

Competitive Intelligence and Small Business Sustainability in a Precarious Working Environment: Evidence from Selected Cleaning Services Companies in Lagos State

J. O. Ekwoaba & Emmanuel I. Uwem

Department of Industrial relations and Personnel Management
University of Lagos, Akoka

& Department of Business Administration and Marketing,
Babcock University, Ilishan- Remo

Abstract

Small businesses are continuously seeking for better insight for their capacity to compete effectively due to competitive pressures from new sources and faster dissemination of both innovation and imitation facilitated by forces of globalisation. However, various studies have shown that most small businesses in Nigeria experience inconsistency in service delivery, employment stability and barely survive a few years after inception. This is a threat to economic growth as small businesses account for about over 50% of GDP of any country. Advancing adequate reasons for small business failure in Nigeria has posed a serious challenge over the years. This study aimed at examining the effect of competitive intelligence on small business sustainability in selected cleaning services companies in Lagos State. A survey research design, stratified sampling technique and simple regression analysis were used for this study. A well-structured questionnaire was administered to the respondents who consist of top executives, supervisors and cleaners working in the selected cleaning services companies in the three senatorial districts (Lagos Central and Lagos East districts consisting of five local government areas, while Lagos West district consist of ten local government areas) in Lagos State and offering janitorial services only. A sample size of 400 respondents was arrived at using a Rao soft sample size calculator out of the total population of 1535 personnel. The hypotheses were tested using simple linear regression. Statistical analysis was carried out using SPSS. The study found that competitive intelligence had a significant effect on small business sustainability in the selected cleaning services companies in Lagos State ($B=0.606$; $R^2=.357$; $p<0.05$). The study recommended implementation of organisational justice as panacea for retaining quality human capital capable of sourcing the requisite information needed for strategic decision making and business sustainability. In addition, businesses should adopt human resource policies and practices that could elicit information from both the internal and external environment.

Keywords: Competitive Intelligence, Globalisation, Precarious Employment, Business sustainability, Small businesses.

Introduction

Many small businesses are facing challenges such as achieving sustainability in a competitive business environment. These challenges, which are usually associated with small businesses engaging in precarious employment, are accentuated by non-conducive work environment, workplace conflict, low wages, job insecurity, high labour turnover, employee retention issues and negative deviant behaviours such as lateness, theft, and sabotage. All these affect both the employer and the employees at the work place. In other words, employers and employees encountering these problems would find it difficult to analyse the business environment, assemble intellectual information, and make proper and instant decisions when faced with opportunities or threats to improve their competitive advantage (Akikibofori & Akikibofori, 2014).

Consequently, owners of small business are faced with the challenges of continuous monitoring of employees deviant behaviours as employees are the leading assets at workplace; gathering and analysis of information about changing customers' preferences and competitors' strategies to gain competitive advantage and ensure business sustainability. These burdens have robbed most of them the competitive advantage they would have enjoyed in the market place. Peter Drucker's "knowledge workers" theory suggests that human capital is a critical factor of competitive advantage (Erickson & Rothberg, 2009).

Seleim and Khalil (2011) also found that knowledge management has a critical influence on competitive advantage, improved resource alignment and small business viability. In addition, Gracanin, Kalac, and Jovanovic (2015) argued that in modern business environment, knowledge of suitable market positioning and development of small business strategies constitute the most significant resource. That is, suitable market positioning and development of small business strategies are unlikely without taking cognisance of work environment issues as agitated by employees, market competition both current and potential and other related information.

One of the problems is the inability of some small businesses to cope with fluctuations in the ever changing business environment and deal with issue of properly utilising its human capital to gain competitive advantage through competitive intelligence (Nenzhelele & Pellissier, 2014). Secondly some small businesses have inadequate information on factors that could enhance business sustainability and competitive advantage (Buowari, 2015). Information about competition at the present time is a critical component for both tactical and strategic decision making of every business (Gracanin et al, 2015). The incapacity

to be creative and innovative in information gathering and utilization may be among the reasons responsible for the unprecedented rate of business failure of both large and small businesses in recent years (Gracanin et al, 2015). To lend credence to this, low levels of marketing skill, poor management, inadequate support, human resources, fierce competition, corruption, and other business-related issues have been identified as challenges facing small businesses (Nenzhelele, 2015).

According to U.S. Small Business Association (2014), the failure rates for small businesses in 2014 were as high as 50% to 80% within the first 5 years of establishment. In the U.K, even fewer reach that age with the Office for National Statistics reporting 41% (Uwem, Egwuonwu, Kabuoh & Ekwoaba, 2016). To buttress this, scholars have argued that the death of small and large business is on the increase in Nigeria and estimated that two businesses die daily and sadly government and most business owners have not been able to find solution to this serious economic threat (Etuk, Etuk, & Baghebo, 2014). More so, other studies in Nigeria observed that 80% of small businesses fail within the first 5 years while a few survive, strive and grow to maturity (Adebisi & Gbegi, 2013; Aremu & Adeyemi, 2011). This is a threat to economic growth as small businesses are estimated to be responsible for over 50 % of new jobs created globally, contribute about 50% of the Gross Domestic Product (GDP) of Nigeria, employ more people than do large businesses in developing countries and its failure rate can influence unemployment rate (Aroloye, 2017; Benneh Mensah & Nyadu-Ado, 2012; Croucher, Stumbitz, Quinlan, & Vickers, 2013; Obiwuru, Okwu, Akpa, & Nwankwere, 2011).

Owners of small businesses inclusive of cleaning services companies in Lagos State, Nigeria have hitherto concentrated primarily on the effectiveness and efficiency of their human capital and the analyses of customers' preference to survive in the business environment (Uwem et al, 2016). However, the influx of other entrepreneurs into the cleaning services industry in recent years due to factors such as free entry and free exit, weak union affiliates and lack of effective government regulation, has increased competition and the enthusiasm to survive (Akande & Ojikutu, 2008; Akinbode & Uwem 2013; Uwem et al, 2016) . A report released by V-connect in 2016 showed that there are over one hundred and fifty cleaning services companies in Lagos State, Nigeria alone. In addition, this proliferation according Uwem, Egwuonwu, Kabuoh and Ekwoaba (2016) has negatively affected the quality of service delivery of most cleaning service companies. Hence, there is need to observe and analyze the dynamics and trends in the business environment through competitive intelligence to ensure

sustainability of businesses.

Some studies have highlighted positive outcomes of utilising competitive intelligence on small business in various countries (Azizah, 2015; Haifeng & Kingsley, 2014; Nenzhelele, 2015, Smith, Wright, & Pickton, 2010; Sirilarbanan, 2017; Uddin & Bose, 2013; Wonglimpiyarat, 2015). Other studies conducted in Nigeria have identified success factors for small business sustainability (Buowari, 2015; Okpara, 2011). However, there are scant studies on the effect of competitive intelligence on small businesses in Nigeria especially in the cleaning services industry, which is the gap this study will try to fill.

Theoretical Foundation

This study was guided by Resources Based View Theory (RBV) and Social Exchange Theory

Resource Based View Theory

Resource based view theory is a comprehensive theory explaining the source of sustained competitive advantage of a business. The theory was postulated by various scholars and emphasized building competitive advantage by capturing economic rents originating from fundamental firm-level efficiency advantages (Penrose, 1959; Rumelt, 1984; Teece, 1984; Wernerfelt, 1984; Barney, 1991). Resource based view theory proposed that there are two major sources of competitive advantage, which are tangible and intangible resources, within the internal environment of a business that are imperative to the preparation of business strategy and the efficient and effective application of these resources. In particular, it postulates that human capital could facilitate businesses to achieve sustainable competitive advantage (Hooley & Brodrick, 1998; Ringim, Razalli, & Hasnan, 2012). In addition, these resources have to be valuable in increasing efficiency and effectiveness. (VRIN) (Barney, 1991).

There are two major assumptions of RBV. The first one state that resources must be heterogeneous in nature and assumes that firms achieve competitive advantage when business makes use of resources that are significantly different from that of competitors. The second assumption is that a firm's resources are non-movable and non-transferable. That is, resources attributed to a particular company do not move from one company to another at least in a short run (Akio, 2005).

In the context of resource-based view, a cleaning services company might lose its competitive advantage if there is high labour turnover of competent personnel who are skilled in the act of gathering and analysing information, as they are not easily duplicated or substituted. The supporters of RBV theory argue that

businesses should look inward to identify the sources of competitive advantage instead of looking at competitive environment (Wernerfelt, 1984; Barney, 1991). Human capital is valuable as it helps in sourcing for information about competitors to support the business strategies and gain competitive advantage. To buttress this, Attaway (1999), observed that between 70 and 90 % of the competitive intelligence a business requires is owned by employees who collect this in the course of dealing with suppliers, customers and other industry interactions. According to RBV scholars, a business resources such as human assets can be considered a determinant of competitive advantage and sustainability (Barney, Wright, & Ketchen, 2001; Barney & Mackey, 2005). RBV also uses techniques such as value analysis to study the function of material, components or systems to identify areas that are inimical to the growth of a business.

However, one of the major draw backs of resource based view theory raised by critics is that the theory is operationally invalid in the sense that this theory is only appropriate in a static environment which is not the case in real life situation (Therious, Aggelidis, & Theriou, 2009).

Social Exchange Theory

Social exchange theory, proposed by George Homans in 1958, suggests that the interactions individuals choose to create and maintain are the ones that maximize rewards and minimize costs (Long-Crowell, 2014). Social exchange theory assumes that human beings are rational beings that seek out rewards and evade punishments and that the standards that they use to evaluate costs and rewards fluctuate over time and from person to person (West & Turner, 2007).

In the context of social exchange theory, employees/cleaners would have a preference to work in cleaning services companies with satisfactory pay, recognition, window for multiple job holding and freedom to take part in collective bargaining and decision making process. Employees/cleaners would have a preference to avoid low pay jobs that are insecure and typify of unacceptable working conditions, industrial accidents and glass ceiling. To emphasize this, Cherry (2014) argued that positive relationships are those in which remuneration outweigh the costs, while negative relationships occur when the costs are greater than the remuneration. More so, cleaners who are not self fulfilled in the course of employment would most likely develop negative deviant behaviour such as sabotage, absenteeism, abusive disposition towards fellow employees and clients, spreading of negative news about the business, work performance without due diligence, embarking on improper work breaks and

gossiping (Akikibofori & Akikibofori, 2014). It is thus obvious that the sustainability of a business is predicated on its human capital.

However, criticism of social exchange theory has been anchored mainly on the premise that human communication is condensed to a purely rational process that arises from economic theory. It also assumes that intimacy is the ultimate goal of a relationship when this might not always be the case (Miller, 2005). In any industrial relations system, employers are often inconsiderate and definitely not concerned with equality in collective bargaining. On the other hand, employees are expected to keep and value relationships for a long term, which gives them sufficient remunerations for the least amount of effort. Accordingly, employees would desire to stay in a work arrangement that could accomplish their self-actualization. Creating a synergy by aligning the interests of both employers and employees will reduce workplace conflict and help to achieve business sustainability.

Hypotheses Development

Competitive Intelligence and Business sustainability (Conceptual Relationship)

Sustainability entails ensuring that economic, environmental and social developments are in tandem with the goals of society (Dee, 2010). Sustainability is concerned with business activities, typically considered voluntary which demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders (van Marrewijk & Verre, 2003). Sustainability is defined as growth that encounters the desires of the present without conceding the capacity of future generations to encounter their own desires. The philosophy of sustainability is based on the demand by the society that a company doing business should distribute the risks, losses and gains fairly (Jonas & Erisson, 2007). It is a business view where corporate decisions do not only affect other businesses but also other sectors that comprise the society, political and civil (Waddock, 2006).

According to Fitzpatrick and Burke (2003), competitive intelligence is the systematic process instituted by businesses in order to congregate and analyze information about competitors and the wide-ranging socio-political and economic environment of the business. The major focus of competitive intelligence strategy is to utilize different information sources in order to enhance the competitiveness of the business while diminishing the competitive advantage of other competitors. Pellissier and Nenzhelele (2013) argued that competitive intelligence is a practice in which actionable intelligence is created and made available through planning,

legal and ethical information gathering in the competitive environment. The information processing and analysis process is to help decision making and develop competitive advantages in businesses. Furthermore, many studies have agreed on common stages of competitive intelligence process such as focus and planning, collection, analysis, communication, process and structure, organizational awareness, and culture (Dishman & Calof, 2008; Saayman et al., 2008).

Attaway (1998) reviewed the issues associated with gathering and assessing competitive intelligence, and recommended that business enlarge competitive intelligence capabilities that allow managers to sift the appropriate and pertinent information. Montgomery and Weinberg (1979) concentrated on the selection, gathering, and analysis of information for developing a strategic intelligence system, and recommended that business ought to scan the external environment for possible competitors so as to infuse quality in their strategic planning and enhance business sustainability.

Furthermore, Bulley, Baku and Allan (2014) study on the function of competitive intelligence in businesses revealed that competitive intelligence played a critical role in business sustainability. Rezai dolatabadi, Zeinali and Shekarchi (2011), as cited in Amiri, Shirkavand, Chalak and Rezaeei (2017), created a model that studied the influence of competitive intelligence and its components on competitive advantage. The results demonstrated that the use of a competitive intelligence arrangement gave businesses competitive advantage over their competitors and ensured business sustainability.

Johns and Van Doren (2010) offered four main advantages of competitive intelligence in service-oriented businesses: differentiation, preparation of integrated marketing communication plan, pre-sale of ideas to target audiences, and creation of validity for the business. Pellissier and Kruger's (2011) study on the effect of strategic intelligence (business intelligence, competitive intelligence, and knowledge management on identifying threats and opportunities in universal market, maintaining competition, and creating innovation and advantage for an organization) found that a distinction exist in intelligence strategies (competitive intelligence) of small and large organizations. As a whole, intelligence strategy presented an appropriate support for macro decision-makers.

In a number of European Union countries such as France, Spain, Germany, Sweden, Lithuania, and United Kingdom, empirical studies on competitive intelligence have been conducted and the broad-spectrum conclusion reached is

that provision of refined information and intelligence, ensures better management baseline for decision-making (Hedin, 2004; Michaeli, 2004; Smith & Kossou, 2008; Stankeviciute, Orzekauskas, & Jucevicius, 2004; Tena & Comai, 2004; Wright, Badr, Weiss, & Pickton, 2004). However, the scholars concluded that there are great differences in the useful applications of competitive intelligence between these EU countries.

The study of De Pelsmacker *et al* (2005) on Belgian and South African exporters indicated that businesses which were using competitive intelligence enhanced their abilities to predict threats and opportunities in the marketplace. Literature review has shown that competitive intelligence exercise in Nigeria has been sparse especially in the cleaning services industry (Akinbode and Uwem, 2013). In the light of the previous findings, as shown in the hypotheses development above, this study therefore, aims to find out if *competitive intelligence has any significant effect on small business sustainability of selected cleaning services companies in Lagos State, Nigeria.*

Methodology

This study utilized descriptive survey research design and stratified sampling technique. The data collection was through a well structured questionnaire, using a 6 point Likert- scale for responses to specific items; Strongly Agree, Agree, Partially Agree, Partially Disagree, Disagree and Strongly Disagree. Simple linear regression was used to determine effect of competitive intelligence on small business sustainability in the selected cleaning services companies.

The total population of this study is 1535 personnel working with three major cleaning services companies (Opel cleaning services Ltd, Mahut cleaning services Ltd and Dan cleaning services Ltd). They are all registered with Cleaning Practitioners Association of Nigeria (CPAN) and domicile in the three senatorial zones (Lagos East, Lagos West and Lagos Central) in Lagos State This study focused only on registered cleaning services companies offering janitorial services because, according to Akinbode and Uwem (2013), they are highly staffed with staff strength of 400-600 employees. Lagos State was chosen for this study due to its cosmopolitan and heterogeneous nature and also because it has the highest number of small business inclusive of cleaning services companies in Nigeria (Akande & Ojukutu, 2008; Awe & Ajayi, 2010). This study utilized RAOSOFT web- based sample size calculator to establish the sample size which represents the total population of the cleaning services companies under study. Based on the 1535 personnel of the target population, an alpha level of 5% and a confidence level of 95%, the sample size for this study from the strata is made up of 308

samples. In addition, to take care of non-response from the respondents, 30% of the sample was added to increase the sample (Israel, 2009).

Therefore, 30% OF 308 = 92.4
 The appropriate sample size is
 $308 + 92.4 = 400$.

Table 4.19: Linear Regression Analysis between competitive intelligence and small business sustainability Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.357	.355	2.26655

a. Predictors: (Constant), Competitive Intelligence

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1033.978	1	1033.978	201.270	.000 ^b
	Residual	1864.827	363	5.137		
	Total	2898.805	364			

a. Dependent Variable: small business sustainability

b. Predictors: (Constant), Competitive Intelligence

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.262	.722		15.595	.000
	Competitive Intelligence	.606	.043	.597	14.187	.000

a. Dependent Variable: small business sustainability

The regression results in Table 4.19 show the effect of competitive intelligence on small business sustainability in the selected cleaning services companies in Lagos State. It shows that a unit increase in competitive intelligence will cause a (0.606) corresponding increase in business sustainability. The R column shows the relationship between competitive intelligence and small business sustainability. R₂ is the square of R which is also known as coefficient of determination. It elucidates the proportion of the variation in business sustainability that can be attributed to competitive intelligence. The value of R₂ denotes that 35.7% of the variations in business sustainability are explained by the variations in competitive intelligence. The coefficient of competitive intelligence (0.606) shows that competitive intelligence is positively related to business sustainability.

In addition, the p-value of $0.000 < 0.05$, shows that competitive intelligence has no significant effect on small business sustainability in the selected cleaning services companies in Lagos State. Furthermore, Probability of F-statistics ($0.000 < 0.05$) also shows that model is overall significant at 0.05. Hence, the null hypothesis that says competitive intelligence has no significant effect on small business sustainability in the selected cleaning services companies in Lagos State is rejected. The findings of the hypothesis indicated that competitive intelligence had positive and significant effect on small business sustainability

Discussion of Findings

The finding agrees with the empirical research done by Montgomery and Weinberg (1979) that scanning the external environment infuses quality in strategic planning and business sustainability. The finding also agrees with the study done by Attaway (1998) which reviewed the issues linked with gathering and assessing competitive intelligence, and recommended that business enlarge competitive intelligence capabilities to enhance competitive advantage and business sustainability.

The results are consistent with that of Pellissier and Kruger (2011) which found that intelligence strategy presented an appropriate support for decision-makers. Also, most empirical studies on competitive intelligence conducted in Europe and Africa revealed that availability of distilled information and intelligence facilitates better management baseline for decision-making (De Pelsmacker *et al*, 2005; Hedin, 2004; Michaeli, 2004; Smith & Kossou, 2008; Stankeviciute, Orzekauskas, & Jucevicius, 2004; Tena & Comai, 2004; Wright, Badr, Weiss, & Pickton, 2004).

Bulley, Baku and Allan's (2014) exploratory study on competitive intelligence revealed that competitive intelligence is the sine quo non for business sustainability. De Pelsmacker *et al* (2005) indicated that businesses utilising competitive intelligence enhanced its abilities to predict threats and opportunities in the market place.

Further, the result of this hypothesis supports the finding of Rezai Dolatabadi, Zeinali and Shekarchi (2011), as cited in Amiri, Shirkavand, Chalak and Rezaeei (2017), which revealed that usage of a competitive intelligence arrangement enhances a business competitive advantage over its competitors and ensured business sustainability.

Conclusion and Recommendations

The results support the statistically significant effect of competitive intelligence on business sustainability. The study offers encouragement to policy makers by lending credence to the notion that small businesses have resources from the internal environment that could determine its sustainability. The study found that the most vital factor that determines business sustainability was appropriate utilization of human capital to gather and analyze information for competitive advantage. This could also be used to explain why small businesses inclusive of cleaning services companies, hardly survive after the first five years, as labour attrition and labour turnover are predominant in the cleaning services industry due

to inappropriate utilization of human resource to gain competitive advantage; thereby making it difficult to retain competent employees. The study is in tandem with the previous studies of Amiri et al, 2017 and Bulley, 2014, that found a positive relationship between competitive intelligence and small business sustainability.

Hence, the results of our study are consistent with De Pelsmacker *et al* (2005) perspective of distilled information and intelligence being the bedrock for decision making and business sustainability. In terms of policy implication for Africa, the results suggest that business failure, high unemployment rate and poverty would be minimized if workers employed in precarious small businesses are treated with fairness. The government may need to ensure strict adherence to labour laws that could ameliorate precarious employment and workers exploitation.

Our study could encourage businesses to overhaul their human resource practice and spice it with organizational justice which could create a sense of belonging at the workplace and mitigate unemployment and poverty that arises out of business failure. Poverty is widespread in Africa Kumi, Owusu-Mensah and Winful (2014). Ensuring the sustainability of small business will, therefore, enhanced economic growth.

This article makes a number of key contributions to the competitive intelligence literature. First, we contend that competitive intelligence cannot be achieved without competent employees who should be within a workplace for a period of time. Also, we incorporate recent findings from competitive intelligence reports to establish the complexity of gathering and analyzing information from employees who are engaged in precarious employment. Future research should further investigate why most business owners, especially in Nigeria, have the propensity of arbitrarily disengaging their employees at the slightest provocation. In addition, future research should build on our study by investigating the influence of competitive intelligence on sustainability of other service sectors in Nigeria for more generalizations.

References

- Adebisi, J. F., & Gbegi, D. O. (2013). Effects of multiple taxations on the performance of small and medium scale business enterprises. (A study of West African Ceramics Ajeokuta, Kogi State). *Mediterranean Journal of Social Sciences* 4, 324-334. doi:10.5901/mjss.2013.v4n6p3
- Akande, O. O., & Ojikutu, R. M. (2008). The impact of entrepreneurial skills on small business performance in Lagos-South Western Nigeria. Paper presented at International council of small business, 53rd World Conference, Halifax, Nova Scotia, Canada
- Akikibofori, J., & Akikibofori, M. (2014). The causes and impart of deviant behaviour in the work place. *American Journal of Social Sciences, Arts and Literature* 1(2), 1-11.
- Akinbode, J. O., & Uwem, L. (2013). Human resource management practices in private cleaning service outsourcing organizations in Lagos State, Nigeria. *International Journal of Basic and Applied Science*, 2(2), 266-275.
- Akio, T. (2005). The Critical assessment of the resource based view of strategic management: The source of heterogeneity of the firm. *Ritsumeikan International Affairs* 3, 125-150.
- Amiri, N. S., Shirkevand, S., Chalak, M., & Rezaeei, N. (2017). Competitive intelligence and developing sustainable competitive advantage. *AD-minister* 30,173-194.
- Attaway, M. C. (1999). Competitive Intelligence. *Internal Auditor* 56(6), 48-53.
- Attaway, M. C., Sr. (1998). A review of issues related to gathering and assessing competitive intelligence. *American Business Review* 16(1), 25-35.
- Awe, A. A., & Ajayi, S. O. (2010). The nexus between human capital investment and economic growth in Nigeria. *Pakistan Journal of Social Sciences* 7, 1-7.
- Azizah, A. (2015). Business intelligence for sustainable competitive advantage. In Mohammed Quaddus, Arch G. Woodside (eds.), *Sustaining Competitive Advantage Via Business Intelligence, Knowledge Management, and System Dynamics (Advances in Business Marketing and Purchasing)* (Vol. 22A, 3-220) Bingley: Emerald Group Publishing Limited.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management* 17(1), 99-120.
- Barney, J. & Mackey, T. B. (2005), Testing Resource-Based Theory. In David J. Ketchen, Donald D. Bergh (ed.), *Research Methodology in Strategy and Management* (Vol. 2, 1-13). Bingley: Emerald Group Publishing Limited.

- Barney, J., Wright, M., & Ketchen, D. J. (2001). The resource-based view of the firm: Ten years after 1991, *Journal of Management* 27, 625-641.
- Benneh Mensah, M. S., & Nyadu-Addo, R. (2012). Juxtaposition of the role of small businesses and the state in the Ghana's economic development. *International Small Business Journal* 5, 75-82. doi:10.3968/j.ibm.1923842820120501.1015
- Bulley, C. A., Baku, K. F., & Allan, M. M. (2014). Competitive intelligence information: A key business success factor. *Journal of Management and Sustainability*, 4(2), 82-91.
- Buwari, P. E. (2015). Factors required for small business sustainability in Nigeria (DBA's thesis). Walden University Minneapolis, Minnesota, USA.
- Cherry, K. (2014). What is social exchange theory? Retrieved on January 19, 2018 from <http://psychology.about.com/bio/Kendra-Cherry-17268.htm>
- Croucher, R., Stumbitz, B., Quinlan, M., & Vickers, I. (2013). Can better working conditions improve the performance of SMEs? An international literature review. Geneva: International Labour Office.
- De Pelsmacker, P., Muller, M., Viviers, W., Saayman, A., Cuyvers, L., & Jegers, M. (2005) Competitive intelligence practices of South African and Belgian exporters. *Marketing Intelligence & Planning* 23(6), 606-620.
- Dee, J. (2010). *Small business, big opportunity: sustainable growth*. Melbourne: Sensis.
- Dishman, P. L., & Calof, J. L. (2008). Competitive intelligence: A multiphasic precedent to marketing strategy. *European Journal of Marketing* 42(7/8), 766-785.
- Ericson, S., & Rothberg, Helen. (2009). Intellectual capital in tech industries: A longitudinal study. *Electronic Journal of Knowledge Management* 7(5), 559 – 566.
- Etuk, R. U., Etuk, G. R., & Baghebo, M. (2014). Small and medium scale enterprises (SMEs) and Nigeria's economic development. *Mediterranean Journal of Social Sciences* 5(7), 656-662.
- Gracanin, S., Kalac, E., & Jovanovic, D. (2015). Competitive intelligence: Importance and application in practice. *Review of Innovation and Competitiveness* 1(1), 25-40.
- Haifeng, Q., & Kingsley, H. (2014). Beyond innovation: The small business innovation research program as entrepreneurship policy. *Journal of Technology Transfer* 39, 524-543. doi:10.1007/s10961-013-9323-x
- Homans, G. C. (1958). Social Behavior as Exchange. *American Journal of Sociology* 63(6), 597–606.

- Hooley, G., & Brodrick, A. (1998). Competitive positioning and the resource-based view of the firm. *Journal of Strategic Marketing* 6, 97-115. DOI: 10.1080/09652549800000003.
- srael, G. D. (2009). Determining sample size. Program evaluation and organizational development, Institute of Food and Agricultural Sciences (IFAS), University of Florida, Gainesville 32611.
- Johns, P., & Van Doren, D. C. (2010). Competitive intelligence in service marketing: A new approach with practical application. *Marketing Intelligence & Planning* 28(5), 551-570.
- Jonas, J., & Eriksson, S. (2007). Sustainable business at small and medium-sized enterprises (SMEs): The Case of Coffee Queen AB (masters thesis). Karlstads University, Karlstad, Sweden.
- Kumi, P. K., Owusu-Ansah, M., & Winful, E. (2014). Evaluating the relationship between small enterprise performance and poverty reduction in Ghana. *European Journal of Business and Management* 6, 28-34.
- Michaeli, R. (2004). Competitive intelligence in Germany. *Journal of Competitive Intelligence and Management* 2(4), 233-292.
- Miller, J. L. (2005). Sustainability: Is it a good choice for small companies? *Inquiries Journal of Social Sciences, Art and Humanities* 2(10), 1-2.
- Montgomery, D. B., & Weinberg, C. B. (1979). Toward strategic intelligence systems. *Journal of Marketing* 43(4), 41-52.
- Nenzhelele, T. R. (2015). Competitive intelligence tools used by small and medium-sized enterprises. *Journal of Governance and Regulation* 4(3), 1-10.
- Obiwuru, T. C., Okwu, T. C., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of leadership on organizational performance: A survey of selected small and medium scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria. *Australian Journal of Business and Management Research* 1, 100-111.
- Office for National Statistics (2010). Travel trends 2009. Retrieved from www.statistics.gov.uk/statbase
- Pellissier, R., & Kruger, J. P. (2011). A study of strategic intelligence as a strategic management tool in the long-term insurance industry in South Africa. *European Business Review* 23(6), 609-631.
- Pellissier, R., & Nenzhelele, T. E. (2013). Towards a universal competitive intelligence process model. *SA Journal of Information Management* 15(2), 1-7.
- Penrose, E. T. (1959). *The theory of the growth of the firm*. Oxford University Press: Oxford.

- Ringim, K.J., Razalli, M. R., & Hasnan, N. (2012). Moderating effect of Information technology (IT) capability on the relationship between business process reengineering factors and organizational performance of Bank. *African Journal of Business Management* 6(16), 5551-5567.
- Rumelt, R. (1984). Toward a strategic theory of the firm. In R. Lamb (ed.), *Competitive strategic management* (556-570). Englewood Cliffs, NJ: Prentice-Hall.
- Saayman, A., Pienaar, J., De Pelsmacker, P., Viviers, W., Cuyvers, L., Muller, M. L., & Jegers, M. (2008). "Competitive intelligence: construct exploration, validation and equivalence". *Aslib Journal of Information Management* 60(2), 383-411.
- Sirilarbanan, V. (2017). Strategies Needed for Small Business Sustainability: A Case Study of Thai Restaurants. Walden Dissertations and Doctoral Studies Collection. Retrieved from <http://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=4473&context=dissertations>
- Smith, J., & Kossou, L. (2008). The emergence and uniqueness of competitive intelligence in France. *Journal of Competitive Intelligence and Management* 4(3), 63-85.
- Smith, J. R., Wright, S., & Pickton, D. (2010). Competitive intelligence programmes for SMEs in France: Evidence of changing attitudes. *Journal of Strategic Marketing* 18(7), 523-536.
- Stankeviciute, J., Orzekauskas, P., & Jucevicius, R. (2004). Competitive intelligence in Lithuania. *Journal of Competitive Intelligence and Management*, 2 (4), 32-41.
- Teeche, D. J., Pinsno, G., & Shuen, A. (1991). Dynamic capabilities and strategic management. Working paper, Centre for Research in Management, Berkley. Teece DJ.
- Tena, M. J., & Comai, A. (2004). Competitive intelligence in Spain: a situational appraisal. *Journal of Competitive Intelligence and Management*, 2(3), 46-56.
- Theriou, N. G., Aggelidis, V., & Theriou, G. N. (2009). A theoretical framework contrasting the Resource-Based Perspective and the Knowledge-Based View. *European Research Studies* XII(3), 1-14.
- U.S. Small Business Administration. (2014). Office of advocacy-frequently asked questions. Retrieved from <http://www.sba.gov/sites/default/files/sbfaq.pdf>
- Uddin, M. R., & Bose, T. K. (2013). Factors affect the success of SMEs in Bangladesh: Evidence from Khulna City. *Journal of Management and Sustainability* 3(3), 166-172. doi:10.5539/jms.v3n3p166

- Uwem, I. E., Egwuonwu, T. K., Kabuoh, M. N., & Ekwoaba, J. O. (2016). Employee silence, work motivation and organisational performance: a study of a typical cleaning services company in Lagos State. *International Journal of Advance Studies in Ecology, Development & Sustainability* 4(1), 84-99.
- Van Marrewijk, M., & Were, M. (2003). Multiple levels of corporate sustainability. *Journal of Business Ethics* 4(3), 107-119.
- V-connect. (2016). List of cleaning companies in Lagos State. Retrieved on January 27, 2018 from http://www.vconnect.com/lagos/list-of-office-cleaning-services_c467.
- Waddock, S. (2006). Building the institutional infrastructure for corporate responsibility: Corporate Social Responsibility Initiative, Business and Government Series, John F. Kennedy School of Government, Boston, November 30, 2006. At: http://www.ksg.harvard.edu/m-rcbg/CSRI/cal_fall_2006.html.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal* 5 (2), 171-180.
- Wonglimpiyarat, J. (2015). Challenges of SMEs innovation and entrepreneurial financing. *World Journal of Entrepreneurship, Management and Sustainable Development* 11, 295-311. doi:10.1108/WJEMSD-04-2015-0019
- Wright, S., Badr, A., Weiss, A., & Pickton, D. W. (2004). Competitive intelligence through UK eyes. *Journal of Competitive Intelligence and Management* 2(2), 68-87.