International Journal of Management (IJM)
Volume 11, Issue 7, July 2020, pp. 975-988, Article ID: IJM_11_07_085
Available online at http://www.iaeme.com/IJM/issues.asp?JType=IJM&VType=11&IType=7
ISSN Print: 0976-6502 and ISSN Online: 0976-6510
DOI: 10.34218/IJM.11.7.2020.085

OPERATIONAL IMPERATIVES OF NON-OIL EXPORT AND SUSTAINABILITY: AN EMPIRICAL STUDY OF SMALL MEDIUM ENTERPRISES IN LAGOS METROPOLIS, NIGERIA

Adesanya Oluwatoyin, Moses Chinonye, Worlu Rowland, Ogunnaike Olaleke, Dada Joseph

Department Business Management, Covenant University,
PMB, 1023, Ota, Ogun State, Nigeria.

ABSTRACT

Nigeria drive for non-oil export diversification has been in top gear recently as means to salvaging the monolithic oil-dependent economy. SMEs, as the main driver of economic growth, are hugely under capacitated. SMEs' lack of competitiveness is due to the volatile environmental stressors and competitive issues hinged on strategic, operational activities of SMEs. This empirical study adopted probabilistic statistics via random sample technique via a structured survey instrument- questionnaire distributed among the non-oil export SMEs in charge of export and exporters. The researcher distributed one hundred and seventy-five (175) copies of the respondents, out of which one hundred and thirty-four (134) were retrieved, which shows 77% response used for the analysis. The data were analysed with Statistical Package for Social Sciences (SPSS version 21) software, via regression analysis. This study found limited access to adequate information; inadequate functional upgrade and marketing limitations as significant issues that face the competitiveness of the SMEs in non-oil export. Based on these findings, the study recommends the engagement of sustainability bottom tripod strategy as a means of achieving sustainability in the sector.

Key words: Non-oil Export, Operational Imperatives, Small Medium Enterprises, Sustainability.

Cite this Article: Adesanya Oluwatoyin, Moses Chinonye, Worlu Rowland, Ogunnaike Olaleke, Dada Joseph, Operational Imperatives of Non-Oil Export and Sustainability: An Empirical Study of Small Medium Enterprises in Lagos Metropolis, Nigeria, *International Journal of Management*, 11(7), 2020, pp. 975-988.
http://www.iaeme.com/IJM/issues.asp?JType=IJM&VType=11&IType=7

1. INTRODUCTION

Export, being an essential engine of development of the economy, especially for developing countries, facilitates the development of small and large scale industries. Export enhances the real sector to provide jobs, especially in the rural areas to prevent rural-urban migration, and also to link the forward and the backward integration of other sectors of the economy for GDP growth. An export-led strategy helps the developing economy to exploit their area of comparative advantage in the world economy to gain foreign exchange reserve and an increase in the gross national product (GNP). Hence, export creates economies of scale, improves production efficiency, optimal resource allocation, and capital formation (Abogan, Akinola, & Baruwa, 2014).

Export creates improvement via new processes, products, and business models that enhance financial performance. Innovation in non-oil trading saves cost, improves brand value, engenders new revenue and better risk management sustainably. Sustainability hinges on positive long term view on decisions regarding business performance through meeting the present needs without compromising future needs. Sustainable business rests on the triple bottom line –profit (financial), people (social) and planet (environmental) factors, therefore every firm needs to create long term value, generating profit while improving societal and ecological conditions. Sustainability of businesses, as expounded by the sustainable developmental goals (SDG), is an open opportunity for creating business models and technology that will solve global developmental issues through goal-oriented private and public investment flow delivered by transformative and innovative solutions.

In non-oil export operations, agricultural products, natural mineral deposits, like iron ore, tin, columbite, coal, niobium, lead, zinc, bauxite, etc.; as well as a large service sector, information and communication technology, formed the value chain in the industry. Industries showing significant growth opportunities include consumer goods and the retail sector, including online shopping; real estate due to high population, urban migration, and a rising middle class; food and agriculture; infrastructure, especially power and transportation (PWC, 2015). The non-oil export business contributes to the 91.45% national GDP (Q2 2018 NBS GDP Report). Still, the contribution has not been sufficient for rapid and sustainable economic development due to the myriad of issues facing non-oil exporting SMEs. They have limits regarding access to adequate information; accessibility to finance and adequate incentives; lack of modern infrastructure and machinery; quality and standards restraints; weak marketing skill, and low human capital skills (Okpara, 2010).

2. CONCEPTUAL AND THEORETICAL FRAMEWORK

2.1. Operational Activities of Non-Oil Export

The operational challenges comprise of informational, functional issues involving human capital competence, production, financial; and marketing challenges.

2.1.1. Information Awareness

Existing literature established knowledge is key to enhancing the performance, competitiveness and sustainability of every successful organisation (Stephen, Moses, Adeniyi, Muyiwa, & Ayodele, 2018). Knowledge is most important of all requirements for SMEs operative entrance into international markets. Knowledge in foreign trade targets global economies information- premised on the need; identification of information services; collecting, analysing, and interaction of information (Wach, 2014; Ibidunni *et al.*, 2014). The low level of education and lack of commitment of SMEs to internationalisation process in the developing economy, particularly in Nigeria limits the crucial export knowledge necessary for

identifying and selecting opportunities in the best potential export markets. The experience of marketing research and entry logistics, trade documentation, understanding of legislative requirements of the importing nations, understanding of export aids, and expertise have been a difficult task for SMEs due to (Okpara, 2010).

2.1.2. Functional Activities

SMEs' functional issues comprise of human capital competence, production, financial deficiencies which account for the low productive capacity of the sector thereby contributing only two per cent (2%) of global value-added manufacture (Awolowo, 2018). Zhao (2014) posited that the success of the export SMEs is dependent primarily on firms' specific characteristics, competencies, and strategies, experiential acquisition of technical know-how, practices, and competence in networking which is significant to managing scarce resource and human capital. (Comacchio, Bonesso, & Pizzi, 2012).

Unfortunately, Nigeria, like in developing economies, has contrary experience due to lack of managerial expertise in founding appropriate functional export objectives, policies, processes, competent team proficient in export activities, commitment to research and development, organisational control and aptitudes to networking in the foreign markets (Hassan, 2011). Inadequate innovation capacity affects the composition of products, processes, and technology configuration evidenced by international quality standards, buyers' specifications, and traceability (Okpara, 2008; Awolowo, 2018; Iyiola, Borishade, Ogunnaike, Kehinde, Falola, Omotoyinbo, & Ogazi, 2018).

Financial constraints also clog the wheel of progress of most SMEs in Nigeria. The burden of high-interest rate, huge collateral request, and other procedural issues have significantly weakened non-oil export activities and constrained them from contributing meaningfully to the GDP of the nation (Okpara & Koumbiadis, 2010; Aworemi Aworemi, Oyedokun, & Odeyemi 2011).

2.1.3. Marketing Pro-activeness

Past researches established the key to a successful and competitive venture into the global market as the identification and exploitation of new market opportunities (Ren and Tsai 2014). Unsurprisingly though, some SMEs are involved in international trade because there was a surge in demand for their products domestically which necessitates the expansion of their products' profile in other to increase sales in both markets (Kubíčková, Votoupalová, & Toulová., 2014).

Logically, the marketing operations of firms inhibited the need to balance the objectives of both domestic and international markets based on product content, concept communications, branding, pricing, promotion, and distribution. Differing language and non-language barrier (interpretation of gestures, symbols, colour, and numbers), religion and cultural values challenge, packaging standards, competitive pricing, contract reliability, stability of policies, laws, and regulations problems, and market infrastructure hurdles existing across borders; (Best, 2014; Awolowo, 2018) Hence, marketing mix- the itinerary to achieving marketing objectives- seemed to be the core challenge of SMEs' marketing plan for thriving in the competitive and volatile international markets.

However, mitigating these challenges with appropriate sustainability business model cannot be overemphasised. Integrating long term view in decisions making and use of factors can enhance the sustainable performance of the sector, leveraging on the pertinent institutional support found in the framework will strengthen the matching up of their competitive marketing environment.

2.1.4. Sustainability

Sustainability, according to Brundtland Commission Report (1987), is " development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987). Holdren, Daily, and Ehrlich, (1995), describe sustainability as "*a sustainable process or condition that can be maintained indefinitely without progressive diminution of valued qualities inside or outside the system in which the process operates or the condition prevails"*. It requires holistic understanding and integration of the connectedness of the economic, environmental, and social goals where the degree of needs satisfaction associate with each of the three pillars- economic, ecological and social development does not decrease, and the degree of at least one of them increases (Giovanni & Fabietti, 2014).

Form business perspective, sustainability is the capacity to exist long term via profitability productivity, and financial performance concerning managing environmental and social resources. It is meeting the present and future needs of the relevant stakeholders (Giovanni & Fabietti, 2014). Firms are in the heart of resources depletion and social inequality production, still are unavoidable means through which sustainability can be achieved, (Gray, 2010). However, there is a need to understand the complex interconnections between the economy, environment, and the society in business operational activities (Drexhage & Murphy, 2010). SMEs' rational of value creation, in a more holistic meaning, should integrate social and environmental value (Schaltegger, &Wagner M, 2011).

Hence, integrating sustainable business practices imply adjustment to changes and innovation in the business environment (Faber, Jorna, Van Engelen, 2005). This implies that the ability to innovate incrementally, radically, or disruptively, a necessary potential mechanism for sustainability (Schaltegger, Lüdeke-Freund, & Hansen, 2012; Jolink & Niesten, 2015). Sustainability, according to Barry (2018), signalled a five steps strategy: the firm strategic plan and objectives should integrate the tripod consciousness and competence development. There must be open communication for smooth flow of the processes to engender competitive advantage and innovation. Also, in the discussion of environmental protection on the corporate image of an organisation, it was deduced that sustainability is achievable through a commitment to a green protection policy. Environment protection practices strengthened firm's brand image and lengthened the relationship between the organisation and the stakeholders thereby increasing the confidence of the consumers (Motilewa, Ibidun, Worlu, Moses, Obi, & Dirisu, 2019).

2.2. Stakeholders' Analysis Theory

Edward Freeman propagated stakeholder’ theory in 1984. The theory expounds the ripple effect of an organisation value placement via decisions of the management as it affects the relationship. Clarkson (1995) classified organisation stakeholders into primary and secondary stakeholders. The primary stakeholders are the employees, consumers, suppliers, and the investors or shareholders whose actions affect the performance of the firm to directly. The secondary stakeholders consist of the public, media, government, communities, universities and public stakeholders. They provide external support to the firm and the essential contributions of both local and foreign non-governmental organisations for survival.

The sustainability of an enterprise' success is contingent on balancing both the complementary and competing interests of key stakeholder, society and including the natural environment (Edgeman & Eskildsen, 2014). Hence, the role of ecological environment, society and nature as economic stakeholders are vital for the conceptualisation of strategic business model (SBM) since the business can affect or be affected by their influence (Stubbs & Cocklin, 2008; Haigh & Griffiths 2009).

Similarly, a firm is governed based on the relationships with its stakeholders and this patterns the firm's behaviour (Perrini &Tencati,2006). Stakeholders analysis informs the reason that the leading enterprises relate with their stakeholders with not just a trusted, mutually beneficial transactional mindset, but with a view to long term relationship (Gulati & Kletter, 2005)

Hence, the vital aspect of SBM, according to Lüdeke-Freund (2010), portrays business model that can create high customers' value-added products and services, and still contribute sustainably to the growth of the firm and the society. SBM encompasses economic, social and environmental, yet considering the stakeholders' needs rather than prioritising their expectations thereby co-integrate the interests of all the stakeholders (Stubbs & Cocklin, 2008; Evans, Rana, & Short, 2014).

2.3. Empirical Framework

Several empirical works are buttressing the significant relationship between the importance of information awareness of SMEs in non-oil export and high business profitability.

Amarasena (2013) explored the effectiveness of exporting SMEs' use of the Internet in export context employing personal interview of proprietors/executives in Australia. The analysis revealed the high exporting performance due to prior export experience, vast knowledge of export markets, in addition to the catalogue of clientele base networking. The conclusion was that the management of SMEs should cultivate the understanding of identifying the appropriate optimal blend of internet technology to foster their export success.

Research undertaken as part of Enterprise Research Centre (ERC) research programme, encapsulated and produced the effect of the existing knowledge situation regarding the internal and external eco-system enablers' evidenced on SMEs innovation, exporting and growth; and the interplay on policy implications. The result established past innovation experience, skills upgrade and support for investment in R&D, and promotion of conducive eco-systems- private and public institutions, as well as, access to financial aid as a catalyst to export success, increase in liquidity and cash-flow, strategic development, and growth of SMEs' sustainability. The study, therefore, denoted clear synergies between exporting and innovation in attaining performance based on adequate information (Love & Roper, 2015). Hence need to test the hypothesis:

- There is no significant importance of information awareness of SMEs in non-oil export on ensuring high business profitability.

The functional activities of SMEs in non-oil export in and environmental safety

The study conducted in Nigeria among SMEs by Abiodun and Mahmood (2015) revealed significant relationships existed between SMEs' entrepreneurial orientation (EO), learning orientation (LO), export market orientation (EMO), and export performance (EP). Although it mediated through reconfiguring capability (RC) impact, as well as the moderation of environmental turbulence (ET) effect, the conclusion reached after the data collected via structured questionnaires from 201 exporting SMEs managers. It was analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM), SMEs in response to opportunity and threat to their growth could renew their asset base and thereby benefit from reconfiguration transformation.

The study of Jegede, Ilori, Sonibare, Oluwale, and Siyanbola, (2012) examined the factors that influence innovation and competitiveness in the oil and gas servicing firms in Nigeria. The result emphasised technological innovation performance based on the prior work experience (of the heads of the technical department, R&D staff, training, and innovation), educational qualifications, training and, R&D investment; while non-technological factors

emanated from the interface with training institution, suppliers, consumers and competitors. Specifically, R&D investment and training majorly stimulate innovation in the sub-sector. Also, the study of Chen (2015) on Swedish focal companies find better cooperation with suppliers on environmental work as strengthening cord for the green organisational capabilities. Hence the assumption:

- There is no significant effect of functional activities of SMEs in non-oil export on environmental safety.

The influence of marketing pro-activeness of the SMEs on the social impact of non-oil export in Nigeria.

The study on Saudi Arabia export ventures result showed different level export engagement as a determinant of the relationships among marketing capabilities, export intensity and export performance. There was a highly significant impact on the export performance of highly engaged firms through product promotion and distribution. At the same time, for the low involved, there was direct significance via Product and distribution capabilities on their export performance. The study recommended target market selection for export performance (Al-Aali, Lim, Khan, & Khurshid, 2013).

Afaha and Oluwatobi (2012) study established the positive impact of foreign trade, particularly on Nigerian export growth. With the use of linear multiple regression analysis techniques via E-views statistical tool, the data obtained from the 2011 edition of CBN statistical bulletin was analysed. The results from the study indicated that foreign trade performance is positively correlated to export, per capita income, and exchange rate. In contrast, the import correlated negatively to economic openness, concerning the 1980-2010 period output proxy to Nigeria GDP with 60%, 0.4%, 101%, 41%, and 1.2% accordingly, plus the adjusted R2 equalled to 0.99.

Also, a time-series data of 1980 – 2011(31) years was analysed with the use of error correction mechanism (ECM) by Esu and Udonga (2015). The result opined that Nigeria, through investment in improved technology to stimulate industrialisation of the non-oil sector of the economy and a bid to diversifying the economy, there will be insurance of the short and long-run benefits from trade. Hence, the hypothesis:

- There is no significant influence of marketing pro-activeness of the SMEs on the social impact of non-oil export in Nigeria

3. METHODOLOGY

The study adopted a descriptive research design with purposive random sample technique via the distribution of structured survey instrument- questionnaire distributed among the non-oil exporting SMEs located in Lagos state, the commercial hub of Nigeria where 60% of the population under study resides.

The target population comprises of five hundred and twenty-nine (529) performing exporting firms in Nigeria. Still, it was restricted to the sampling frame of the performing firms located in Lagos metropolis amounting to three hundred and twenty (320) (NEPC official list). They operate currently in medium and low-technology manufacture industries, mechanised plant agriculture, and suppliers of aquatic produce.

This study sample size was calculated at a five per cent (5%) margin of error (confidence interval) and 95 per cent confidence level, using Krejcie and Morgan (1970) 's table for determining sample size for research activity. One hundred seventy-five questionnaires were administered randomly to managers in charge of export operating at Nigeria Aviation

Handling Company (NAHCO) and Sky Aviation Handling Company Limited (SAHCOL) export zones.

The validity of the questionnaire was checked by researchers and experts in international marketing to establish the instrument's content, construct, criterion and readability to ensure the suitability to the objectives of the study. Scientifically also, the factor analysis- principal component analysis via extraction method scored the items higher than 0.05, implying that the items used are strongly valid measurement tools.

The reliability of the research instrument- the questionnaire, was ascertained using the Cronbach's Alpha with a value of 0.739; and the use of confirmatory factor analysis CFA.

One hundred and thirty-four (134) copies of the questionnaires were retrieved, which shows a 77% response used for the analysis. The electronic software used for the study is the Statistical Package for Social Sciences (SPSS version 21), using regression analysis as the case required.

4. DATA ANALYSIS

The tables below portrayed the score of the export SMEs operational issues in the non-oil sector:

Table 1 Respondent opinion on Informational Awareness

RESEARCH ITEM	SA %	A %	U %	D %	SD %	Total	Mean	SD∂
There is market information available to the exporter	36 26.9	50 37.3	4 3.0	18 13.4	26 19.4	134 100	2.61	1.49
I have access to trade publications and trade regulations	24 17.9	56 41.8	10 7.5	14 10.4	30 22.4	134 100	2.78	1.45
I have a working knowledge about the market	42 31.3	48 35.8	10 7.5	16 11.9	18 13.4	134 100	2.40	1.39

Source: Field Survey Result (2018)

The above table showed 36(26.9%) of the respondents strongly agreed with the fact that there is market information available to the exporter, 50(37.3%) agreed, 4(3.0%) were undecided, 18(13.4%) disagreed and 26(19.4%) strongly disagreed. Also, 24(17.9%) of the respondents strongly agreed, 56(41.8%) agreed, 10(7.5%) were undecided, 14(10.4%) disagreed and 30(22.4%) strongly disagreed that there is access to trade publications and trade regulations.

Furthermore, the claim on working knowledge about the market was attested to strongly by 42(31.3%) of the respondents, 48(35.8%) agreed, 10(7.5%) were undecided, 16(11.9%) disagreed and 18(13.4%) strongly disagreed with the claim. This implied accessibility to export market information which enhanced their working knowledge; however, the degreed of accessibility and utility is not strong.

The functional activities response table showed the level of the intellectual capacity of the human capital in the enterprises. The statistics revealed that 32(23.9%) of the respondents strongly agreed that they possess the expertise needed for their operation, 54(40.3%) agreed, 18(13.4%) were undecided, 14(10.4%) disagreed and 16(11.9%) strongly disagreed with the fact.

Table 2 Response on Functional Activities

RESEARCH ITEM	SA %	A %	U %	D %	SD %	Total	Mean	SD∂
I have the expertise for handling export	32 23.9	54 40.3	18 13.4	14 10.4	16 11.9	134 100	3.54	1.29
I have formal training in international trade	34 25.4	50 37.3	22 16.4	12 9.0	16 11.9	134 100	2.45	1.29
I have informal knowledge of how to export	44 32.8	46 34.3	15 11.2	13 9.7	16 11.9	134 100	2.33	1.34
My organisation has qualified personnel to plan for the export market	58 43.3	40 29.9	4 3.0	12 9.0	20 14.9	134 100	2.22	1.46
My organisation has a good business relationship with my bankers	39 29.1	58 43.3	29 21.6	7 5.2	1.7	134 100	3.95	.887
I know how the exchange rate works	45 33.6	68 50.7	18 13.4	3 2.2		134 100	4.16	.734

Source: Field Survey Result (2018).

Also, the study further depicted that 34(25.4%) strongly agreed to formal training in international trade was their source, 50(37.3%) agreed, 22(16.4%) were undecided, 12(9.0%) disagreed and 16(11.9%) strongly disagreed. For the informally trained, 44(32.8%) of the respondent strongly agreed, 46(34.3%) agreed, 15(11.2%) were undecided, 13(9.7%) disagreed and 16(11.9%) strongly disagreed with the claim that they have informal knowledge of the business. Again, 58(43.3%) of the respondents strongly agreed to the fact that their organisations have qualified personnel to plan for export market, 40(29.9%) agreed, 4(3.0%) were undecided, 12(9.0%) disagreed and 20(14.9%) strongly disagreed. The responses confirmed the necessity of knowledgeable human capital required for the optimal performance in export.

Table 3 Response to Marketing Challenge

RESEARCH ITEM	SA %	A %		U %	D %	SD %	Total	Mean	SD∂
The high cost of production makes the price of Nigeria export products less affordable	38 28.4	40 29.9		10 7.5	28 20.9	18 13.4	134 100	3.39	1.43
The low quality of Nigeria export products affects their foreign competitiveness	38 28.4	38 28.4		8 6.0	22 16.4	28 20.9	134 100	3.27	1.54
I take a very competitive oriented approach	40 29.9	48 35.8		10 7.5	22 16.4	14 10.4	134 100	3.58	1.35
I develop new product for export market	44 32.8	42 31.3		16 11.9	18 13.4	14 10.4	134 100	3.55	1.18

Source: Field Survey Result (2018).

The table above showed the competitiveness of Nigerian export baskets. 38(28.4%) of the respondents strongly agreed to the fact that high cost of production makes Nigeria export products less affordable, while 40(29.9%) agreed, 10(7.5%) were undecided, 28(20.9%) disagreed and 18(13.4%) strongly disagreed with the fact. Also, 38(28.4%) of the respondents strongly agreed, 38(28.4%) agreed, 8(6.0%) were undecided, 22(16.4%) disagreed and 28(20.9%) strongly disagreed with the issue that Nigerian low quality export products affected SMEs' international competitiveness. By implication, the cost of production and quality of Nigeria products is crucial to gaining a competitive edge in the non-oil export sector.

4.1. Hypothesis Testing

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

- There is no significant importance of information awareness of SMEs in non-oil export on ensuring high business profitability

Table 4 Model Summary of Non-Oil Export SMEs informational issues and economic profitability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F
1	.741[a]	.548	.545	.92554	160.327
	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	5.682	180		31.635	.000
InfI	.784	.062	.741	12.662	.000
a. Predictors: (Constant), InfI					

Source: Field Survey Result (2018)

R2 is the coefficient of determination. R measures the linear association between the explained and explanatory (dependent and independent) variable, while R2 measures how the independent variable explains the total variability in the dependent variable.

For the investigation, the table indicates a positive correlation between Informational awareness and economic profitability. The statistics showed that F-value is the mean square regression at (160.327), suggesting statistical significant of (Sig =.0001). This implied that the null hypothesis H_O "there is no significant importance of information awareness of SMEs in non-oil export on ensuring high business profitability", was rejected. In contrast, the alternate hypothesis (H_1) that stated the significant importance of information awareness of SMEs in non-oil export on ensuring high business profitability was accepted.

Hypothesis Two

- There is no significant relationship between the non-oil SMEs' functional activities and environmental safety.

Table 5 Model Summary of Non-Oil Export SMEs Functional issues and Environmental Consciousness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F
1	.210[a]	.044	.037	.49250	.6.113
	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.764	.301		12.526	.000
FunI	.174	.071	.210	2.473	.015
a. Predictors: (Constant), FunI					

Source: Field Survey Result (2018)

The table above indicates a positive correlation between functional activities and environmental safety. The study showed the F-value is the Mean Square Regression (.6113), implying that the model is statistically significant at (Sig =.015). Hence the null hypothesis

(H_o): There is no significant relationship between the non-oil SMEs' functional activities and environmental safety, was rejected; and the alternate H_1 which state that the significant relationship between the non-oil SMEs' functional activities and environmental safety was accepted.

Hypothesis Three

- There is no significant influence of marketing pro-activeness of the SMEs on the social impact of non-oil export in Nigeria

Table 6 Model Summary of Non-Oil Export SMEs Marketing issues and Social Impact

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F
1	..411[a]	.169	.163	.28538	.26.901
	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.743	.315		11.863	.000
MI	.409	.079	.411	.5.187	.000
a. Predictors: (Constant), MI					

Source: Field Survey Result (2018)

The investigation in table above indicates a positive correlation between marketing pro-activeness of the SMEs and non-oil export social impact. The F-value was at (.26.901) and the model was statistically significant (Sig =.0001) and hence the null hypothesis H_o: There is no significant influence of marketing pro-activeness of the SMEs on the social impact of non-oil export in Nigeria, should be rejected; and the alternate H_1 accepted that there is significant influence of marketing pro-activeness of the SMEs on the social impact of non-oil export in Nigeria.

5. DISCUSSION OF FINDINGS

The first objective determined the importance of information awareness of SMEs in non-oil export in ensuring high business profitability. It shows there is the significant importance of information awareness of SMEs in non-oil export on ensuring high business profitability. This is in line with the studies of Amarasena (2013), and Love and Roper, (2015) in which information awareness that ultimately leads to knowledge for export competence, is of foundational need for high profitability in the sector. Where otherwise, fingers might be burnt due to the volatility of the foreign markets. Thus, SMEs in non-oil export should develop a huge appetite for information to enhance their profitability.

Also, objective two identified the place of functional activities of SMEs in non-oil export in management of environmental safety, and the result hinged on the significant positive relationship between operational activities of SMEs in non-oil export and the consciousness of their environmental safety. This is corroborated by the studies of Abiodun and Mahmood (2015); Jegede, Ilori, Sonibare, Oluwale, and Siyanbola, (2012); and Chen (2015). This implies that the functional activities of SMEs in this sector should improve via the integration of eco-friendly procurement and processes, and the productions should be safety inclined. And this can be achieved through enhanced innovativeness as an attitude to growth and sustainability (Adesanya *et al.,* (2018).

Again, the third objective stated the influence of marketing pro-activeness of the SMEs on the social impact of non-oil export in Nigeria. The hypothesis tested to indicate the acceptance of the alternate hypothesis, which shows the significant positive relationship between the marketing pro-activeness of the SMEs in non-oil export and the social impact. This bolsters the studies of Al-Aali, Lim, Khan, and Khurshid, (2013); Afaha and Oluwatobi (2012), and Esu and Udonga (2015). The result posited that the marketing mix strategy should prioritise the wellbeing of the stakeholders instead only the economic benefit in other to sustain long term repeat consumption.

6. CONCLUSION

This study attempted to investigate the operational imperatives of non-oil export and sustainability empirically: the empirical research on the Lagos Metropolis' SMEs showed the necessity for non-oil export sustainability drive to mitigate the global market shocks for increased national wealth. The operational activities of the SMEs in this sector should be integrated with the tripod bottom line- profit, people and planet as enumerated in the SDG goals, ensuring the satisfaction of the present needs without jeopardising the future needs' fulfilment.

The operational imperatives limited by inadequate market information access, functional activities drawn back by low level of human capital capacity, financial issues; and marketing pro-activeness arose problems, intensify the need for sustainable strategy via innovative business model. This therefore places demands on the policymakers, export managers and researchers to take the measures to alleviate the perceived inhibiting challenges by engaging the sustainable business model. They opened to use the strategies aligns their strategic objective, development of human capital competencies for non-oil export market, open communication, giving more attention to research and development. Managers are to increase efforts for improved value-added products, leveraging on green ecology, thereby protecting the environment and the society resulting in productivity boost in the sector for national economic growth.

7. RECOMMENDATION

- The SME export management should develop a huge appetite for information acquisition in other to thrive in the global knowledge economy and to enhance their innovative capacity high business profitability.
- The place of functional activities of SMEs in non-oil export is crucial for the management of environmental safety. Managers should be conscious of environmental sustainability drive via conformity to green supply chain management, procurement, production and processes.
- The underlying drive for marketing pro-activeness of the SMEs should be characterised with a footprint on social value in non-oil export. The priority should be the wellbeing of the stakeholders rather than profitability solely.
- Sustainable business model should be the goal of every SMEs in non-oil export for long term wealth creation. And this can be achieved through networking strategy in other to boost the operational activities and sustainability.
- By policy implication, the government should promote quality export practices by instituting real-time and practicable policies and regulations, provide modern export infrastructures, as well as stable and conducive socio-political environment crucial for business prosperity.

8. LIMITATION OF THE STUDY

Whereas the results of this study advance support for theoretical model and insights for practitioners, caution should be taken in interpreting and to take a broad view of the results.

Data collection was limited to the randomly selected SMEs in Lagos which may not reflect what obtains in other part of the country and therefore may not be sweeping statements to others not included in this study.

9. SUGGESTION FOR FURTHER RESEARCH

Researchers might want to build on the study by exposing the 'HOW' of integrating sustainable business model.

Also, to increase the generalisation capacity of the research, the number of respondents should be increased, and mixed-method may be considered to depth analysis for sustainability in non-oil export in Nigeria.

ACKNOWLEDGEMENT

Authors of this research work express sincere appreciation to the Management of Covenant University for giving full sponsorship to the publication of the research work in this journal.

REFERENCES

[1] Abiodun, T. S., & Mahmood, R. (2015). The impact of entrepreneurial orientation, reconfiguring capability and moderation of environmental turbulence on export performance of SMEs in Nigeria. Journal of Economics and Behavioural Studies, 7(3), 76-87.

[2] Abogan, O. P., Akinola E. B., & Baruwa, O. I. (2014). Non-oil export and economic growth in Nigeria (1980-2011). Journal of Research in Economics and International Finance, 3(1), 1-11.

[3] Adesanya, O.D., Iyiola, O.O., Borishade, T.T., Dirisu, J.I., Olokundun, M.A., Ibidun, A.S., & Omotoyinbo, C.A. (2018). Entrepreneurial orientation and business performance of non-oil exporting SMEs in Lagos State, Nigeria. International Journal of Entrepreneurship 22(3), 1-7.

[4] Afaha, J. S., & Oluwatobi, A. O. (2012). Foreign trade and economic growth: Evidence from Nigeria. Arabian Journal of Business and Management Review, 2(1), 28-29.

[5] Al-Aali, A. L., Lim, J. S., Khan, T., & Khurshid M. (2013). Marketing capability and export performance: The moderating effect of export performance. Southern African Journal Business Management, 44(3), 59-69.

[6] Amarasena, A. (2013). Small firm exporting to Asia: An innovative export model. Journal of Internet Business, (11), 1-38.

[7] Awolowo, S. (2018). Challenges to export in Nigeria and the way forward. Lagos Chamber of Commerce and Industry Annual Symposium, Lagos.

[8] Aworemi, J. R., Oyedokun, A. J., & Odeyemi, J. T (2011). A study of the efficacy of finance as export assistance strategy designed to stimulate Nigerian cocoa export. Interdisciplinary Journal of Contemporary Research in Business Institute of Interdisciplinary Business Research, 3(5), 130- 134.

[9] Best, R. J. (2014). International marketing. In Best, R. J. Market based management. (Six Edn). Ediburgh Gate: Pearson New International Education Limited. ISBN 978-1-292-02039-6.

[10] Chen, L. (2015). Sustainability and company performance: Evidence from the manufacturing industry (67). Linköping University Electronic Press.

[11] Clarkson ME. (1995). A stakeholder framework for analysing and evaluating corporate social performance. Academy of Management Review 20(1), 92–117.

[12] Comacchio, A., Bonesso, S. & Pizzi, C. (2012). Boundary spanning between industry and university: The role of technology transfers centres. Journal of Technology Transfer, 37(6), 943–966.

[13] Drexhage J, & Murphy, D. (2010) Sustainable development: from Brundtland to Rio 2012, Background paper for the high level panel on global sustainability, United Nations, New York. http://www.un.org/wcm/webdav/site/climatechange/shared/gsp/docs/GSP1-6_Background% 20on%20Sustainable%20Devt.pdf

[14] Edgeman R, & Eskildsen J. (2014). Modeling and assessing sustainable enterprise excellence. Business Strategy and the Environment 23(3), 173–187.

[15] Esu, G.E., & Udonga, U. (2015). Economic diversification and economic growth: Evidence from Nigeria. Journal of Economics and Sustainable Development, 6(16), 56-68.

[16] Evans S, Rana P, & Short, S. (2014). Final Set of Tools and Methods that Enable Analysis of Future Oriented, Novel, Sustainable, Value Adding Business-Models and Value-Networks. Deliverable D2.6. SustainValue project.

[17] Faber N, Jorna R, & Van Engelen J. (2005). The sustainability of 'sustainability'–a study into the conceptual foundations of the notion of 'sustainability'. Journal of Environmental Assessment Policy and Management, 7(1), 1–33.

[18] Giovannoni, E., & Fabietti, G. (2014). What Is Sustainability? A Review of the Concept and Its Applications. Springer International Publishing Switzerland. DOI 10.1007/978-3-319-02168-3_2.

[19] Gray R (2010) Is accounting for sustainability actually accounting for sustainability...and how would we know? An exploration of narratives of organisations and the planet. Account Org Soc 35(1), 47–62

[20] Gulati R, & Kletter D. (2005). Shrinking core, expanding periphery: the relational architecture of high-performing organisations. California Management Review 47(3), 77–104.

[21] Haigh N, & Griffiths A. (2009). The natural environment as a primary stakeholder: the case of climate change. Business Strategy and the Environment 18(6). 347–359.

[22] Holdren, J.P., Daily, G.C., & Ehrlich, P.R. (1995). The meaning of sustainability: Bio geophysical aspects. In Defining and Measuring Sustainability, The Bio-geophysical Foundations, Munasinghe, M., and Walter, S. (eds). Washington: The World Bank.

[23] Ibidunni, O. S., Iyiola, O. O., & Ibidunni, A. S. (2014). Comparative international marketing. Lagos: Pumark Nigeria Limited. ISBN 978-978-52679-0-7.

[24] Iyiola, O., Borishade, T.T., Ogunnaike, O., Kehinde, O.J., Falola, H., Omotoyinbo, C., Ogazi, J. (2018), Attitude of customers towards made in Nigeria textile industry products. International Journal of Civil Engineering and Technology, 9(214-228), 214-228.

[25] Jegede O. O., Ilori M. O., Sonibare J. A., Oluwale B. A., & Siyanbola W. O. (2012). Factors Influencing Innovation and Competitiveness in the Service Sector in Nigeria: A Sub-Sectoral Approach. Management, 2(3), 69-79.

[26] Jolink A, & Niesten E. (2015). Sustainable development and business models of entrepreneurs in the organic food industry. Journal of Business Strategy and the Environment 24(6), 386–401.

[27] Krejcie, R. V., & Morgan, D.W. (1970). Determining sample size for research activities. Educational and Psychological Measurement, (30), 607-610.

[28] Kubíčková, L., Votoupalová, M., & Toulová, M. (2014). Key Motives for Internationalization Process of Small and Medium–Sized Enterprises. Procedia Economics and Finance, 12(5), 319-328.

[29] Love, J. H & Roper S. (2015). SME innovation, exporting and growth: A review of existing evidence. International Small Business Journal, 33(1), 28–48.

[30] Lüdeke-Freund F. (2010). Towards a conceptual framework of business models for sustainability. In ERSCP-EMU Conference, Delft, The Netherlands; 1–28.

[31] Motilewa, D.B., Ibidunni, A.S., Worlu, R., Moses, C.L., Obi, J., & Dirisu, J. (2019). Influence of ecological protection on the corporate image of oil and gas firms in Nigeria. Business: Theory and Practice, (20), 19-24

[32] Okpara, J. A. (2010). Factors hindering export development in Africa: Empirical evidence from SMEs in Nigeria. International Review of Business Research.

[33] Okpara, J. O. (2008). SMEs export orientation and performance: Evidence from a developing economy. International Review of Business Research Papers, 4(5), 109-119.

[34] Okpara, J. O., Koumbiadis, N. J. (2010) Strategic export orientation and internationalisation barrier: Evidenced from SMEs in a developing economy. Journal of International Business and Cultural Studies, 1(1), 1-10.

[35] Perrini F, & Tencati A. 2006. Sustainability and stakeholder management: the need for new corporate performance evaluation and reporting systems. Business Strategy and the Environment 15(5), 296–308

[36] Price water house coopers Limited (2015). A guide to doing business in Nigeria. Lagos: PWC.

[37] Schaltegger S, Lüdeke-Freund F, & Hansen E. (2012). Business cases for sustainability and the role of business model innovation. International Journal of Innovation and Sustainable Development 6(2), 95–119.

[38] Schaltegger S, & Wagner M. (2011). Sustainable entrepreneurship and sustainability innovation: categories and interactions. Business Strategy and the Environment 20(4), 222–237.

[39] Stephen, I.A.., Moses, C.L., Adeniyi, A. AO., Muyiwa, O, & Ayodele, O.M. (2018). Organisational knowledge from a typological perspective: Establishing linkages to organisational performance. Proceedings of the 31st International Business Information Management Association Conference, (IBIMA 2018): Innovation Management and Education Excellence through Vision 2020, pp 5233-5239.

[40] Stubbs W, & Cocklin C. (2008). Conceptualising a 'sustainability business model'. Organisation Environment 21(2), 103–127.

[41] Wach, K. (2014). Theoretical framework of the firm-level internationalisation in business studies (chapter 1). In A. Durendez & K. Wach (Eds.), Patterns of business internationalisation in visegrad countries in search for regional specifics. 13-30.

[42] Zhao, F. (2014). A holistic and integrated approach to theorising strategic alliances of small and medium-sized enterprises. Business Process Management Journal, 20(6), 887-905.