



Impact of Internal Resources Management Capabilities on Sustainable Sales Growth of Micro, Small and Medium Enterprises in Ogun State

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ABSTRACT

This research measured the impact of internal resources management capabilities on the sales growth of some selected MSMEs in Ogun State. The study implemented explanatory descriptive survey as a research design. The research population was registered MSMEs operating in Ogun State which totalled 2992 with probability random sampling size of 240 copies of questionnaire administered to owners and managers of MSMEs out of which 196 copies of questionnaire were retrieved and used for the analysis. Both descriptive and correlation analyses were employed for the test of the hypothesis through Statistical Package for Social Sciences (SPSS) software 22. The findings revealed that internal resources management capabilities have strong significant impact on sustainable sales growth of MSMEs in Ogun State. The study recommended that MSMEs in food, agro-allied and services need to establish strong nexus between internal resources management capabilities and sales growth in Ogun State in order to enhance their relevance, sustainability, and survivability for brand and marketing networking within their competitive business environment of the MSMEs in Ogun State, Nigeria. In view of the above, the policy makers in Nigeria should embark on policy that will provide financial succour and empowering MSMEs owners and managers in order to reduce drastically the collapse of MSMEs in Nigeria.

Keywords: *Competitive advantage, internal resources, management capabilities, sales growth, small and medium enterprises, sustainable development goals (SDG).*

INTRODUCTION

Entrepreneurship business environment is operating globally in the midst of economic turbulence, globalisation, insurgency, and intense competition. Developing entrepreneurship has become critical issue to government, business practitioners, and researchers alike due to inaccessibility of useful capabilities that can be garnered and managed to achieve the goals of business incorporation. The owners and managers are increasing in numbers seeking for strategic approaches to realise, improve, and sustain organisational performance and competitive advantage through independent and useful internal resources management capabilities available for their firms in Africa. Therefore, procurement of sufficient internal resources has become the major backbones of achieving the objectives of organisations including small and medium scales enterprises (MSMEs) in Nigeria (Adebiyi, Obasan, & Alese, 2016; Abasilim, Gberville, & Osibanjo, 2019).

It is becoming worrisome because of the aftermath effect of Fulani herdsmen, banditry and kidnapping in the South-West, religious jihadist conflict and insurgency in the North-East, and armed robbery and piracy in the South-South on business operations and performance of MSMEs in Nigeria

(Ufua, Olujobi, Tahir, Alfaryan, 2022). This is unlike the large scale organisations when compared with the MSMEs who have the likely different means of sourcing for these internal resources adequately even across the frontiers when and where they are needed. Kamal-Chaoui (2017) posited that MSMEs are essential sector in achieving Sustainable Development Goals (SDGs), and these goals could only be achieved if the countries build strong MSMEs. The scholar reiterated the importance of MSMEs in innovation and creativity, employment generation, gender equality, industrial capacity building, and inclusive development that required policy framework for creating conducive business environment and productive MSMEs economy.

What necessitated this study are the incessant failure of MSME firms in developed and emerging economies and somewhat challenges of inaccessible to adequate internal resources which have been identified as a researchable area due to the fact that this sector contributes to achievement of equitable and industrial diversification, availability of value-added products, employment generation, economic growth, and realisation of United Nations Sustainable Development Goals (Verma, & Nema, 2019; Muritala, Awolaja, & Bako, 2020). According to the National Bureau of Statistics (NBS) (2018) which estimated the number of registered MSMEs in Nigeria to be 41.4million, and 61% of these enterprises are still struggling to survive from the effect of global economic downturn and cash crunch within the space of 2013 and 2017. This is due to the fact that unconducive business environment contributed in which inadequate internal resources management cannot be underestimated. There is no doubt that MSMEs in Nigeria lack internal resources such as: people management capability, financial management capability, and customer relationship management capability (Ibidunni, 2014; & Armstrong, 2020).

Consequently, an attempts have been made by the Nigerian government to sensitize entrepreneurs in the MSMEs sub-sector through series of programmes and policies initiated in the time past with view of improving the MSMEs in Nigeria. This pave way to the establishment of Directorate of Food, Roads and Rural Integration (1986), Better Life Programme (1987), National Directorate of Employment (1988), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) (2003), Youth Enterprises with Innovation in Nigeria (YOUWIN) (2013), and Anchor Borrower Programme (2015), etc. These agencies are established to responsible for the coordinating the development of the micro, small and medium scales enterprises and employment generation in Nigeria. In spite of this intervention by the government of the country, the majority of owners and managers of MSMEs in Nigeria still lacked useful capability management to maintain sustainable sales growth in Nigerian MSMEs sub-sector.

Featuring prominently among internal resources management capabilities is the customer relationship management capability which is the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application (Alawiye-Adams, & Afolabi, 2014; & Ahmed, 2016). Some business firms that make use of interactive system to build relationship with customers tend to perform better than others that are passive in nature. In this business dynamic and competitive environment, firms need to maintain close relationship with customers and consumers to grow their sales. Brand reputation in the industry acquired through quality product and service delivery enables firms to compete favourably with other firms. It can be predicted, if all things being equal, what the sales growth measurement will be. The mode of customers' product distribution network matters a lot to the business firms in order to convey their products nearer to both consumers and customers but reverse is the case in MSMEs in Nigeria (Hisbam, 2013).

In addition, for internal resources to be maintained and sales growth achieved "there is a role of financial management capability in relationship with sales growth of a business enterprise (Brealy and Myres, 1996). Financial management capability is the process of taking precaution to strategic decisions hence influencing the level of effectiveness by using financial managerial resources to improve productivity and sales growth (Pandey, 2003; Adebisi, Obasan, & Alese, 2016). This capability which is the combination of attitude, knowledge, skills and staff efficacy needed on money management decision that best fits the circumstances of one's life with an enabling environment to grow sales volume is still lacking in Nigerian MSMEs (FSA, 2009; Ibidunni, 2014; Leopold and Harris, 2009).

In view of the above challenges, study regarding the impact of internal resources management capability on sales growth of MSMEs in Nigeria becomes highly important in this recent time due to the aftermath of COVID-19 pandemic and other economic turbulences which have caused global industrial disruption in all the sectors of the economy. Meanwhile, increase in research studies suggests the notion that internal resources management capability might be linked positively with sales growth (Bimha, Hoque, & Munapo, 2020; Huang, & Huang, 2020; Audretsch & Belitski, 2021; & Dada & Adeigbe, 2022). But a close look at these studies showed that the case of MSMEs in Ogun State has not been studied of the roles internal resources management capability played in sustaining their sales growth. Also, this research has come to fill the gap created by past researchers because most research works done have not focused on the manufacturing and agro-allied industries but mostly in hospitality, teaching profession, and banking and finance and they were conducted outside Ogun State, Nigeria.

As a result, the implication of this research gap in relevant literature necessitates the conduct of this empirical work in order to ascertain the impact of internal resources management capability on sustainable sales growth of MSMEs firms as a departure from previous studies which have regional arrangements. Hence, the main objective of this study sets to measure the impact of internal resources management capability on the sustainable sales growth of selected MSMEs firms in Ogun State, Nigeria in order to give answer to the following research questions as:

- (i) To what extent does customer relationship management capability influence sales growth of MSMEs?
- (ii) In what way does financial management capability impact on sales growth of MSMEs? and
- (iii) What are the role of demographic variables on internal resources management capabilities and sales growth of MSMEs?

LITERATURE REVIEW

Customer Relationship Management Capability and Sales Growth of MSMEs

Customer relationship management (CRM) capability has attracted research attention from both management and marketing practitioners and researchers over the last decade. Despite the attention drawn to the subject, a clear agreement on what customer relationship management capability is and especially how customer relationship management should be developed to increase the sales growth remains lacking. Extant studies of customer relationship management have exposed that many firms ignored to effectively deploy and manage their customer relationship management programs (Wang and Feng, 2012; Brenner, 2020; Dada, & Adeigbe, 2022). Some of the studies concluded that these firms failed because of their inability to deploy CRM resources at disposal to build superior capabilities in managing customer relationship and achieve competitive advantage (Brenner, 2020; Gil-Gomez, Guerola-Navarro, Oltra-Badenes, & Lozano-Quills, 2020; Shikha, Chaudhry, & Srivastava, 2020). The promotion of increased market share, innovation in information technology, continuous product improvement, sound financial issues and rational investment would facilitate MSMEs owners and managers to run their firms to maximize sales growth within the changing organisational environment (Hisbam, 2013; Ibidunni, 2014; Ntabo, 2015).

Financial Management Capability and Sales Growth of MSMEs

It is a function of every management; planning ahead, choosing and using financial products and using information and advice to run organisations to performance (BSA, 2004). According to Akinsulire (2014) sees financial management capability as the competencies used in the identification of the possible strategies capable of maximizing an organisation's net present value, the allocation of scarce resources among the competing opportunities and the implementation and monitoring of the chosen strategy so as to achieve the stated sales growth objectives. Hence, studies have shown that financial management is the use of accounting knowledge, economics models, mathematical rules, systems analysis and behavioural science for the specified purpose of assisting management in its functions of financial planning and control (Akanbi, & Adewoye, 2018; Dada & Adeigbe, 2022; Okolo, Amaihian, Dada, Usendiah, Ukpaibo, 2022).

The Concept of Resource Dependency Theory

Resource dependency theory specified how the external resources of one organisation affected the behaviour of dependent organisations to operate. The fundamental assumption of this theory was that dependence on essential and critical resources influenced the actions of MSMEs and that of organisational decisions and action could be elaborated depending on the particular dependency situation. The theory emphasized the importance of looking at the world in which the MSMEs operate when attempting to clarify actions and effect (Pfeiffer and Salancik, 2003). Most MSMEs owners and managers in organisations need to understand that their success is linked to consumer demand. Their organisations thrive when consumer demand grows. That makes customers the ultimate resource that businesses are dependent on. This may seem obvious when it comes to sales, but it's actually the organisational stimuli that show the management customers as a resource (Oliveira, Kakabadse, & Khan, 2022).

Resource dependency theory enables the owners and managers of MSMEs to display ability to attract the adequate mix of funds they needed to finance their activities and customers that would develop brand loyalty for their product and services rendered. This theory explained further the usefulness of the environmental linkages of MSME organisations and the external resources which when used effectively could provide MSMEs with its competitive advantage through improved sales growth (Hull & Rothenberg, 2008). Murluki, Cherulyot and Komen (2017) and Satrirenjit, Alistair and Martin (2012) argued that owners and managers serve to connect the MSMEs with external resources to minimize uncertainty because the presence of the MSMEs would be crucial for managing uncertainty effectively. Instead of simply assessing environmental opportunities and risks in the performance of MSMEs, the competitive advantage relied on the uniqueness of the resources and skills possessed (Kura, Abubakar, & Maya, 2020; & Dada, 2022b).

By relevance of this theory, capable owners and managers with necessary potential and vibrancy, first-hand information and dynamic competences could drive MSMEs towards sales growth.

Theory of Survival of the Fittest

The theory of survival of the fittest principle originally formulated by Herbert Spencer (Miesing and Preble, 1985) was considered ideally suited to the theoretical under-pining of the research, in line with the empirical conclusions of previous scholars. The survival-base theory explores the uses of strategic institutions to keep rivals from being exterminated. In order to excel in innovation and a strong intellectual and functional capacity to operate an organisation, the mechanism of sensing, intuition, feeling, thought must be built by MSMEs owners and start-up entrepreneurs. This enables MSMEs to embrace uncertainties in this modern day business in order to achieve relevance, survival and growth (Gibcus, 2003; Umar, 2019). Basically, the foundation of the survival strategy is that, in order to survive, MSME firms need to constantly adapt to their competitive climate. Brian (1996) cited in the work of Egwakhe, Tijani, Akinlabi and Egwuonwu (2020) opined that a new way of thinking about the business world (a paradigm) and new ways of behaving (corporate strategies) seem to be introduced every decade.

This theory, which was very popular during the late 19th and early 20th centuries, stressed the notion that only the best and fittest of MSME competitors would benefit by pursuing the concept of design, which eventually would lead to the development of the creative and innovative service or product. Social Darwinism claimed that it was natural for competition to function in hedonistic ways to establish the best SME organisations that endured and prospered by adapting to its environment effectively or being the most successful and economically productive business organisation. Hence, under this premise, ruthless corporate competition and dirty organisational and business politics are appropriate. The survival-based view of the management emphasized the assumptions that businesses would follow strategies that should focus on running very productive activities in order to thrive in a competitive environment (Egwakhe, *et al.*, 2020; Umar, 2019). These scholars concluded that the most equipped and willing MSME owners and start-up entrepreneurs to adapt to the business environmental climate is an organisation that succeeds.

In the later part of the 20th century, this theory endured criticism from Neo-Darwinism, which heavily relied on socio-economic unity as a central truth of evolution. Under this theory, competition and cooperation are believed to be intertwined and competition would compel an MSME organisation to be cooperative. Therefore, to survive the dynamic and volatile business market space environment, the ideals and values of doing good and ethical business with available internal resources are promoted. On the basis of this claim, this study focused on hypotheses using resource dependency and survival of the fittest theories.

METHODOLOGY

The study adopted explanatory descriptive survey research design. Quantitative method was used in this study. Structured questionnaire was designed and used to collect data from the respondents on the variables studied. The sample frame for this study is determined from the population of selected MSMEs in Ogun State in Nigeria in the foods, agro-allied and services sectors. The sample size of 240 is considered appropriate given a research involving a moderate high population. Consequently, sample size of 196 respondents; small business owners, owner-managers and start-up (emergent) entrepreneurs returned valid and was used for this study.

The population used for this study was 40 small and medium scale firms randomly selected in Ogun State, Nigeria. The database survey on small and medium scale firms held by SMEDAN (Ogun State Chapter) provided the estimated figure of 2992 registered MSMEs in 2017. This study is concerned with MSMEs in four selected local governments in Ogun State, Nigeria namely: Ado-Odo/Ota, Yewa South, Ifo, and Abeokuta South in Ogun State. These four localities were chosen based on their high level of commercial activities, apart from Abeokuta which is the capital of Ogun State. Abeokuta is being regarded as the political capital of the state harbouring large numbers of MSMEs apart from being an economic and residential settlements but Ota is principally seen as the economic capital of the state. Nevertheless, Ifo and Ilaro are not excluded out of the business life of Ogun State. These locals have been regarded as the havens of foods and agro-allied and services for MSMEs in Ogun State.

The two constructs were measured in this study and these are: internal resources management capabilities and sales growth. The questionnaire was divided into three sections; the first section contains personal demographic information while the second section contained questions relating to internal resources management capabilities. The third section contained questions relating to sales growth. In addition, the questionnaire was formatted on a Five-point Likert Scale. The Cronbach Alpha test was used to test the reliability of the research instrument. Copies of the questionnaire were distributed by the researcher with the help of two experienced research assistants to collect data from the respondents. Out of the 240 copies administered, 196 were retrieved for analysis, which represented 81.7% of the total. Data were analysed using descriptive test and the data were subjected to Pearson Correlation Coefficient to examine the significant impact of internal resources management capabilities (Independent variable) on sustainable sales growth (Dependent variable) while demographic information serves as moderating variable in determining the validity and reliability of data tested for the study.

RESULTS AND DISCUSSION OF FINDINGS

Descriptive Analysis

Table 1: Response to the Issue of Customer Relationship Management Capability of MSMEs

S/N	STATEMENTS	SD 1	D 2	N 3	A 4	SA 5	Total	Mean	SD σ	Remark
Customer Relationship Management Capability										
1	Through ongoing dialogue, we work with individual key customer to customize our offerings	20 10.4	36 17.7	20 10.4	40 20.8	80 40.6	196 100%	4.00	0.719	Good
2	My organisation provides customized services and products	75 38.3	43 21.9	23 11.7	24 12.2	31 15.8	196 100%	4.34	0.572	Good
3	All people in my organisation treat key customers with great care	20 10.4	35 17.7	8 4.2	59 30.2	74 37.5	196 100%	3.98	0.757	Fair
4	My organisation makes an effort to meet customer needs	25 12.5	43 21.9	10 5.2	55 28.1	63 32.3	196 100%	3.98	0.726	Fair
5	My organisation has the sales and marketing expertise and resources to succeed in CRM	40 20.4	22 11.2	16 8.1	75 38.0	43 21.9	196 100%	3.40	0.586	Average
6	Employee performance is rewarded based on meeting customer needs and serving the customers	33 16.7	29 14.6	16 8.2	44 22.5%	74 37.5	196 100%	4.14	0.587	Good
7	My organisation commits time and resources in managing customer relationship	26 13.3	14 7.3%	35 17.7	49 25.0%	72 36.5	196 100%	3.82	1.049	Fair

Table 1 indicated the firm through ongoing dialogue work with individual key customer to customize their offerings and also agreed that all the people in the organisation treated key customers with great care. The firms also agreed that they made efforts to find out what their key customer needed and used the sales and marketing expertise and resources to succeed in CRM. Basically, it was agreed that employee performance was rewarded based on meeting customer needs and on successfully serving the customers. Finally, the firms committed time and resources in managing customer relationship. This was consistent with prior studies in the strategic management, customer relationship management and marketing disciplines that showed that practices, strategies and technologies that companies used to manage and analysed customer interactions and data throughout the customer lifecycle helped to quicken the realisation of corporate objectives (Buttle, 2004; Chakravorti, 2006; Obunike, & Udu, 2019; Dada & Adeigbe, 2022).

Table 2: Response to the Issue of Financial Management Capability

S/N	STATEMENTS	SD 1	D 2	N 3	A 4	SA 5	Total	Mean	SD σ	Remark
Financial Management Capability										
1	My organisation manages and maintains facilities effectively	28 14.3	33 16.7	18 9.3	43 21.9	74 37.5	196 100%	3.80	0.870	Average
2	My organisation implements and accomplishes improvements	33 16.7	27 13.5	23 11.5	43 21.9	70 35.7	196 100%	3.80	0.784	Average
3	My organisation prepares and administers budget effectively.	20 10.4	27 13.5	6 3.1	59 30.2	84 42.7	196 100%	3.95	0.775	Fair
4	My organisation uses funds efficiently and effectively.	29 14.6	20 10.4	12 6.3	76 38.5	59 30.2	196 100%	3.94	0.807	Fair
5	My organisation fairly allocates funding to support programs	25 12.5	33 16.7	23 11.5	75 38.0	40 20.4	196 100%	4.05	0.576	Good
6	My organisation pursues and secures additional funding for the unit.	29 14.6	19 9.69	12 6.3	76 38.5	60 30.6	196 100%	4.41	0.533	Good

From Table 2, it can be depicted “that the firms maintained facilities effectively, implemented and accomplished improvements, prepared and administered budget effectively. Moreover, it was agreed that the firms used funds efficiently and effectively by fairly allocated funding to support programmes. Finally, the firms pursued and secured additional funding for the unit” (Field Survey Result, 2021). A lot of researchers and scholars had shown in their studies that “the efficient and effective management of money (funds) were determinants for accomplishing objectives of the organization (Drucker, 2006; Brenner, 2020; Dada, 2022a).

Table 3: Response to the Issue of Sales Growth of MSMEs

S/N	STATEMENTS	SD 1	D 2	N 3	A 4	SA 5	Total	Mean	SD σ	Remark
Sustainable Sales Growth of MSMEs										
1	My firm’s sales growth position is relative to competition	26 13.2	14 7.3	35 17.7	49 25.0	72 36.5	196 100%	3.96	0.732	Fair
2	My firm is satisfied with the sales growth rate	73 37.2	42 21.3	23 11.5	25 12.5	33 16.7	196 100%	4.13	0.665	Good
3	My firm market share gains is relative to competition	21 10.7	35 17.7	8 4.2	59 30.2	73 37.5	196 100%	4.15	0.791	Good
4	My firm sales have increased in the last two years	45 22.9	43 21.9	10 5.1	35 17.7	63 32.1	196 100%	4.03	0.569	Good
5	My firm’s yearly profit position is relative to competition	57 29.2	25 12.5	14 7.1	67 34.2	33 16.8	196 100%	3.92	0.764	Fair
6	My firm is satisfied with return on sales	55 28.1	39 19.8	19 10.0	35 17.7	48 24.4	196 100%	3.99	0.770	Fair
7	My firms financial liquidity position is relative to competition	29 14.6	41 20.8	10 5.1	53 27.1	63 32.0	196 100%	3.92	0.904	Fair
8	My firm is satisfied with return on investment	45 22.9	33 16.7	13 6.6	68 34.7	37 18.7	196 100%	4.00	0.683	Good

The table 3 also indicated that the firm market share had been on the increase since inception, and the firms were fairly satisfied with the sales growth rate and the market shares gains were relative to competition. The findings also indicated that the firms made efforts to find out what their key customer needs, and the firm’s yearly profit position was relative to competition. The firm was satisfied with

return on sales and the financial liquidity position was relative to competition. Finally, it was agreed that the firm satisfied with return on investment. This was consistent with prior studies in the strategic management, customer relationship management and marketing disciplines that showed that increasing sales of existing products to existing markets (market penetration), finding new markets for existing products (market development), creating new products for existing markets (product development), and creating new products (diversification) contributed to MSME's growth (Heffernan, et al., 2008; Hisbam, 2011; Kombo, 2011; and Ward, 2005).

Hypothesis Testing

The tables below demonstrated the results of three hypotheses tested as measures of the relationships and effects of the variables proposed. The first hypothesis stated that:

H₀₁: Customer relationship management capability does not influence sustainable sales growth of MSMEs

Table 4: Model Summary of Customer Relationship Management Capability on Sales Growth of MSMEs

Co-efficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	sig.
		B	std. error	Beta		
1	(constant)	1.236	0.173		7.653	0.000
	customer relationship management capability	0.711	0.081	0.821	13.763	0.000
	R	0.821 ^a				
	R ²	0.674				
	Adj. R ²	0.611				
	F	148.165				
	Overall Sig.	0.000 ^b				

a. dependent variable: sustainable sales growth of MSMEs

In the table above, after entry of the customer relationship management capability scale, the total variance explained by the model was 67.4% (0.674 x 100). This implied that customer relationship management capability scale explains 67.4% of the variance in sales growth of MSMEs. The table above also revealed the statistical significance of customer relationship management capability on sales growth of MSMEs. This analysis tested the null hypothesis that multiple r in the population equals 0. The rule also is that a model reaches statistical significance when Sig. = 0.000; this really means that $p < 0.0005$. Therefore, from the table, customer relationship management capability was statistically significant to sustainable sales growth of MSMEs where Sig. = 0.000 { $f(1.94) = 164.100$ }. This is in line with the submission of Eniola (2014) and Alawiye-Adams, and Afolabi (2014). The study therefore, accepts H₁ and rejects H₀.

H₀₂: Financial management capability does not impact on sustainable sales growth of MSMEs.

In table 5, the relationship between financial management capability and sustainable sales growth of MSMEs was investigated using Pearson Product-Moment Correlation Coefficient. There was a strong, positive correlation between the two variables, financial management capability and sustainable sales growth of MSMEs; $r = 0.801$, $n = 196$, $p < 0.01$, that is, high levels of financial management capability were associated with relatively high levels of sales growth. The implication of this result was that, the level of market share was averagely influenced by the financial management capability of the entrepreneurs. Conclusively, the results of the Pearson product moment correlation analysis showed

that there was a positive and strong significant relationship between financial management capability and sustainable sales growth of MSMEs. This is in line with the submission of Akanbi, and Adewoye (2018). The study therefore, accepts H_1 and rejects H_0 .

Table 5: Model Summary of Financial Management Capability and Sustainable Sales Growth of MSMEs

Correlations		financial management capability	sales growth
financial management capability	Pearson Correlation	1	0.801**
	sig. (2-tailed)		0.000
	Sum of squares and cross-products	50.000	36.250
	Co-variance	0.526	0.382
	N	196	196
Sustainable Sales Growth	Pearson Correlation	0.801**	1
	sig. (2-tailed)	0.000	
	Sum of squares and cross-products	36.250	40.990
	Co-variance	0.382	0.431
	N	196	196

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

H_{03} : Demographic variables have no impact on internal resources management capabilities and sustainable sales growth of MSMEs

The demographic variables in Table 6 showed that 62.5% of the respondents represented by male and 37.5% were represented by female. This table indicated that 33.3% of the respondents fall within the age bracket below 25 years, while 55.2% represented 25 to 40 years and respondents within the age of 41 years and above constituted 11.5%. On the marital status of the respondents, it was exhibited that 20.8% were single and 71.9% were married and 7.3% only were others. For the educational qualification, the table above showed that 11.5% of the respondents has SSCE certificate; 42.7% of the respondents represented OND/ NCE holder; while 35.4% had B.Sc/B.Ed/B.A and only 10.4% represented others like M.Sc/M.Ed/M.A and other professional certifications. For the distribution by period in business (experience), the table indicated that 29.2% of the respondents had 1-5 years' of experience on MSMEs, 43.7% have 6-10 years, while 16.7% also had 11-15 years' experience in business and 10.4% had 16 years of MSMEs experience and above (Teece, Pisano, & Shuen, Asenge, & Agwa, 2018). This implies that MSMEs that have enough internal resource capabilities would be able to drive sustainable sales growth that enhance relevance and survivability in the Ogun State, Nigeria.

Table 6: Demographic Characteristics of the Respondents

Demographic Characteristics	Frequencies	Percentages
Gender		
Male	122	62.5
Female	74	37.5
Total	196	100%
Age		
24 years and below	65	33.3
25 – 40 years	108	55.2
41 years and above	23	11.5
Total	196	100%
Marital Status		
Single	40	20.8
Married	136	71.9
Others	22	7.3
Total	196	100%
Educational Qualification		
SSCE	22	11.5
OND/ NCE	84	42.7
B.SC/B.Ed./B.A	69	35.4
Others	21	10.4
Total	196	100%
Work Experience		
Below 6 years	57	29.2
6-10 years	86	43.7
11 -15 years	33	16.7
16 years and above	20	10.4
Total	196	100%

Conclusions and Recommendation

The findings indicated that in order to increase firm’s sustainable sales growth, it is necessary to invest in the concepts of competitive aggressiveness, marketing innovation and structural social capital, and to increase the innovation performance, it is required to invest in the concepts of innovation tendency, product and service innovation.

Also, the hypothesis focuses on the effect of customer relationship management capability on sustainable sales growth of MSMEs. This result showed that customer relationship management capability scale explains 67.4% of the variance in sustainable sales growth of MSMEs. By implications, customer relationship management capability has made a significant unique contribution to the prediction of the dependent variable; sustainable sales growth of MSMEs. To facilitate better customer relationship management, firms must endeavour to engage sales and marketing expertise for better outputs. This implies that increase in customer relationship management capability will eventually lead to increase in sustainable sales growth of MSMEs

As a result of the findings of the study, we recommend that MSME firms should recognise that in order to remain in business and to be of relevance in the market they need to be entrepreneurial in their approaches; in terms of meeting the needs of their customers, employ integrative marketing in their approaches, and commit time and resources in managing customers’ information. Also, MSMEs should maintain their financial facilities effectively, avoid wrong mixture of finances, and guide their budget efficiently. In order for continuous improvement in business performance in the areas of sales growth, profit maximisation, new product success and customer satisfaction, it is important for small and medium enterprises to adopt and manage internal resources effectively and efficiently in order to achieve sustainable sales growth performance.

Contribution to Knowledge

This study contributed to knowledge in strategic management, marketing management, and entrepreneurship literature and perspectives on how the effective interaction of major internal resources management capabilities such as: customer relationship management capability and financial management capability can help the owners and managers of MSMEs realise sustainable sales growth performance of their businesses. It was discovered from this empirical study that lack of these resources can have negative contribution on sustainable sales growth of MSMEs. Therefore, internal resources management capabilities effects on sustainable sales growth of MSMEs should be owners' skills and competencies driven rather than strategy driven in the areas of financial management and customer relationship management.

Implication for Policy and Research

The implication of the explanatory variables is to tell their real effect on sustainable sales growth of MSMEs in Nigeria. The positive significant effect of internal resources management capabilities on sustainable sales growth of MSMEs has shown that continuing in this trends would permanently make the sector moribund or result to total collapse but the need to quickly synergise these variables that turnaround the performance for policy formulation and ensure continuous and steady research for further innovation and creativity for improved sustainable sales growth in Nigeria.

Implication for Business and Society

This study brings to forefront of the importance of internal resources management at the strategic and tactical levels on the need to harness useful and capable tools to run the affairs of the MSMEs organisations in Nigeria. The business and society benefit from the contribution of MSMEs sector as a driver of economic growth and development for youth employment and wealth creation. The more internal resource capabilities handled by competent managers, the more the growth of sales of MSMEs in enhancing CRM and financial management practices of their organisations.

Limitations and Suggestions for Further Studies

For this research, only Ogun State in the South-West, Nigeria was the focus, restricting the scope of the study. However, it is proposed that future research could expand its research vocal lens to fit several states of the federation based on their geo-political zones. It is equally of note that only two constructs were used to measure internal resources management capability. For more robust results, future studies may raise the number of variables and make comparative analysis of MSMEs from other sectors different from the four areas (agro-allied, manufacturing, services, and food and drinks) of concentration of this research.

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