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Survival strategies and small and medium enterprises growth: evidence from Ogun state senatorial districts

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ABSTRACT

This study examined the effect of Survival Strategies on Small and Medium Enterprises in Ogun State. It investigates the relationship between product quality strategy, service strategy, pricing strategy and income diversification strategy on SMEs Growth in Ogun State Senatorial Districts. A Survey research design was employed, and questionnaire used as an instrument of data collection. A proportional sampling technique was used to select 385 SMEs in Ogun State Senatorial Districts comprising twenty local governments. The data obtained were analysed using descriptive statistics and pooled regression analysis while t-test statistic was used to test hypotheses formulated. The results of the findings revealed that product quality strategy, service strategy, pricing strategy and income diversification strategy have significant relationships with SMEs' Growth at a significance level of .05. The study concludes that survival strategies significantly influence SMEs Growth in Ogun State Senatorial Districts. Therefore, this study recommends that SMEs adopt a sustainable survival strategy in order to mitigate changes that manifest in an organisation's environment such as technology, workforce, materials or markets, provide excellent service delivery with affordable prices for their products and services towards growth.

Keywords:
Product Quality Strategy, Services Quality Strategy, Survival, Small and Medium Enterprises.

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1. INTRODUCTION

Survival is crucial in achieving successful entrepreneurship as long as appropriate tactics are employed. Akaeze and Akaeze (2017) asserted that the more a company stays in the market, the more successful it becomes and the less likely it is to face involuntary exits. According to Adeyemi and Aremu (2011), strategy entails a series of long-term decisions made by small business owners regarding objectives, services, policies, and action plans. Yusuf and Dansu (2013) argued that the concept of strategy is based on the future capacity of a business to act ethically and contribute to economic development while enhancing the quality of life of its employees, local communities, the international community, and future generations. Stroe, Parida, and Wincent (2018) observed that survival strategies refer to some distinct efforts, both psychological and behavioral, that individuals or organizations often adopt to tolerate, reduce, master, minimize stressful events, or maneuver their way out of trying periods. Therefore, to survive in an unfavorable environment, Small and Medium Enterprises (SMEs) must adopt competitive strategies to thrive in their business environment. Adhering to a single strategy can be detrimental to the sustainability of a business. This implies that an organization must adopt a survival strategy to maintain itself in a turbulent environment (Ouma and Amborise, 2016). On the other hand, Small and Medium Enterprises (SMEs) have been recognized as one of the tools for economic growth, sustainability, and industrial development of a nation because they constitute a significant part of GDP characterized as the backbone of all economies (Muller, Devnani, Julius, Gasliardi, and Marzorchi, 2016). The SMEs subsector has become a good source of job creation, aids in the development of local technology, and source of development to indigenous entrepreneurs and has contributed enormously to nation-building (Aderemi, Olu-Young, Taiwo, and Adejumo, 2019). The SMEs sector accounts for more than 90% of all economic activities and more than 50% of all employment opportunities globally, and also, contributes more than 40% of GDP in developing nations. The SMEs sub-sector in Nigeria plays a significant role in the economic development of the country because it account for 90% of all businesses in Nigeria (Garba, 2020).

Meanwhile, the COVID-19 (Coronavirus) pandemic has wreaked havoc on the global economy. The spread of the virus resulted in lockdown measures, social distancing regulations that led to the shutdown of markets, public institutions, enterprises, places of worship, and gatherings. This caused consumers and investors to seek safer consumption and investment options (Ozili, 2020). Additionally, limitations on the mobility of people, goods, and services in numerous countries have resulted in substantial losses for various industries, including aviation, entertainment, hospitality, and sports (Ozili, 2020). Thus, this study intends to examine the effect of Survival Strategies on SMEs Growth in Ogun State Senatorial Districts.

1.1 Statement of the Problem

According to Kindstrom et al. (2022), there are numerous obstacles that Small and Medium Enterprises (SMEs) encountered, which hinder their growth and sustainability. These challenges include an unsupportive business environment, unfavorable macroeconomic policies, and setbacks caused by the Covid-19 pandemic. In addition, the majority of SMEs faced the risk of permanent closure following the pandemic, partly because of their inability to settle expenses such as salaries and electricity bills during the shutdown. Many businesses have to lay off employees, while others resulted to reduce working hours (Edgecliffe, 2020). Furthermore, SME managers are at risk of bankruptcy due to global economic downturns (Wuen & Wu, 2020). Additionally, while Bako and Olapade (2020) only focused on Abeokuta South Local in Ogun State, this study aimed to cover the three senatorial districts in Ogun State.

1.2 Objective of the Study

The main objective of this study is to examine the effect of Survival Strategies on SMEs Growth in Ogun State Senatorial Districts. Specific objectives of the study are to:

- examine the effect of Product Quality Strategy on SMEs Growth in Ogun State Senatorial Districts.
- examine the effect of Service Strategy on SMEs Growth in Ogun State Senatorial Districts.
- examine the effect of Pricing Strategy on SMEs Growth in Ogun State Senatorial Districts.
- examine the effect of Income Diversification on SMEs Growth in Ogun State Senatorial Districts.

1.3 Research Questions

The following research questions were formulated for the purpose of this study:

- How does Product Quality Strategy influence SMEs Growth in Ogun State Senatorial Districts?

- What is the influence of Service Strategy on SMEs Growth in Ogun State Senatorial Districts?
- To what extent has Pricing Strategy influenced SMEs Growth in Ogun State Senatorial Districts?
- In what way does Income diversification influence SMEs Growth in Ogun State Senatorial Districts?

1.4 Research Hypotheses

The following hypotheses were tested for the study :

- Ho1: Product Quality Strategy does not have significant effect SMEs Growth in Ogun State Senatorial Districts.
- Ho2: Service Strategy does not have significant effect SMEs Growth in Ogun State Senatorial Districts.
- Ho3: Pricing Strategy does not have significant effect SMEs Growth in Ogun State Senatorial Districts.
- Ho4: Income diversification does not have significant effect on SMEs Growth in Ogun State Senatorial Districts.

2. LITERATURE REVIEW

2.1 Survival Strategies

Ajibola, P., Afolabi, A., Olanrewaju, P., & Abba, T. (2022) defined survival strategies as distinctive psychological and behavioral methods employed by individuals or institutions to endure, diminish, conquer, and alleviate stressful situations. Likewise, it can also be described as a diverse array of approaches and maneuvers that entrepreneurs utilize to enhance their businesses' chances of survival according to the prevailing business environment. Measuring the success of a business involves various factors, including profits, return on investment, sales growth, number of employees, satisfaction, and reputation (Adam & Alarifi, 2021). According to Akaeze (2017), the ability of a business to survive and avoid involuntary exit is a significant indicator of success in the market. In order to achieve a specific goal, strategies consist of well-planned actions, methods, and efficient use of both human and non-human resources. Abedisi and Bakare (2013) stated that the idea of strategies is based on a business's future capability to operate ethically, contribute to economic development, and enhance the quality of life for its workforce, local and global communities, and future generations. According to Adam, Alarifi, and others (2002), strategy is the collection of long-term decisions made by SMEs business leaders regarding their goals, services, policies, and action plans. The broad business goals set by the government and business environment must be met through effective strategies (Nuari et al., 2020). For instance, if the government aims to boost small-scale businesses, the programme must have objectives and services that cater to the expertise and qualifications of potential entrepreneurs. Additionally, the plans must satisfy the demand for products and infrastructure that align with the government's and environmental objectives to increase the likelihood of success.

2.1.1 Product Quality Strategy

Small and medium-sized enterprises (SMEs) need to enhance their products and services 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 quality has a significant impact on consumer behavior and fosters customer loyalty. 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.

2.1.2 Service Quality Strategy

SME need a service quality strategy because it gives them access to customers who are inclined to be satisfied and want to repurchase the product. According to Indraswari and Kusuma (2022), repeat customers contribute to increased sales and customer loyalty. Therefore, enhancing service quality through attractive promotions and adjustments to appeal to consumers is crucial to consumers. Service quality entails comprehending customers' expectations and delivering them. Susanti et al. (2022) stated that expected and perceived services are among the factors influencing service quality. If the service exceeds customers' expectations, it is perceived as ideal. This research suggests that an SME should aim to provide ideal service by adopting a suitable strategy to cater to service quality. Sanusi (2015) asserted that service quality determinants include tangibility, business responsiveness, assurance to stakeholders, empathy through genuine and interactive personal attention, and delivering of individual customized services to customers.

2.1.3 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 and Liozu, 2012).

2.1.4 Income Diversification

According to Thompson et al. (2006), diversification pertains to the establishment of a cluster of businesses that enables a company to engage in varied markets or businesses, whether they are related or not. Through diversification, companies can penetrate new or similar markets, or operate in diverse ones. Kotler and Keller (2006) classify diversification into three categories: concentric diversification, which involves the addition of new but related products and/or services to the existing ones; conglomerate diversification, which involves the addition of new but unrelated products and/or services to the core business; and horizontal diversification, which entails the addition of new or unrelated products for the present customer market segment.

2.1.5 Small and Medium Enterprises (SMEs) Growth

A company operating with a total share capital (including working capital and rentals) of between 5,000 and 50,000 Naira and no more than 5 employees is referred to as a Small and Medium Enterprise (SSE) in Nigeria. Likewise, a medium-sized enterprise (MSE) is characterized as having 10–50 employees and total assets of N51–500 million (including working capital and rent) (Motilewa et al.; Ihua, 2009; Central Bank of Nigeria, 2010; Alaye-Ogan, 2012). Business growth is a process that involves raising some indicator of an enterprise's success, primarily through cost reduction and profit maximization. A growing business is any organization that produces sizable cash flow earnings that rise at sizable rates that are faster than those of the overall economy (Kaigama, 2016). A growing enterprise tends to have profitable reinvestment and expansionary opportunity from its own retained earnings. Lawal and Aduku (2016) described business growth as that stage where a business reaches a point of expansion and seek s additional options to generate more profits. Growth is an important stage of lifecycle for all for-profit organizations. Growth is a process function which happens over multiple time periods. The growth of firm can be represented by the change of some variable over time. The most frequently used measures of growth are probably profit, physical output in natural units, sales in monetary units or market share. The growth of a firm can be measured by the growth of sales expressed in monetary terms (Machek & Machek, 2014).

2.2 Theoretical Framework

2.2.1 Survival Base 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. It is crucial for organizations to analyze and comprehend the competitive landscape of their environment to thrive, which aids in the development of survival strategies for long-term sustainability.

2.2.2 *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). 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

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. In another study by Abideen (2020), the survival of Small and Medium Enterprises in Abeokuta, Ogun State Nigeria, during the Coronavirus (COVID-19) pandemic was explored. The results of the study revealed that the COVID-19 sub-variables, such as lockdown, movement restriction, and international travel restriction, had a significant negative relationship with the SMEs performance in Abeokuta, Ogun State Nigeria. Okey-Colbert and Chinakwe(2020) investigated the impact of the Covid-19 pandemic on small and medium-sized enterprises in Nigeria. The research revealed that entrepreneurs, despite the adversity caused by the pandemic, have been able to capitalize on various prospects. The report suggests that small businesses should evaluate the potential harm that their ventures might face and strive to alleviate the unfavorable consequences of the pandemic while exploring fresh possibilities.

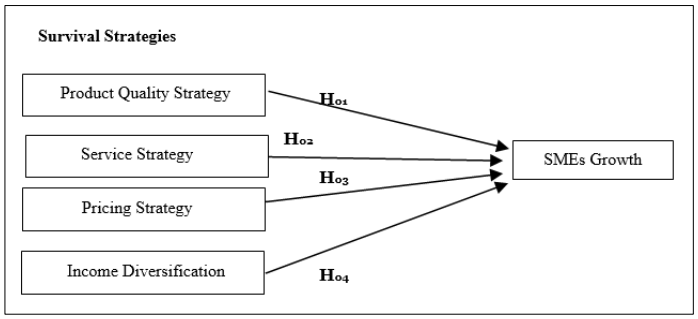


Fig. 1. Conceptual Framework
Source: Adapted from Hardilawati; Nsebot & Anietiemo (2020)

Model Specification

The general mathematical formula is given as:

F(x)

Y = f(x)

Where; Y represents dependent variable (SMEs Growth)

x represents independent variable (Survival Strategies)

Functional Model

SG = SS (PQS, SS, PS, ID)

$SG = \beta_0 + \beta_1 PQS + \beta_2 SS + \beta_3 PS + \beta_4 ID + e$

Where:

SG = SMEs Growth SS = Survival Strategy PQS = Product Quality Strategy SS= Service Strategies PS = Pricing Strategies ID = Income Diversification

β_0= Constant β_1 = Coefficient of PQS, SS, PS, ID e = Error term

3. METHODOLOGY

The study employed survey design to examine the effect of Survival Strategies for SMEs Growth in Ogun State Senatorial Districts. The study population comprises of all Small and Medium-sized Enterprises (SMEs) spread across twenty local governments in the three Senatorial districts of Ogun state. Cronchan sampling formular was employed to determine sample size of 385 because the population is infinite while proportional sampling technique was used to select respondents for this study. This consists of 173 respondents from Ogun East Senatorial District, (9 local governments) 96 respondents from Ogun West Senatorial District (5 local governments) and 116 respondents from Ogun Central Senatorial District (6 local governments). Questionnaires were distributed to SMEs owners and managers in the three Ogun State Senatorial Districts. The questionnaire was divided into two sections; Section A and B. Section A was based on personal data and SMEs information of the respondents while Section B comprise five-point rating scale questions ranging from Strongly Agree (5), Agree (4), Strongly Disagree (3), Disagree (2) and Undecided (1) to examine Survival Strategies on SMEs Growth in Ogun State Senatorial Districts.

3.1 Validity and Reliability of Research Instrument

The research instrument's content validity was assessed using expert judgment by two faculty academic staff experts in the Department of Business and Finance, Crescent University, Abeokuta. Furthermore, to test the reliability of the instrument, data from questionnaire were collected and tested using the Cronbach Alpha Method provided by Statistical Package for Social Sciences (SPSS 23.0) with a co-efficient of 0.735. As a rule; 0.70 and above co-efficient means that the collected responses through questionnaires have good reliability and level consistency.

Table 1. Reliability Test

Cronbach's Alpha	N of Items
.735	20

Source: SPSS version 23

3.2 Method of Data Analysis

Descriptive Statistics analysis was used to analyze results obtained from the questionnaires administered. The study employed multiple regressions and the t-test statistics to test the hypotheses formulated.

4. RESULTS AND ANALYSIS

Table 2 reveals that 52.7% of SME'S owners/managers were males and 47.3% females respectively. Similarly, it can be seen from this research findings that 90.4% and 6.2% represents married and single respondents, and the remaining 3.4% were divorced. In relation to their level of education, it shows that 0.5% of the respondents were PhD holders, master's degree holders, (6.5%), B.Sc. and HND 65% while the remaining 18% were holders of secondary school certificates. This study also reveals that 24.6.% of the respondents have working experience between 1-5 years, 29.8 % of the respondents had working experience between 6-10 years, while the remaining 45.6% accounted for SME'S owners/managers with above 10 years. Concerning account operated by respondents, this study reveals that 40% of respondents operates savings account, 26.67% were current account holders, 12% operated investment accounts, fixed deposits were operated by 1% of respondents, domiciliary and loan accounts accounted for 7..33% and 8 % of the respondents respectively and the remaining 6% operated other account Lastly, this study reveals that 30.1 % of the respondents were from Ogun Central Senatorial district, 25% Ogun West Senatorial district and 44.9% of the respondents emanated from Ogun East Senatorial district.

Table 2. Presentation of Respondent Demographic Data

S/N	Respondents bio-data		Frequency	(%)
1	Highest academic qualification	WASC and Equivalents	108	28
		HND/ B. Sc/ Equivalents	249	65
		M.Sc./MBA	26	6.5
		M.Phil. /Ph.D.	2	0.5
		Total	385	100
2.	Gender	Male	203	52.7
		Female	182	47.3
		Total	385	100
3.	Marital Status	Married	348	90.4
		Single	24	6.2
		Divorce	13	3.4
4.	Work experience	1-5 years	95	24.6
		6-10 years	115	29.8
		Above 10 years	175	45.6
		Total	385	100
5.	Senatorial Districts	Ogun State central	116	30.1
		Ogun State West	96	25
		Ogun State East	173	44.9
		Total	385	100

Source: Field Survey, 2022.

4.1 Regression Analyses

Hypothesis One - There is no significant influence of Product Quality Strategy and SMEs Growth in Ogun State Senatorial Districts.

Table 3. Fixed Effect Regression Result

Dependent Variable: Product Quality Strategy PQS

Method: Panel Least Squares

Date: 12/05/22 Time: 09:27

Sample: 385

Periods included: 5

Cross-sections included: 6

Total panel (balanced) observations: 30

Variable	Coefficient	Std. Error	t-Statistic	Prob.
S.S	0.388889	0.008979	4.370549	0.0009
C	4.572222	1.059752	4.314427	0.0003
Effects Specification				
Cross-section fixed (dummy variables)				
R-squared	0.726852	Mean dependent var		9.200000
Adjusted R-squared	0.655596	S.D. dependent var		0.406838
S.E. of regression	0.238757	Akaike info criterion		0.174221
Sum squared resid	1.311111	Schwarz criterion		0.501167
Log likelihood	4.386680	Hannan-Quinn criter.		0.278814
F-statistic	10.20056	Durbin-Watson stat		1.079096
Prob(F-statistic)	0.000016			

Correlated Random Effects - Hausman Test

Equation: Untitled

Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	5.701323	1	0.0170

The Hausman test above is significant, so we interpret the fixed effect regression. From the fixed effect regression above, product quality strategy has a positive relationship with SMEs Growth in the Ogun State Senatorial District and it is statistically significant at 5 percent. 1 percent increase in product quality strategy leads to 0.38 increases in SMEs Growth in the Ogun State Senatorial District. The F- calculated value of 10.2 is greater than F- tabulated value of 2.45, also the t- calculated 4.37 is greater than the t- tabulated value 1.98. Hence the F and student – t statistic is statistically significant. So we therefore conclude that Product Quality Strategy has a significant influence SMEs Growth in Ogun State Senatorial District.

Hypothesis Two - There is no significant influence of Service Strategy and SMEs Growth in Ogun State Senatorial Districts.

Table 4. Fixed Effect Regression Result

Dependent Variable: SERVICE STRATEGY

Method: Panel Least Squares

Date: 12/05/22 Time: 09:45

Sample: 385

Periods included: 5

Cross-sections included: 6

Total panel (balanced) observations: 30

Variable	Coefficient	Std. Error	t-Statistic	Prob.
S.S	2.362414	0.069505	3.406613	0.0300
C	9.200000	0.827808	11.11369	0.0000
	Effects Specification			
Cross-section fixed (dummy variables)				
R-squared	0.833333	Mean dependent var		9.200000
Adjusted R-squared	0.789855	S.D. dependent var		0.406838
S.E. of regression	0.186501	Akaike info criterion		-0.319797
Sum squared resid	0.800000	Schwarz criterion		0.007149
Log likelihood	11.79696	Hannan-Quinn criter.		-0.215204
F-statistic	19.16667	Durbin-Watson stat		1.500000
Prob(F-statistic)	0.000000			

Correlated Random Effects - Hausman Test

Equation: Untitled

Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	81.276074	1	0.0000

The Hausman test above is significant, so we interpret the fixed effect regression. From the fixed effect regression above service strategy has a positive relationship on SMEs Growth in Ogun State Senatorial Districts and it is statistically significant at 5 percent. 1 percent increase in service strategy leads to 2.3 increase in SMEs Growth in Ogun State Senatorial District. The F- calculated value of 19.16 is greater than F- tabulated value of 2.45, also the t- calculated 3.41 is greater than the t- tabulated value 1.98. Hence the F and student – t statistic is statistically significant. So we therefore conclude that Service Strategy has a significant influence on SMEs Growth in Ogun State Senatorial Districts.

Hypothesis Three - There is no significant influence of Pricing Strategy on SMEs Growth in Ogun State Senatorial Districts

Table 5. Fixed Effect Regression Result

Dependent Variable: PRICING STRATEGY

Method: Panel Least Squares

Date: 12/05/22 Time: 09:49

Sample: 385

Periods included: 5

Cross-sections included: 6

Total panel (unbalanced) observations: 29

Variable	Coefficient	Std. Error	t-Statistic	Prob.
S.S	0.368421	0.093074	3.958359	0.0008
C	16.13249	1.114318	14.47746	0.0000
	Effects Specification			
Cross-section fixed (dummy variables)				
R-squared	0.883838	Mean dependent var		11.72414
Adjusted R-squared	0.852157	S.D. dependent var		0.527565

S.E. of regression	0.202851	Akaike info criterion	-0.146190
Sum squared resid	0.905263	Schwarz criterion	0.183847
Log likelihood	9.119751	Hannan-Quinn criter.	-0.042826
F-statistic	27.89842	Durbin-Watson stat	1.530753
Prob(F-statistic)	0.000000		

Correlated Random Effects - Hausman Test

Equation: Untitled

Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	0.893458	1	0.3445

The Hausman test above is not statistically significant, so but we still interpret the fixed effect regression. From the fixed effect regression above, Pricing Strategy has a positive relationship on SMEs Growth in Ogun State Senatorial Districts, and it is statistically significant at 5 percent. 1 percent increase in Pricing Strategy leads to 0.36 increase in SMEs Growth in Ogun State Senatorial Districts. The F- calculated value of 27.89 is greater than F- tabulated value of 2.45, also the t- calculated 3.95 is greater than the t- tabulated value 1.98. Hence the F and student – t statistic is statistically significant. So we therefore conclude that Pricing Strategy has a significant influence on SMEs Growth in Ogun State Senatorial Districts.

Hypothesis Four - There is no significant influence of Income Diversification on SMEs Growth in Ogun State Senatorial Districts

Table 6. Fixed Effect Regression Result

Dependent Variable: INCOME DIVERS

Method: Panel Least Squares

Date: 12/05/22 Time: 12:56

Sample: 385

Periods included: 5

Cross-sections included: 6

Total panel (balanced) observations: 30

Variable	Coefficient	Std. Error	t-Statistic	Prob.
S.S	2.194444	0.056454	3.444294	0.0025
C	15.34722	0.672373	22.82547	0.0000

Effects Specification

Cross-section fixed (dummy variables)

R-squared	0.454023	Mean dependent var	13.03333
Adjusted R-squared	0.311594	S.D. dependent var	0.182574
S.E. of regression	0.151482	Akaike info criterion	0.735734
Sum squared resid	0.527778	Schwarz criterion	0.408788
Log likelihood	18.03600	Hannan-Quinn criter.	0.631141
F-statistic	3.187719	Durbin-Watson stat	2.133333
Prob(F-statistic)	0.019975		

Hausman test

Correlated Random Effects - Hausman Test

Equation: Untitled

Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	1.043557	1	0.3070

The Hausman test above is not statistically significant, so but we still interpret the fixed effect regression. From the fixed effect regression above, income diversification has a positive relationship with SMEs Growth in Ogun State Senatorial Districts, and it is statistically significant at 5 percent. 1 percent increase in income diversification leads to 2.19 increase in SMEs Growth in Ogun State Senatorial Districts. The F- calculated value of 3.18 is greater than F- tabulated value of 2.45, also the t- calculated 3.44 is greater than the t- tabulated value 1.98. Hence the F and student – t statistic is statistically significant. So we therefore conclude that Income Diversification has a significant influence on SMEs Growth in Ogun State Senatorial Districts.

5. DISCUSSION

Businesses must adapt to the challenges posed by the complexity of the environment as it becomes more and more complex. In order to achieve this, **the** aim of this research study was to examine how survival strategies affected the growth of SMEs in the senatorial districts of Ogun State. The effect of survival strategies on the growth of SMEs in the senatorial districts of Ogun State were measured by product quality, service, pricing, and income diversification. The findings showed that at the.05 level of significance, relationships between product quality strategy, service strategy, pricing strategy, and income diversification strategy and SMEs' growth are significant. The findings support the assertions made by Adam and Alarifi (2021) and Akhamiokhor and Adanikin (2017) that the delivery strategy for products and services had a significant impact on the growth of SMEs. In addition, Umoru and Adewole (2021) conducted study on the role of the environment in SMEs growth. The results found out that consumers work hard for their income, and therefore businesses should offer value-added products and services. As a result, SMEs must comprehend their environments and implement strategies that will enhance their growth. The results of this study also demonstrate that strategically selecting an environment to operate in is critical to the survival and growth of SMEs (Arfid, 2021; Nnabugwu, 2021).

6. CONCLUSION AND RECOMMENDATIONS

This study examined the influence of Survival Strategies on SMEs Growth in Ogun State Senatorial districts. This study concludes that Survival Strategies measured by *product quality strategy, service strategy, pricing strategy and income diversification strategy have a significant relationships on SMEs' Growth* in Ogun State Senatorial Districts *at .05 level of significance*. This study suggested that Small and medium-sized enterprises (SMEs) should adopt a proactive approach towards achieving their performance goals by emulating a product quality strategy. SMEs should also focus on enhancing their business growth by pursuing a service quality strategy. Additionally, the government should create a conducive environment to facilitate the growth of SMEs. Furthermore, to mitigate changes in organization's environments, such as technology, workforce, materials, or markets, this study also suggests SMEs to adopt a sustainable survival strategy and urging them to deliver excellent service at competitive prices for their goods and services in order to achieve growth.

6.1 Limitation and future directions of research

This research study had few limitations. First of all, this research study focused on SME'S in Ogun state Senatorial Districts. In future researchers can cover all the twenty local governments in Ogun state. This research study was conducted only in Ogun state, Nigeria . In future, researchers can choose to examine survival strategies and SMEs Growth in Lagos State Senatorial Districts being the commercial hub of Nigeria. Similarly, researchers can also find out the effect of survival strategies and SMEs Growth across the six geopolitical zones in Nigeria.

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