Parker, 2000 in Kavoosi, (2014). Adaptive selling behavior is the ability of the salesperson to use different sales approaches according to the sales situation faced and the type of customer (Indriani, 2005).

According to Manske, et al., (2005) sales force adaptivity is the practice of changing a sales behavior based on consumer reactions and natural situations in sales. A salesperson is said to have a high level of sales force adaptivity if he can use different sales approaches appropriately when dealing with customers and when making decisions. The level of adaptability of the sales force requires a highly skilled and trained workforce who can interpret sales situations and then adopt and sales tactics for the needs of its consumers, which includes planning specific sales strategies for different consumers (Wardani, 2002).

Adaptive selling refers to a personal sales style in which selling behaviors are adopted during the sales interface or customer interactions depended on information derived about a customer and the situation. Adaptive selling is also known as a sales technique which salespersons employ motivations to boost sales performance (Altintas et al., 2017; Jaramillo & Mulki, 2008; Rapp et al., 2008). There has been a lot of studies examining the direct relationship between supervisory control (output control, activity control and capability control) and the salesperson's adaptive selling behavior (Babakus et al., 1996; Baldauf et al., 2001; Grant & Cravens, 1996; Piercy et al., 1998, 1999; Piercy et al., 2004; Rouzies & Macquin, 2003) and between adaptive selling behavior on salesperson performance (Park & Holloway, 2003; Roman & Iacobucci, 2010; Spiro & Weitz 1990; Weitz et al., 1986), the mediating effect of adaptive selling behavior received relatively lesser attention.

Adaptive selling behavior has been examined by Pelham (2009) as a mediator in the relationship between firm-level orientation and salesperson consulting behaviors. Jaramillo, Grisaffe, Chonko, and Roberts (2009) also found that adaptive selling behavior fully mediated the relationship between customer orientation and outcome performance. Their findings correlate with the outcome from the study of Franke and Park (2006) which revealed that adaptive selling behavior fully mediates the relationship between customer orientation and performance. Although ASB has not been studied as a mediator between supervisory control and salesperson performance, based on similar past research

examining ASB as a mediator and the past studies of antecedent and outcome variables involving ASB.

Conceptual Framework
Based on the research model, the researcher constructs conceptual model, based on the above conceptual reviews from the independent variables (product and pricing) and the dependent variable (entrepreneurial survival of manufacturing SMEs). and the mediating variable adaptive selling behviour. Figure 1 depicts the expected relationships among independent variables, mediating variable and dependent variable.

Figure 1: Conceptual Framework
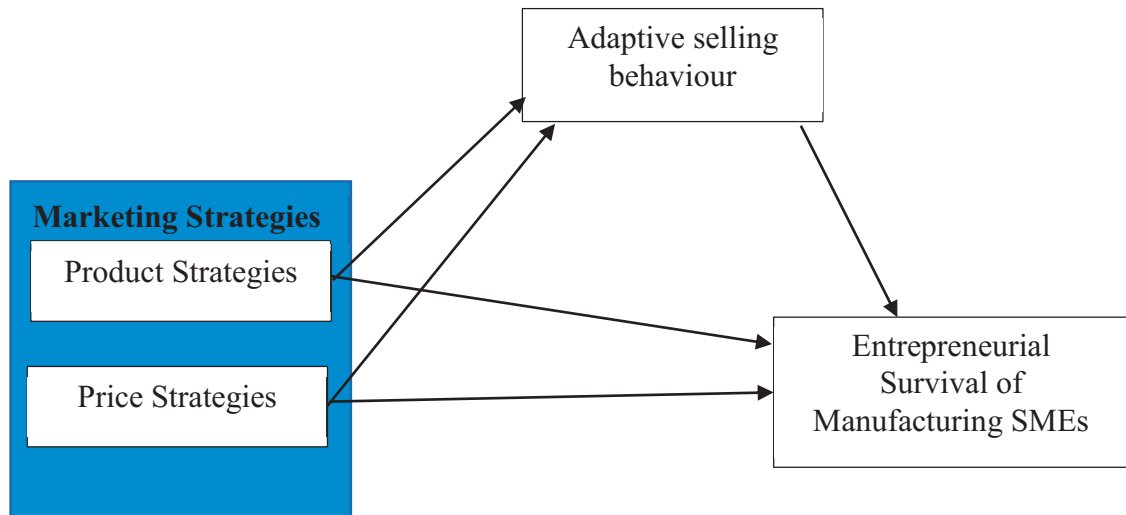
Source: (Cote, 2021; Onyeye, Court & Agbaeze, 2020)

2.2 Theoretical Review
2.2.1   Survival-Based Theory
        Herbert Spencer introduced the concept of Survival Based Theory (SBT), which posits that an organization must remain viable within its surroundings. Therefore, comprehending the environment is a key component of prosperity, as is the capacity to adapt and execute the appropriate tactics for survival. Failure to do so could result in the organization's demise among its competitors (Gathungu & Ndungi, 2018). Managers must foster innovation in both internal and external environments to ensure the organization's longevity in the face of all forms of uncertainty. First of all, the observed survival time t is required to meet a specific distribution, and the method of estimation of the parameters in the distribution is used to obtain the estimated survival rate value.

2.2.2   Marketing Mix Theory
        This theory emanated by Borden in 1949. The view and point of marketing mix theory is to set up all the parts of designing marketing around the psychological desire, habits and target (Kasabov, 2015). The first individual to assume for the 4P's of marketing – Promotion, Product, Place and Price was Jerome McCarthy in 1960 which are the major variables or elements adopted in making of the marketing mix. He proposed that while crafting for a marketing strategy, the four variables is essential to marketers. Also Albert Frey in 1961 established another series of marketing mix variables into two

divisions: The offering which was the product, packaging, service, price and brand whereas another one was the Process which included promotion, advertising, personal selling publicity, sales, marketing research, distribution channels, the new product development and strategy formation (Frey, 1961).

Hence the debate was upon the fact that in order to survive, companies had to differentiate itself from its competitors since the existence of the same two identical companies who serve identical purpose and customers were pointless and would end up in the demise of one of those company. The survival-based view in strategic management emphasized on the assumptions that in order to survive, organizations has to deploy strategies that should be focused on running very efficient operations and can respond rapidly to the changing of competitive environment In order to recognize the relevant of human, people was included to the list of variables, thereby allowing Process to reflect the evidence that service is experienced at the moment of purchase by Bernard Booms and Mary Bitner (Kasabov, 2015).

2.2.3   Strategic Choice Theory

The theory of strategic choice, first introduced by John Child in 1972, advocates for active responses by businesses to their environment through the use of suitable strategies. This theory is based on the principle of creating a favorable environment for a business (Child, 1972). In contrast to the population ecology theory, which asserts that the survival of an organization is dependent on its environmental factors and its ability to maintain its fitness through its resources and capabilities, the strategic choice theory argues that corporate strategies should be developed by decision-makers to solve organizational problems, and that firms with appropriate strategies respond positively to their environment (Pfeffer & Salancik, 2003). Strategic Choice Theory stresses that taking the right decision is dependent on some environmental factors as e.g. suppliers and on the strategic type of the organization but most importantly on the judgment of the dominant coalition to lead purchasing goals and actions. The primary assumption of Strategic Choice Theory is that deterministic views as e.g. contingency theories or resource dependency theories are inadequate as they ignore the importance of managers in organizational decision making. Nevertheless, as interdependencies and collaboration can enhance performance strategic choice theory advises to carefully balance the dependence of suppliers with the desired rate of return. Therefore, this study relies on the strategic choice theory as it maintains that organizations make decisions that are geared towards adapting to environmental changes to ensure their growth and survival.

2.3 Empirical Review

Kadhim et al. (2016) determined the critical impact of marketing strategy on customer loyalty by customer fulfilment in food and beverage products. Marketing Mix (4P's) is adopted as Independent Variables while the dependent variables in the study is customer Loyalty. The information was collected from three hundred clients of food and beverage products SMEs owned by Malaysia. The study adopted Path Analysis technique and SPSS 20.0 method was used to analyze and present the relationship. It is discovered from the findings that promotion, product, price and place were positively affects customer fulfilment of food and beverage products SMEs in Malaysia.

In a study conducted by Bukar and Umar (2021), the impact of the Corona virus Pandemic on the performance of Small and Medium Scale Enterprises (SMEs) in Nigeria was investigated. The research employed a survey design, with data being collected through questionnaires administered to 278 SMEs in Yobe State. The data collected were analyzed using regression analysis with the aid of Statistical Package for Social Science (SPSS). The findings of the study revealed that the COVID-19 variables (Lockdown, movement restriction, market closure, and social distancing) were rated highly by the SME owners who participated in the study. The results further showed that all the variables examined in the study were significantly correlated with SMEs performance.

Similarly, Bako and Olapade (2020) explored the effect of the global pandemic virus (COVID19) on small businesses in Abeokuta South L.G.A. in Ogun State. The research utilized a survey design, and the data collected were analyzed using regression technique. The results indicated that the sales volume of the Small and Medium Scale Enterprises had considerably reduced due to the lockdown policy implemented by the government. This reduction was due to the weak purchasing power of their customers, reduced buying behavior, and negative supply chain effects on businesses. The study recommends that the government should evaluate the lockdown policy and follow health safety policies to return the economy to normal.

Hanmaikyur (2019) investigated market segmentation practices and the performance of small and medium enterprises (SMEs) in Benue state, Nigeria. He adopted a cross- sectional survey design. The unit of analysis was organizations while the owner/managers of SMEs were the respondents. He employed systematic and simple random sampling as well as the snowbell sampling techniques to collect the needed data for the study with a sample size of 401 SMEs covering SMEs from all sectors that exist in the study area. He used a combination of descriptive and inferential statistics (regression model) to empirically and statistically analyze the data collected. He found that market segmentation has significant positive effect on SMEs performance. He concluded that market segmentation has positive effect on SMEs performance in Makurdi metropolis of Benue state, Nigeria. He recommended that SMEs managers and operators should accord segmentation practices more attention to derive the benefits that accrue from its usage.

Jatau & Saidu (2018) reported on the effect of marketing strategy on customer satisfaction of Global System for Mobile (GSM) communication in Adamawa State, Nigeria. They specifically looked at innovative marketing strategy and market dominant strategy. They adopted survey research design. The data gathered were analysed using inferential statistics (multiple regression). Their finding revealed a significant effect of innovative marketing strategy and market dominant strategy on customer satisfaction. They concluded that GSM providers in Adamawa State should improve on their innovation process in order to better their market offerings through advancement in technology and investing in research and development and to enable customers to access their products easily in terms of office location, customer care services and quick response to network upgrade in order to have a competitive dominance. They recommended that GSM providers in Adamawa State should improve

on their innovation process in order to better their market offerings through advancement in technology and investing in research and development.

Spiro and Weitz (1990) are the first to examine determinants of ASB by using data collected from 288 salespersons from a major medical diagnostic equipment and supply company. They identify self-monitoring, androgyny, empathy, openers, intrinsic motivation, locus of control and experience as a variable to affect ASB. Although, their findings revealed that only intrinsic motivation and empathy were significantly correlated, expected correlations with the rest of the variables were absent or week. Also Jaramillo et al. (2007) showed that adaptive selling is positively influenced by intrinsic motivation. More recently Román and Iacobucci (2009) were showed the existence of significant relationship between intrinsic motivation and ASB from their study by using data from a total 210 salespersons and customers.

Ali Kara et al, 2013), "Role of adaptive selling and customer orientation on salesperson performance: Evidence from two distinct markets of Europe and Asia (Erdener Kaynaket al, 2016); "Does customer orientation impact objective sales performance? Insights from a longitudinal model in direct selling" (Fernando & Grisaffe, 2013). As a result, the author come up a model with positive impact from Customer Orientation on Adaptive Selling Behavior and Salesperson Performance as the first part of conceptual model.

Consequently, there is a preference for cheap, cost-effective marketing strategies (Dolega, et al., 2021). Nigeria manufacturing SMEs frequently use some strategies to still keep their business afloat but most if these strategies does not sustain the business, leading to their ends Together with this, a "personalized service to customers and relationship marketing are preferred. Based on the empirical review, it can be ascertain that SMEs experience challenges with regards to inadequate management skills, poor access to funding and sub-standard marketing strategies being implemented (Madzimure & Tau, 2021; Makhitha, & Soke, 2021).

Based on marketing strategies the gap exist in a way that showcases inefficiencies on the application of strategies by these businesses. The previous studies delve into the holistic approach by big firm, this in turn has a knock-on effect on the choice and effectiveness of marketing strategies used by local manufacturing SMEs. Additionally, "other" marketing strategies used by the participants include billboard and other means of promotions, which does not stand the reality of our business environment. This study also found that there are conceptual gap based on the study and methodological gap to established the relationship among the variables. Based on the established gaps the study investigates dynamic approach of product and pricing marketing strategies on entrepreneurial survival among manufacturing smes in Jos North LGA of Plateau state: role of adaptive selling behavior.

3. METHODOLOGY
3.1 Research Design
This study adopted a cross-sectional survey. Welman and Kruger (2021) defined population as the objects, which may be individuals, organizations, human products and

events, or the conditions to which they are exposed The target population consists of 6,408 manufacturing SMEs in Plateau State (PLASMIDA, 2023). This study adopted organisational unit of analysis. Identifying the research unit of analysis is one of the most important part of the research process (Henriques & Beckman, 2022; Kumar, 2018). Simple random sampling is a probability sampling approach that allows researcher to choose respondents for the study at random with no bias. Simple random sampling is advantageous and supporting for quantitative research.

The sample size for this study is 376. The sample size was determined using Taro Yamane (1967) formula for populations that are known and finite will be used. The study adopted primary data sources. This study will use properly structured questionnaire questions to gather useful data for the survey. The questionnaire consists of four sections. Section A collects data on the demographic information of respondents Section B will collect data related to the independent variables selected in four parts (part 1- part 4) for the study. Section C will be for mediating variable. While section D used for dependent variable. Meanwhile, the study adapted questionnaire from the study Cote (2021), to measure dimensions of marketing strategies (Product, price, promotion and place). For Adaptive selling behaviour the items will be adapted from the study done by Chakrabarty, Brown and Widing (2013), While the study will adapt measuring items from Ogbu and Ugwu (2023), to measure entrepreneurial survival of SMEs.

3.1.2 Validity and Reliability of Instruments

To ensure the validity and reliability of the questionnaire, a pilot study conducted with a small group of participants before the main data collection phase. Feedback from the pilot study was used to refine the questionnaire and improve its validity. Based on reliability, the final version of the questionnaire will be administered to a larger sample of participants. Internal consistency measures, such as Cronbach's alpha, will be calculated to assess the reliability of the scales. Items with low reliability will be further reviewed and revised if necessary.

3.1.3 Method of Data Analysis

The obtained data from the administered structured questionnaire was analysed using the data analysis simple linear regression.

4.1 Result
4.1.1 DATA PRESENTATION

Preliminary analysis is conducted after coding and entering the data into the data file. The procedures involved in this analysis comprise scrutinizing the data file with the aim of exploring the nature of the variables prior to the main hypothesis testing (Pallant, 2011). Specifically, these procedures involve describing the data through mean and standard deviation and checking the distribution of scores on the constructs that are continuous in nature through normality and outliers etc. Hence, the preliminary analysis in this study was conducted using SPSS version 27 software as presented in the following sub-sections.

Out of the three hundred and seventy-six (376) copies of the study questionnaires distributed, three hundred and sixty-two (362) were finally retrieved

from the respondent. The retrieved questionnaires represent 94.2% of the total questionnaires distributed. This response rate represents a significant high response rate in a survey research. Additionally, in the process of data screening all the questionnaire were used, there were no encounter with not properly filled questionnaire due to the contribution of research assistant trained in guiding the respondents.

4.1.2   Response Rate

A total number of 384 questionnaires was distributed to the target population but only 362 questionnaires were returned. This represents a response rate of 94.2% which was satisfactory to draw conclusions from the study. As Babbie (2013) puts it, a response rate of above 70% is deemed to be very good for analysis.

Table 1: Questionnaire distribution and response rate

Questionnaire	Frequency	Percentage (%)
Questionnaire distributed	384	100
Original Sample size	384	100
Unreturned/not responded	22	5.7
Returned questionnaire	362	94.2
Usable	362	94.2

Researcher, 2024

4.1.3   Profile of The Respondents

A total of 362 respondents were the target population for this analysis. The population consists of Plateau state registered entrepreneurs.

4.1.4   Demographic Distribution of Respondents

The respondents were distributed according to the following demographic criteria as shown on questionnaires were distributed as shown in table 2

Table 2: Demographic Distribution of Respondents

Distribution of Respondents	Frequency	Percentage (%)
Gender		
Male	173	47.7
Female	189	52.3
Total	362	100
Marital status		
Single	195	53.8
Married	131	36.1
Divorced	23	6.3
Widowed	13	3.8
Total	362	100
Qualification of staff		
SSCE	113	31.2

Bachelor's degree/HND	103	28.4
Master's Degree	43	11.8
PhD	10	2.7
Others	93	25.9
Total	362	100.0
How long have you been in working in the firm		
0-2years	113	31.2
3-4years	101	27.9
Above 5years	148	40.8
Total	362	100

Source: Field Survey, 2024

Table 3: Hypotheses Results

Hypothesis	Relationship	Std. Beta	Std. Error	t-value	p-value	Decision
H1	PDS ES	0.086	0.003	3.661	0.001	accept a decision
H2	PRS ES	0.454	0.022	5.679	0.000	accept a decision
H3	PDS ASB	0.213	0.014	1.406	0.002	accept a decision
H4	PRS ASB	0.099	0.002	1.445	0.001	accept a decision
H5	MS ASB→ ES	0.013	0.009	0.225	0.822	Fail to accept

Note: ASB = adaptive selling behaviour, ES= entrepreneurial survival, PRS=Price strategy, PDS = product strategy.

As indicated in Table 3, which found that there is a significant relationship between product strategy and entrepreneurial survival. This direct relationship demonstrated the values as stated

(β = 0.085, t = 3.661, and p < 0.001. Hence, H1 was not supported. This indicated that product strategy have positive and significant effect on entrepreneurial survival. Given that the p-value 0.001 is less than the significance level of 0.05 as shown in Table 3. The study fail to accept the null hypothesis and accept the alternative hypothesis which states that there is a significant effect of product strategy on entrepreneurial survival.

Based on the finding of H2, which states that there is no significant effect between price strategy on entrepreneurial survival. Table 3 found that price strategy is significantly related to entrepreneurial survival (β = 0.454, t = 5.679, p < 0.000). This indicated that price strategy has a positive and significant effect on entrepreneurial survival. Meaning that price strategy has an effect on entrepreneurial survival. Given that the p-value 0.000 is less than the significance level of 0.05 as shown in Table 3. The study fail to accept

the null hypothesis and accept the alternative hypothesis which states that there is a significant effect between price strategy and entrepreneurial survival.

Based on the finding of H3, which states that there is no significant effect between product strategy on adaptive selling behaviour. Table 3 found that product strategy is significantly related to adaptive selling behaviour ($\beta = 0.213$, t = 1.406, p < 0.002). This indicated that product strategy has a positive and significant effect on adaptive selling behaviour. Meaning that product strategy has a significant effect on adaptive selling behaviour. Given that the p-value 0.002 is less than the significance level of 0.05 as shown in Table 3. The study fail to accept the null hypothesis and accept the alternative hypothesis which states that there is a significant effect between place strategy and adaptive selling behaviour.

Based on the finding of H4, which states that there is no significant effect between price strategy on adaptive selling behaviour. Table 3 found that price strategy is significantly related to adaptive selling behaviour ($\beta = 0.213$, t = 1.445, p < 0.001). This indicated that price strategy has a positive and significant effect on adaptive selling behaviour. Meaning that price strategy has a significant effect on adaptive selling behaviour. Given that the p-value 0.001 is less than the significance level of 0.05 as shown in Table 3. The study fail to accept the null hypothesis and accept the alternative hypothesis which states that there is a significant effect between price strategy and adaptive selling behaviour.

4.1.5. Indirect Relationship
4.1.6 Mediation analysis

Based on the mediating effect which was based on one tail-tests at ± 1.645 level significance as postulated in the hypotheses, H_9 showed that relationships were indeed in the expected direction. However, p-value also revealed the entire mediating hypothesis (H_5) was supplied in the path coefficient of mediating effect of the variable as displayed in table 4.

Table 4 Results of the Mediating Effect Model

Relationship	Std. Beta	Std. Error	t-value	p-value	Decision
ASB x MS -> ES	0.630	0.089	2.140	0.032	accept a decision

SmartPLS-SEM Version 4.0

Based on the finding of H9, which states that adaptive selling behaviour does not mediate in the relationship between marketing strategies and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State. Table 4 found that adaptive selling behavior has a mediating effect in the relationship between marketing strategies and entrepreneurial survival ($\beta = 0.630$, t = 2.140, p < 0.032). This indicated that adaptive selling behavior has a positive mediating effect. Meaning that adaptive selling behavior has a mediating effect. Given that the p-value 0.032 is greater than the significance level of 0.05 as shown in Table 4.

4.1.7 Discussion of Findings

Based on H1, which established that there is no significant relationship between product strategy and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State. The results suggest that product strategy is a good predictor of s entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State. This result was consistent with findings of Bukar and Umar (2021), which indicate that that all the variables examined in the study were significantly correlated with SMEs performance. Corroborated in the study conducted by Bako and Olapade (2020), that the sales volume of the Small and Medium Scale Enterprises had considerably reduced due to the lockdown policy implemented by the government.

Based on the result on H2, the study revealed that there is a significant relationship between price strategy and entrepreneurial survival among manufacturing SMEs in Jos South LGA of Plateau State. This study emphasizes that price strategy play a vital role in enhancing entrepreneurial survival through business network ties, which will in turn transform to survival. The result was inline with the study conducted by Hanmaikyur (2019), which indicates that market segmentation through product pricing has significant and positive effect on business survival.

Based on H3, the findings revealed that there is significant effect between product strategy and adaptive selling behaviour. The Study found that product strategy predict adaptive selling behaviour. The findings was inline with the study of Ali Kara et al, (2013), Adaptive selling behavior is the ability of the salesperson to use different sales approaches according to the sales situation faced and the type of customer.

Based on H4, the findings revealed that there is significant effect between price strategy and adaptive selling behaviour. The Study found that price strategy can be seen as a good predictor of adaptive selling behaviour. The findings corroborate the findings of Yang et al., (2014), Value-based pricing is a pricing practice where managers make decisions based on the perception of benefits from the item being offered to the customer and how these benefits are perceived and weighted by the customers in relation to the price they pay.

Based on H5, the findings of the study revealed that adaptive selling behaviour mediate the relationship between marketing strategies and entrepreneurial survival, meaning that for every increase in adaptive selling behaviour, there is a corresponding increase in marketing strategies and entrepreneurial survival. This result is consistent with findings of Jatau & Saidu (2018). Adaptive selling behaviour is mother to selling approach, supported by strong mainstream capabilities in quality, efficiency, speed and flexibility and in relationship to marketing strategies and entrepreneurial survival that is been practice by business owners.

5.0   CONCLUSION AND RECOMMENDATIONS
5.2   Conclusion
In this study, empirical analysis was conducted to determine dimensions of marketing strategies and entrepreneurial survival with adaptive selling behaviour as the mediating variable. Based on the findings of the research conclusion are drawn with specific

reference to change which is inevitable and it is not all changes that affects an organisation positive but rather a leap for organisation to capitalise on it for growth if managed and handled appropriately. The study conclude that marketing is fundamental to the success of SMEs; this is because marketing expresses the proposed value for customers convincingly leading to improved market share and profitability. Thus, it is important for SMEs to adopt effective marketing strategies to enhance customer's satisfaction, superior market share and profitability. Effective marketing strategies can capture the creation of unique value that appeals to the customers to make more patronage and drift from other competitors.

Based on adaptive selling behaviour, the study conclude that Adaptive selling is also known as a sales technique which salespersons employ motivations to boost sales performance. The level of adaptability of the sales force requires a highly skilled and trained workforce who can interpret sales situations and then adopt and sales tactics for the needs of its consumers, which includes planning specific sales strategies for different consumers, which enhances entrepreneurial survival.

5.3 Recommendation

The following recommendations are made based on the findings of this study:

i. Business owners should implement relevant product strategy, since it will enhance business survival among entrepreneurs.
ii. Business owners should address issues related to pricing strategy, since it aid the boosting of the patronages and increases chances of survival
iii. Business owners should improve product feasibility since it enhances adaptive selling behaviour of the sales persons.
iv. Business owners should adopt appropriate pricing strategy inline with personnel and enhances adaptive selling behaviour of the business.
v. Business owners should find a way to adjust the approach of adaptive selling behaviour since it will improve marketing strategies and improve entrepreneurial survival.
vi. Business owners ought to find out the appropriate marketing strategy that will enhance business opportunities since the aggregate application cannot break even with the business survival.

References

Adam, N. A., & Alarifi, G. (2021). Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support. Journal of innovation and entrepreneurship, 10(1), 1-22.

Abedisi, S., & Bakare, N. (2013). Survival Strategies and Sustainability of Small and Medium Enterprises in a Volatile Environment. Management Dynamics in the Knowledge Economy. 7. 553-570. 10.25019/MDKE/7.4.07.

Admasu, D., Sasmita S., & Singh, S. (2023). Evolution of Marketing mix Strategy from Genesis to today. Seybold Report Journal, 18(07), 125- 148. https://seybold-report.com/

Ahmad, Bilal, and Muhammad Imad ud Din Akbar. 2020. "Key Drivers of Salesperson Performance: The Role of Sales Antecedents and Moderating Effect of Customer Directed Extra Role Behavior". *Asian Journal of Economics, Business and Accounting* 15 (1):22-34. https://doi.org/10.9734/ajeba/2020/v15i130205.

Agwu, M. E., & Afieroho, E. (2016). Impact of product quality management on the growth of small and medium scale enterprises in Nigeria. European Journal of Social Sciences,52, 175-190.

Agyapong, D. & Boohene, R . (2020). Transformational entrepreneurship and SMEs. An emerging country context, in Dobson, S, Jones, P, Agyapong, D & Mass (eds) Enterprise Africa

Akaeze, N.A. &Akaeze, C. (2017). Exploring the survival strategies for small business ownership in Nigeria. Australian Journal of Business and Management Research, 5 (7), 35-48.

Alshebami, A.S. (2023). Green Innovation, Self-Efficacy, Entrepreneurial Orientation and Economic Performance. Interactions among Saudi SMEs. Sustainability 15(3), 1961- 1974.

Amar, M., Ariely, D., Ca rmon, Z., & Yang, H. (2018). How counterfeits infect genuine products: The role of moral disgust. Journal of Consumer Psychology, 28(2), 329-343.

Amar, M.Y. (2016). The influence of product differentiation strategy on operational performance at Small and Medium Enterprises (SMEs) in South Sulawesi, Indonesia. Journal of Economics, Business, and Accountancy Ventura. 18(3), 343 – 350. DOI: 10.14414/jebav.v18i3.505

Apuke, O.D. (2016). The Impact of Marketing Strategies on Customers' Satisfaction- A Study of Nigeria Bottling Company (NBC) Yola Depot, Nigeria. International Journal of Academic Research in Psychology. 3(2), 33 - 64. DOI: 10.6007/IJARP/v3-i2/2494

Ameh ,P. O., Alao, M. M. & Amiya, B. (2020). Effect of Small and Mediu m Scale Enterprises on Nigeria's Economy. *World Journal of Innovative Research.* 8, (3), 87-92.

Alhameli, K., Hamid, A., Alqaini, A., & Asad, M. (2020). Factors Influencing the Adoption of Social Media Marketing For E-Commerce of SMEs in UAE: The Confirmatory Factor Analysis Approach. Solid State Technology, 63(6), 12063 - 12072.

Alhuqbani, F. (2021). Visit intention to emerging destinations through social media marketing promotion: the case of Saudi Arabia. African Journal of Hospitality, Tourism and Leisure, 10(2) 742-758.

Alraja, N., Khan, F., Khashab, B. & Aldaas, R. (2020). Does Facebook commerce enhance SMEs performance? A structural equation analysis of Omani SMEs. International Journal of Science and Management Studies 3(6), 92-98.

Amirrudin, M., Nasution, K., & Supahar, S. (2021). Effect of variability on Cronbach alpha reliability in research practice. International Journal of Emerging Technologies in Learning 17(2), 223-230.

Amoah, J., & Jibril, B. (2021). Social Media as a Promotional Tool towards SME's Development: Evidence from the Financial Industry in a Developing Economy. International Journal of Business Management, 8(1), 1923357.

Altıntas, F. et al. (2017) 'The mediating effects of adaptive selling and commitment on the relationship between management control and sales performance', EuroMed Journal of Business, 12(2), pp. 221–240. doi: 10.1108/EMJB-12-2016-0037.

Adobor, H. (2020). Entrepreneurial failure in agribusiness. Evidence from an emerging economy. Journal of Small Business and Enterprise Development, 27(2), 237–258. https://doi.org.10.1108/JSBED-04-2019-0131

Ames, H., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: A worked example from a synthesis on parental perceptions of vaccination communication. BMC Medical Research Methodology, 19(1), 1–9.https://doi.org/10.1186/s12874-019-0665-4

Azadi, S., & Rahimzadeh, E. (2012). Developing marketing strategy for electronic business by using McCarthy's four marketing mix model and Porter's five competitive forces. Emerging Markets Journal, 2(2), 47-53. doi:10.5195/emaj.2012.25

Baltes, L. P. (2015). The content marketing -the fundamental tool of digital marketing. Bulletin of the Transilvania University of Brasov. Economic Sciences. Series, 8(2), 111

Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. Business Horizons, 57(3), 311-317.

Bianchi, C. (2018). Risk, trust, and consumer online purchasing behaviour: a Chilean perspective. International Marketing Review, 29(3), 253- 275.

Bapuji, H., Husted, B. W., Lu, J., & Mir, R. (2018). Value creation, appropriation, and distribution: How firms contribute to societal economic inequality. *Business & Society*, 57(6), 983-1009.

Bobalo, O. (2018). Future of offline marketing ahead of the rapid development of online marketing. Baltic Journal of Economic Studies, 4(3), 1-7. https://doi.org/10.30525/2256-0742/2018-4-3-1-7

Cabrales, B. C. (2019). MAXSTORE: the launch of a new platform to gain a competitive advantage (Doctoral dissertation).

Campling, J. T., & Michelson, G. (1998). A strategic choice – resource dependence analysis of union mergers in the British and Australian broadcasting and film industries. Journal of Management Studies, 35(5), 579-600.

Chakrabarty, S., Brown, G., & Widing II, R. E. (2013). Distinguishing Between the Roles of Customer-Oriented Selling and Adaptive Selling in Managing Dysfunctional Conflict in Buyer– Seller Relationships. Journal of Personal Selling & Sales Management, 33(3), 245–260

Chen, C., Zhang, J., Tian, H., & Bu, X. (2022). The impact of entrepreneurial passion on entrepreneurial success and psychological well-being: a person-centered investigation. International Journal of Entrepreneurial Behavior & Research.

Charanah, J., & Njuguna, R. K. (2015). The effects of promotional mix tools on brand equity among hospitals in Nairobi County. International Journal of Sales, Retailing and Marketing, 4(6), 45– 51.

Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers.

Choi, E., & Moon, F. (2021). *The Effect of Compensation on Employee Performance* at PT. Kopanitia. Agora, Vol. 3 (2), 28 -31.

Chowdhury, M. I. B., Prayag, G., Orchiston, C., & Spector, S. (2018). Postdisaster social capital, adaptive resilience and business performance of tourism organizations in Christchurch, New Zealand. Journal of Travel Research, 58(7), 1209– 1226. https://doi.org/10.1177/0047287518794319.

Clemence, D. (2017). The impacts of sales promotion strategies on product awareness, a study on decorative paints in Ilala municipality in Dar es Salaam. retrieved on 01 st January, 2019 from; [Http://repository.out.ac.tz/2030/1/DELFINUS%20CLEMENCE%20Ext%20 tyr.doc]

Cote, J. (2021). What are the 4 Ps of marketing and are they relevant? Southern New Hampshire University. https://www.snhu.edu/about -us/newsroom/2017/12/the-four-ps-of-marketing

Creswell, J & Creswell, J. (2018). Research design: qualitative, quantitative & mixed methods
th approach. (5 Edition). London. Sage.

Damitha, F. N., & Jayasekara, E. (2019). Business failure of small and medium enterprises - A review. Journal of Management, 15(1), 1 –13.

https://www.researchgate.net/publication/338923862_Business_failure_of_small_ and_medium_enterprises_-_A_Review

Dlamini, Bongani & Ogunsola, Sijuwade & Khoza, Ntokozo. (2023). Evaluating the Influence of Organisational Culture on the *Sustainability of Small, Medium, and Micro Enterprises in the Municipal Area of eThekwini*. OALib. 10. 1-17. 10.4236/oalib.1110853.

Dolega, L., Rowe, F., & Branagan, E. (2021). Going digital? The impact of social media marketing on retail website traffic, orders and sales. Journal of Retailing and Consumer Services, 60, 102501

Ezennia, J., & Mutambara, E. (2021). Entrepreneurial factors influencing the need for high achievement in African immigrant-owned micro business in Durban, South Africa. Academy of Strategic Management Journal, 20(10), 1-11.

Ebitu, & Tom, E. (2016). Marketing strategies and the performance of small and medium enterprises in Akwa Ibom State, Nigeria

Ebitu, E. T., Basil, G. and Ufot, J. A. (2017). An appraisal of Nigeria's micro, small and medium enterprises (MSMES): growth, challenges and prospects. International Journal of Small Business and Entrepreneurship research, 4(4) 7-20

Ehiedu, V.C., & Christiana, B.F. (2022). Corporate attributes and environmental social and governance (ESG) reporting among listed Nigerian firms: a sector-based evaluation. International Journal of Management, 11(1), 430-440.

Ehiedu, V.C. (2022). Deficit financing (df) and sustainable growth (sg) in a small open economy. International Journal of Academic Accounting, Finance & Management/ Research (IJAAFMR), 7, 1-96

Ehiedu, V.C., Onuorah, A.C., & Mbagwu O.N. (2022). Financial deepening and human capital ,
development in Nigeria. Journal of Research in Business and Management/Quest Journals, 10(7), 28-36

Eniola, A. A. and Olorunleke, G. K. (2020). Marketing s trategies impact on organizational Performance. International Journal of Scientific and Technology Research, 9(01), Available: www.ijstr.org

Etim, O., Akpan, J., Augustine, B., & Michael, E. (2022). Small busin ess mortality and survival strategies in Nigeria. International Journal of Applied Business and Management Sciences, 3(2), 121-160.

Erickson, T. J., Magee, J. F., Roussel, P. A., & Saad, K. N. (2019). Managing technology as a business strategy. MIT Sloan Management Review, 31(3), 73.

Fitriasari, F. (2020). How do Small and Medium Enterprise (SME) survive the COVID-19 outbreak?. Jurnal Inovasi Ekonomi, 5(02).

Fullerton, A. S., McCollum, D. B., Dixon, J. C., and Anderson, K. F. (2020). The insecurity gradient in health: How inequality in the distribution of job insecurity matters for the relationship between job insecurity and self-rated health in *Europe. Sociological Quarterly*, 61(1), 107-127. doi: 10.1080/00380253.2019.1581038

García-Sánchez P, Díaz-Díaz, N.L, and De Saá-Pérez P (2022) Social capital and knowledge sharing in academic research teams. *International Review of Administrative Sciences* 85(1): 191–207.

Gallup (2021). State of the Global Workplace: 2021 Report. https://bendchamber.org/wp-content/uploads/2021/12/state-of-the-global-workplace-2021-download.pdf.

Grant, A. M., and Parker, S. K. (2018). Redesigning work design theories: The rise of relational and proactive perspectives. *The Academy of Management Annals*, 12(1), 1-32.

Gumel, B. I. (2019a). Mitigating the challenges of small and medium enterprises in Nigeria. Journal of Management, 2(3), 82–99. https://doi.org/10.33215/sjom.v2i3.129

Gathungu, J. M., &Ndungi, E. N. (2018).Corporate entrepreneurship, strategic management, external environment and performance of insurance companies in Nairobi, Kenya. Journal of Business Management, 4 (11), 10-25.

Hair, J. F., Binz Astrachan, C., Moisescu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2020). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. Journal of Family Business Strategy, 100392, https://doi.org/10.1016/j. jfbs.2020.100392

Hair, J. F., Black, B., Babin, B., & Anderson, R. E. (2018). Multivariate data analysis (7 ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. Journal of Business Research, 109, 101-110. https://doi.org/10.1016/j. jbusres.2019.11.069

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2-24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "Wh en to use and how to report the results of PLS-SEM", *European Business Review*, Vol. 31 No. 1, pp. 2-24.

Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2022), A Primer on Partial Least *Squares Structural Equation Modeling* (PLS-SEM), Sage, Thousand Oaks, CA.

Hinterhuber, A., & Bertini, M. (2011). Profiting when customers choose value over price. Business strategy review, 22(1), 46-49

Hu, M. K., & Kee, D. M. H. (2022). Fostering sustainability: reinventing SME strategy in the new normal. foresight, 24(3/4), 301-318

Hosaini, A., & Hosaini, A. (2020). A research paper on 4 Ps of marketing. International Journal of Research and Analytical Reviews, 7(2), 979–988.

İşkurak, E., & Dikmen, C. (2021). Factors causing failure in SMEs and prevention methods. Revista Argentina de Clínica Psicológica, 30(1), 549–552. https://doi.org/10.24205/03276716.2020.2051

Ilo, B. M., Soyebo, Y. A., & Olowofela, O. E. (2023). Monetary policy and small and medium enterprises (SMEs) performance in Nigeria. Modern Management Review, 28(2), 25-37.

Ingenbleek, P. T., Frambach, R. T., & Verhallen, T. M. (2017). The role of value - informed pricing in market-oriented product innovation management. Journal of Product Innovation Management, 27(7), 1032-1046.

Ibojo, B. O. and Akinruwa, T. E. (2014). Effect of promotion on product awareness (a case study of a reputable organization in the brewery sub-sector of the manufacturing industry. International Journal of Education and Research, 2(9): Available: www.ijern.com

Irfan, A., Rasli, A., Sami, A., & Liaquat, H. (2017). Role of Social Media in Promoting Education Tourism. Advanced Science Letters, 23(9), 8728 - 8731

Jegede, O. O., & Nieuwenhuizen, C. (2020). FACTORS INFLUENCING BUSINESS START -UPS BASED ON ACADEMIC RESEARCH. Journal of Entrepreneurship Education, 23(1), 1-22.

Jegede, O., & Nieuwenhuizen, C. (2020). Factors-Influencing-Business-1528-2651-23-S1- 657. Journal of Entrepreneurship Education, 23, 1-22.

Jornet, A., & Damşa, C. (2019). Unit of analysis from an ecological perspective: Beyond the individual/social dichotomy. Learning, Culture and Social Interaction, February, 100329. https://doi.org/10.1016/j.lcsi.2019.100329

Jayasundara, J. M. S. B., & Rajapakshe, P. S. K. (2020). A review of global challenges and survival strategies of small and medium enterprises (SMEs). *Economies*, 8(4), 79.

Kramer M, 2022, 'Four-Layer Velocity Model for Flows Down Stepped Chutes', in *Proceedings of the IAHR World Congress*, pp. 2319 - 2323, http://dx.doi.org/10.3850/IAHR-39WC2521716X2022820

Kumar, KM. Krishna (20018) "Consumer Perception About Promotional Strategies Adopted By Marketers: A Study with Reference to Fast Moving Consumer Goods in Kerala", PhD. Thesis, University of Calicut, April

Kajisa, K., & Akiyama, T. (2005). The evolution of rice price policies over four decades: Thailand, Indonesia and the Philippines. Oxford Development Studies, 33(2), 305- 329

Kavoosi, Sara Samaneh Sadeghian dan Kolsum Mahmudi. (2014). An Empirical Investigation Of The Impact Of Customer Orientation, Adaptive Selling Behaviors, And Job Satisfaction On Salespeople's Performance: The Moderating Role of Selling Experience . International Journal of Research in Management, ISSN 2249-5908, Issue 4, Vol. 3 (May).

Kenu, A. Z. (2019). Effect of Marketing Mix Strategy on Performance of SMEs Evidence from Selected Manufacturing Enterprises in Southern Region, Ethiopia. International Journal of Science and Research (IJSR). 8 (12), December 2019. 1129 -1133

Kienzler, M. (2018). Value -based pricing and cognitive biases: An overview for business markets. Industrial Marketing Management, 68, 86-94.

Klimas, P., Kraus, S., Kailer, N., & Maalaoui, A. (2020). Entrepreneurial Failure: A Synthesis and Conceptual Framework of its Effects. European Management Review, 18(1), 167- 182.

Kotler, P. (2000). Marketing Management: Analysis, Planning, Implementation, and Control. 9 Edition. New Jersey: Prentice Hall International, Inc.

Mwiti, F., & Kimunge, J. (2019). Effect of Business Environment on Productivity of Informal Manufacturing Enterprises in Kenya

Mawoli, F & Aliyu, U. (2010). Entrepreneurship and small Business Management in 21st century Nigeria Aboki Publisher Makurdi

Madzimure, J. & Tau, L.P., (2021). Challenges Facing Small to Medium Enterprises in Metsimaholo Municipality, South Africa. Eurasian Journal of Social Sciences, 9(1), pp.14-23.

Makhitha, K.M. & Soke, B., (2021). Investigating the challenges for the development of independent retailers in South Africa. International Journal of Research in Business and Social Science (2147- 4478), 10(7), pp.16-26.

Moura-Leite, R. C. and Padgett, R. C., (2011). Historical background of corporate social responsibility. Social Responsibility Journal, 7(4), pp. 528 -539.

Mwakanyamale, D. (2015). An assessment of the promotional tools on increasing consumers' purchasing power toward in Tanzania in the breweries industry. (Master's Thesis). St. Augustine University, Mwanza, Tanzania.

Mohamed, H. A., Al-Shaigi, R.S.M., Diedhiou, P. M., Zakari, A. H., Mbaye, N., Faye, R., and Samuel, D. R. (2014). The Impact of Marketing Strategy on Export Performance (case study of Sudan Gum Arabic Export Performance). International Journal of Science, Environment and Technology, 3(4), 1618 -1635

Maheshwari, S.P. (1980). Awareness of green marketing and its influence on buying behaviour of consumers: Special reference to Madhya Pradesh, India. AIMA Journal of Management & Research, 8(1), 233-243

Magasi, C. (2016). Factors Influencing Business Succession Planning among SMEs in Tanzania. European Journal of Business and Management, 8(3), 126 -135.

Mensah, S. (2004, March). A review of SME financing schemes in Ghana. In A Presentation at the UNIDO Regional Workshop of Financing SMEs (pp. 15 -16). Ghana: Accra.

Mei, F. (2021). Rural tourism market development and marketing strategy – Based on 4ps strategy. Journal of Frontiers of Society, Science and Technology, 1(3), 42 – 45

Maheshwari, B. I. (1980). Decision styles and organizational effectiveness. New Vickas Publishing House. PVT LTD.

Mbaga, M. (2015). The role of sales promotion in consumer buying behaviour, the case of Tanzania breweries limited. Unpublished masters dissertation, Mzumbe University, Morogoro, Tanzania.

Misra, S., & Kumar, E. S. (2000). Resourcefulness: A proximal conceptualisation of entrepreneurial behaviour. The Journal of Entrepreneurship, 9(2), 135-154.

Nisula, A., & Olander, H. (2020). The role of motivations and self -concepts in university graduate entrepreneurs' creativity and resilience. Journal of Small Business Management, 1–30. https://doi.org/10.1080/00472778.2020.1760030.

Ndovela, M., & Chinyamurindi, W. T. (2021). Entrepreneurial Careers: Factors Influencing
Entrepreneurial Intentions Using a Sample of Undergraduate Exit Students. South African Journal of Higher Education, 35(3), 146?162.

National Bureau of Statistics (2022). SMEDAN and National Bureau of Statistics Collaborative Survey: Selected Findings

Nuari, R., Rahmadana, M., & Zen, Z. (2020). Analysis of Factors Affecting Economic Growth in the SMEs Sector in Indonesia. Retrieved on September 2022 27, from https://doi.órg/10.2991/assehr.k.201124.071.

Ndovela, M., & Chinyamurindi, W. T. (2021). Entrepreneurial Careers: F actors Influencing Entrepreneurial Intentions Using a Sample of Undergraduate Exit Students. South African Journal of Higher Education, 35(3), 146?162.

Njanike, K. (2020). The Factors Influencing SMEs Growth in Africa: A Case of SMEs in Zimbabwe. IntechOpen, doi: 10.5772/intechopen.87192.

Nkwabi, J. M., & Mboya, L. B. (2019). A Review of Factors Affecting the Growth of Small and Medium Enterprises (SMEs) in Tanzania. European Journal of Business and Management, 11(33), 1-8.

Nanfa, D.K. and Nson, Y.D. (2023). Entrepreneurial passion on the success of SME's in Plateau State, Nigeria: The role of entrepreneurial skills. Journal of Sustainable Tourism and Entrepreneurship (JoSTE) ISSN: 2714 -6480, Vol 4, No 2, 2023, 205-222. https://doi.org/10.35912/joste.v4i2.2124.

Nwankwo, C. A., & Kanyangale, M. I. (2020). The strategic role of entrepreneurial marketing in small and medium enterprises. Economica, 16(4), 41–63.

Ndemo, Bitange & Aiko, Dennis. (2016). Nurturing Creativity and Innovation in African Enterprises: A *Case Study on Kenya*. 10.5772/65454.

Njine, G. W., Nzulwa, D. J., Kamaara, D. M., & Ombui, D. K. (2017). Influence of Employee Reward on Innovation Performance of Dts In Kenya. *Journal of Business and Strategic Management*, *2*(4), 15–31. https://doi.org/10.47941/jbsm.196

Okwuise, U & Okwuise, Young & Ndudi, Ejimofor & Ndudi, Francis. (2023). Reward System and Organizational Performance. *International Journal of Business Management & Research*. 12. 20-31. 10.5281/zenodo.8108561.

OECD (2021). OECD SMEs and entrepreneurship outlook, OECD Publications

Ofunya Afande, F., & Mathenge Paul Maina, F. (2015). Effect of Promotional Mix Elements on Sales Volume of Financial Institui ons in Kenya: Case Study of Kenya Post Office Savings Bank. Journal of Marketing and Consumer Research Journal, 11, 64–92

Ogunmuyiwa, M. S. (2022). Analyzing the influence of business environment on performance of ICT firms in Nigeria. AUDOE, 18(2), 77–87.

Oldani, H. (2015). Six key principles for identifying and ensuring success in marketing channels. Journal of Brand Strategy 4(2), 127–33

Onyeye, S. A, Court, T. O. & Agbaeze, E. K . (2020). National enterprise policy dimension and sustainability of micro, small and medium enterprise (MSMEs) *Journal of African Economic and Management Review.*

Onifade, S. T. & Taiwo, A. I. (2022). Modelling the impact of MSMEs contribution to GDP and their constraint on unemployment.

Ogbu, C. G. & Ugwu, U. (2023) Analysis of small and medium scale enterprise as a tool for economic development in Enugu State of Nigeria, Caritas Journal of management Social Science and Humanities (CJMSSH), 2.

Ogenyi, U. E., Zhou, D., Ju, Z., & Liu, H. (2020). Adaptive collision-free reaching skill learning from demonstration. Paper presented at the Robotics and Rehabilitation Intelligence: First International Conference, ICRRI 2020, Fushun, China, September 9–11, 2020, Proceedings, Part II 1.

Patrick, Z., & Hee, O. C. (2022). Marketing Strategy in Small and Medium Enterprises: A Bibliometric Analysis from 1989 to 2020. International Journal of Academic Research in Business and Social Sciences, 12(5), 598 – 613.

Peleckis, Kęstutis & Peleckienė, Valentina & Peleckis, Kęstutis & põlajeva, Tatjana. (2016). Towards sustainable entrepreneurship: role *of nonverbal communication in business negotiations. Entrepreneurship and Sustainability* Issues. 4. 228-240. 10.9770/jesi.2016.4.2(10).

Pfeffer, J. (2003). A resource dependence perspective on interorganizational relations. In M. S. S. Mizruchi, M. (Ed.), Intercorporate relations: The structural analysis of business (pp. 22-55). Cambridge, UK: University Press.

Usman, Muhammad & Khalid, Adeel & Saeed, Munazza & Shafique, Shoaib & Babalola, Mayowa T. & Ren, Shuang, 2024. "Invigorating the spirit of being adaptive: Examining the role of spiritual leadership in adaptive selling," Journal of Business Research, Elsevier, vol. 177(C).

Richard, M., Bonuke, R. and Situma, C.(2024). Insurance Companies' Salesperson Lead Qualification Skills and Salesperson's Performance: Mediating Role of Salesperson's Adaptive Selling Behavior. SEISENSE Business Review. Vol 4 No 1 (2024): DOI: https://doi.org/10.33215/tkjsnk96 , 14-28 Research Article

Rotich, E. (2016). Effects of marketing intelligence on sales performance of bancassurance among financial institutions in Kenya (Doctoral dissertation, University of Nairobi).

Silas, G. , Meshach, G. G. and Linus, J.V. (2023).Impact of Entrepreneurial Marketing Dimensions on Competitive Advantage of Small and Medium-Scale Enterprises in Plateau State, North Central Nigeria Journal of Production, Operations Management and Economics ISSN: 2799-1008. Vol : 03 , No. 01 , Dec 2022 - Jan 2023http://journal.hmjournals.com/index.php/JPOME DOI: https://doi.org/10.55529/jpome.31.1.12

Samad, S. (2022). Unravelling factors influencing firm performance: evidence from the SMEs in tourism industry. International Journal of Financial Studies, 10(3), 77–94.

Scott, W. R. (2014). Institutions and organizations: Ideas, interests, and identities. Sage Publications.

Spiro, R.L, & Weitz, B.A. (1990). Adaptive Selling: Conceptualization, Measurement and Nomological Validity. Journal of Marketi ng Research, 28 (February), 61-69

Suherna, S., & Nasiatin, T. (2023). Relationship between Customer Management Micro, Small and Medium Enterprises (MSMEs) and Marketing Performance in Banten. Journal of Sustainable Tourism and Entrepreneurship, 4(3), 345-355.

Susanti, R.,Wardiningsih, S. S., &Sunarso, S. (2022). Supporting Factors of Micro, and Small, Medium Enterprises Online Food Delivery during the New Normal Covid-19 Pandemic. American International Journal of Business Management, 5 (3), 66-75.

Twin, A. (2021). Business essentials: The 4 Ps. Investopedia. https://www.investopedia.com/terms/f/four-ps.asp

Van Vuuren, J. & Wörgötter, N. (2013). Market driving behaviour in organisations: Antecedents and outcomes. South African Journal of Economic and Management Sciences (SAJEMS) 16(2), pp. 115- 141

Wachira, P. M. ., Ngugi, P. K. ., & Nyang'au, S. . (2023). Entrepreneurial Capabilities and Performance of Small and Medium Enterprises in Kenya: Moderation Role of Information and Communication Technology. *Journal of Entrepreneurship &Amp; Project Management*, *3*(2), 9–18. Retrieved from https://edinburgjournals.org/journals/index.php/journal-of-entrepreneurship/article/view/183

Welman, J. C., Kruger, F., & Mitchell, B. (2015). Research methodology. Oxford University Press.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors.
Journal of Management, 17(3), 601–617. https://doi.org/10.1177/014920639101700305

Work Bank Report (2020). Small and medium scale enterprises (SMEs) finance. https://www.worldbank.org

Wu, I.-L., Chiu, M.-L., & Chen, K.-W. (2020). Defining the determinants of online 169 impulse buying through a shopping process of integrating perceived risk, expectation-confirmation model, and flow theory issues. International Journal of

Information Management, 52, 1–12. https://www.sciencedirect.com/science/article/abs/pii/S0268401219306759

Yang, B., Kim, Y., & McFarland, R. G. (2011). Individual differences and sales performance: A distal- proximal mediation model of self-efficacy, conscientiousness, and extraversion. Journal of Personal Selling and Sales Management, 31(4), 371-381.

APPENDIX
EXTRACT OF BILL OF QUANTITIES (BOQ)

S/N	Description	Qty	Unit	Rate (Naira)	Amount (Naira)
E	**CONCRETE WORKS**				
	Substructure (Provisional)				
	Insitu Concrete Construction Generally				
a.	Plain concrete (1:4:8 – 20mm aggregate) blinding.	6	m3	31,162.58	186,975.48
b.	Ditto; (1:3:6 – 38mm aggregate) foundation footing.	68	m3	35,682.48	2,426,408.64
c.	Ditto; floor slab	309	m3	35,682.48	11,025,886.32
d.	Ditto; steps	14	m3	35,682.48	499,554.72
e.	Ditto; ramp	3	m3	35,682.48	107,047.44
f.	Reinforced concrete (1:2:4 – 20mm aggregate) in column bases; well packed around reinforcement in formwork (both measured separately) and poured on against earth.	35	m3	44,076.61	1,542,681.35
g.	Ditto; columns	10	m3	44,076.61	440,766.10
	Formwork for Insitu Concrete				
	Rectangular shaped left in sawn formwork to: (2nr Uses)				
h.	Vertical sides of columns	92	m2	5,120.30	471,067.60
j.	Ditto; ramp	2	m2	5,120.30	10,240.60
k.	Column bases not exceeding 250mm high	137	m	1,690.12	231,546.44
m.	Ditto; edges of floor bed	230	m	1,690.12	388,727.60
n.	Ditto; steps	183	m	1,690.12	309,291.96
p.	Ditto; ramp	3	m	1,690.12	5,070.36
	Reinforcement for Insitu Concrete				
	High tensile steel bars to BS 4449 and BS 4461:				
q.	16mm diameter straight bars in column bases (nominal length 12.00m).	3090	kg	497.20	1,536,348.00
r.	Ditto; columns.	1718	kg	497.20	854,189.60
t.	Ditto; 8mm links in columns.	317	kg	561.98	178,147.66
	To Collection (CONCRETE WORKS) - Page E1				**20,213,949.87**