

Assessing the Effects of Entrepreneurial Attributes and Business Practices on the Continuing Existence of Small and Medium Enterprises (SMEs) Using Deming Management Model of Total Quality as a Benchmark

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Abstract

Entrepreneurship is certainly not a simple job and does not generally ensure a 100% achievement. Numerous basic features must be set up to empower entrepreneurs to attain a proportion of progress. SMEs therefore deserve attention, especially with regards to the entrepreneurial attributes as well as the business practices of the entrepreneur. The study investigates the effect entrepreneurial features and business practices on the continuing endurance of SMEs.

Descriptive research method was employed to obtain a picture of the effect of entrepreneurial features as well as corporate practices on the continuing endurance of SMEs in Ghana. A mixed method strategy was employed to reach conclusions that are accurate, reliable and reproducible. The population of the study focused on entrepreneurs in the small, medium and large enterprises in the Kumasi metropolis. In all, 100 questionnaires distributed, the researchers were able to retrieve 90 representing 90% of the response rate. Interviews, as well as questionnaires, were the main instruments utilised to gather the required information for the study.

Findings revealed that entrepreneurs require to have some entrepreneurial qualities for continuing endurance and that specific attributes make some entrepreneurs more fit to maintaining a fruitful business than other, the principle on which this research work concludes. It was realised that characteristics, values and assumptions of entrepreneurs in SMEs may impact their selection of management practices and consequently the presentation of their firms. The crucial determinant for the adoption of Deming Management Model of Total Quality in SMEs is to intensify awareness and motivate all workers on satisfying clients. It was further revealed that Creativity, Self-assurance, and Ability to Adapt negatively influence Teamwork, Risk Management and Planning of business activities among the SMEs surveyed.

Keywords: Entrepreneurship, Entrepreneurs, Entrepreneurial attributes, Business practices

1. Introduction

Scholars started associating entrepreneurship attributes in the 1950s whether these attributes could influence individuals to be successful entrepreneurs (Byers et al., 2007). McClelland (1961) for example postulated that entrepreneurs had explicit character qualities that non-businesspeople do not. Then again, Carter et al. (2003) affirmed that the principal contrast among businesspersons and entrepreneurs is that entrepreneurs need to oversee their own fate.

Research on character attributes and socio-cultural foundations of successful entrepreneurs were emphasized during 1980s and 1990s (Byers et al., 2007). Gorman et al. (1997).

Currently, psychological characteristics, character, attitudes, and the conduct of the entrepreneur have been merged into the studies on the characteristics of entrepreneurs (Rasheed and Rasheed, 2006).

These notwithstanding, an investigation by Timmons and Spinelli (2008) in their study on entrepreneurial attributes found an agreement about six general attributes (obligation and determinations; headship; opportunity fixation; acceptance of hazard, vagueness, and creativeness, self-assurance, and capability to adjust; and inspiration to excel), which most writers approve remain among unique characteristics of an entrepreneur.

From Fening et al. (2008), Ghanaian SMEs failure rate during the first five (5) years ranges between 45% and 95% and about 78% of new SMEs do not survive at all. Despite numerous policies by governments, non-governmental organisations and other donor organisations, SMEs still performance poorly. There is an indication that for Ghana to achieve a substantial success towards achieving the Vision 2015 Goals, then one way would be to pursue the growth of its SMEs vigorously and adequately. The underperformance SMEs may indeed make Ghana's vision be a mirage unless there is a turnaround of our SMEs fortunes sooner than later (Ahiawodzi, and Adade, 2012).

Global Entrepreneurship Monitor (GEM, 2008) details only 2.4% of indigenous Ghanaian SMEs have remained in survival for more than three and half years; with Ghana rated number 39 out of 43 countries in the endurance rate for reputable enterprises. This suggests considerable disappointment rate among new businesses. However, it is worth noting that this condition is not unique to Ghana, but is common globally (Kayanula, and Quartey, 2000; Longley, 2006).

Deming (1986) propounded the theory of quality management that is exemplified in his Fourteen (14) points. The points define how to develop a healthier environment in the workplace for people to work with a sense of contentment. The finest approach for all is to work together as a unit because the solution to problems would only come with cooperation. Deming proposed for a change in a unique style for organisational management based on extensive collaboration between workers and directors. This change could be realised by introducing profound knowledge into the system. The system of profound knowledge consists of four (4) elements: knowledge regarding variation, recognition of a system, psychology, and the theory of knowledge (Anderson et al., 1995).

1.1 Statement of the Problem

Business entities in the SME sector around the world are more inclined to failure owing to the particular characteristics possessed by the companies, their proprietors and managers (Singh, 2011; Bannock, 2005). Entrepreneurial ventures in Ghana have a low existence rate as entrepreneurs start ventures however are incapable to convert them into viable businesses. Again, most Ghanaian new SMEs does not normally move from the preliminary stage (existence) to other stages, for example, endurance, progress, take off and resource development. Globally including Ghana, several features and factors have been recognized to be critical determinants of SME's endurance, in spite of the fact that with insufficient

empirical outcomes.

With SME endurance rate normally low worldwide, it is important to find out the key entrepreneurial attributes, business and other practices that could assist in the appreciation and development of SMEs long-term endurance. For SMEs to grow, persist and succeed in their corporate operations, it is appropriate that its proprietors or managers have explicit entrepreneurial attributes and perform precise business and TQM practices.

As a result of this, more attention should be given to SMEs with regards to the entrepreneurial attributes and the business practices of the entrepreneur, which are normally evolved as a feature of the entrepreneur's personal life approaches. These businesses and several practices such as TQM and individual life strategies are utilized as a way of earning a living, which in turn is principally influenced by the entrepreneur's character attributes. Besides the realization that entrepreneurial attributes can impact both the sort of firms to be formed and the way they are managed, little has been proven on which of these attributes and business practices impact the long-term endurance of SMEs and the level of its effect.

In view of the gaps identified, the current research attempts to find out which fundamental entrepreneurial attributes and business practices that entrepreneurs should and need to have, that would impact the long-term endurance and sustainability of SMEs using the Deming management model of total quality as a benchmark. This information will empower Ghanaian SME entrepreneurs to appreciate and emphasis on executing the fundamental business practices and accepting the vital entrepreneurial attributes which might drive their enterprises to long-term endurance. This will go a long way to contribute to the reduction of high SME failure rates and further develop SMEs long-term existence in Ghana.

1.2 Objectives of the Study

The prime objective of this study is to find out which entrepreneurial attributes and business practices have a greater impact on the long-term endurance of SMEs and the degree to which they do so.

The precise objectives of the study are:

- i. To audit the hypothetical literature on entrepreneurial attributes and business practices in Ghanaian SMEs.
- ii. To discover which important entrepreneurial attributes and business practices are fundamental for the endurance of SMEs in Ghana.
- iii. To explore the determinants of critical factors for adoption of Deming Management Model of Total Quality in SMEs relative to their survival.
- iv. To examine the connection between entrepreneurial attributes and business practices in Ghana
- v. To determine ways through which external interventions influence TQM adoption processes in SMEs in Ghana.

1.3 Research Questions

- i. What are the key entrepreneurial attributes and business practices essential for the survival of SMEs in Ghana?
- ii. What are the determinants of critical factors for adoption of Deming Management Model of Total Quality in SMEs relative to their survival?
- iii. What is the relationship between entrepreneurial attributes and business practices?
- iv. In what ways can the external interventions influence TQM adoption processes in SMEs in Ghana?

1.4 Research Hypothesis

Based on these objectives, the research hypotheses are:

H1. There is no significant relationship among entrepreneur business practices and SMEs long-term survival in Ghana.

H2. There is no substantial difference between entrepreneurial characteristics and SMEs long-term survival in Ghana.

H3. There is no significant connection between entrepreneurs' orientation SMEs performance in Ghana

2. Literature Review

2.1 Entrepreneur and Entrepreneurship

According to Cantillon (1755) who first used the word entrepreneur, explained that an entrepreneur is an individual who purchases factor services at a exceptional cost to utilize them to create products/services and vend at indeterminate values the minute they commits themselves to the costs. This description distinguishes that an entrepreneur has the readiness to acknowledge hazard. All things considered, Cantillon's clarification takes a gander at a business visionary from the supply perception only disregarding demand perspective. Hoselitz's (1952) describes an entrepreneur from the viewpoint of the French word 'entreprendre,' which makes an interpretation of 'to accomplish something.' This was at first utilized in the Middle Ages to signify a person who is dynamic and finalizes things.

Anderson and Starnawska (2008) infer that an entrepreneur is a person who puts together and deals with a corporate association, expecting the danger or for benefit. An entrepreneur assesses chances and shortcoming in the business climate and tries to settle on the choices that will improve business firms to acknowledge continued development, monetary turn and innovation (Broberg et al., 2013).

According to Bolton and Thompson (2004), a business visionary is an individual who constantly makes and develops to manufacture something of perceived values around supposed opportunities.

However, being enterprising is an acquainted word employed to depict individuals who are

imaginative, inventive, open to change then have the capability toward recognizing chances and coordinate resources to accomplish their objectives.

2.2 Attributes of Successful Entrepreneurs

Qualities of effective entrepreneurs have been explored in numerous surveys trying to establish a typical character profile that recognizes vital attributes of successful entrepreneurs and to determine the disparities among entrepreneurs and non-entrepreneurs. Numerous researchers including Thomas, and Mancino, (2007) and Padilla-Meléndez and del Aguila-Obra, (2006) assent to the fact that the qualities of an entrepreneur are one of the most powerful factors that influence the business execution and competitiveness in the market.

Nieuwenhuizen, (2004) propose that the abilities of entrepreneurs might be attained through birth, through lifetime encounters or entrepreneurial procedures. The research highlighted that the qualities identified with entrepreneurs wherever regardless of their origin as the nonappearance of any single one of them may deliver a vital defect in a person's capacity to act entrepreneurially.

2.3 Entrepreneurial Features and Long-term Survival of SMEs

Earlier discourse and clarifications proposed that entrepreneurial features affect performance, development, and success of SMEs. Nonetheless, current surveys have not explicitly taken a gander at how these features impact the long-term survival of SMEs. It also discovered that the success of SMEs though depends on entrepreneurial features but not automatic for SMEs' advancement or to direct and expand a business (Acharya et al., 2007). Some of these features will be tested to indicate the degree of impact on the continuing existence of the SMEs.

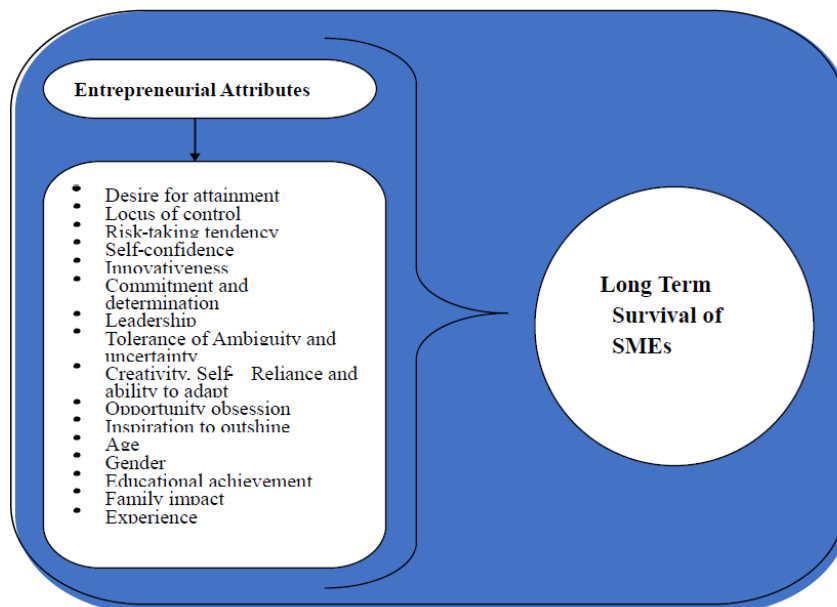


Figure 1. Framework Connecting Entrepreneurial Attributes to the long-term existence of SMEs

Source: Adapted from (Neneh 2011)

Figure.1 is an illustration of a blend of learnable, accomplished, attributed and request and prerequisite characteristics of entrepreneurs. These attributes are selected because most researchers have not precisely looked at how these attributes impact on the continuing existence of SMEs (Littunen 2000).

2.4 Definitions of Quality

Lozano (1997) points out that the meanings of quality rely upon the role of individuals characterising it. Consequently, Lozano (1997) emphasises that there is no definite general meaning of quality, and the most common meanings of quality are explained below:

- a) ***Conformance to specifications:*** Evaluates the way product or service meets the standard set by its designer (Crosby,1979)
- b) ***Fitness for use:*** Emphases on effective ways the product achieves its expected task or use (Juran, 1993).
- c) ***Value for price paid:*** Is the description of quality that clients frequently use for goods or service expediency (Garvin,1984)
- d) ***Support service provided:*** Normally implies to the way quality of a good or service is adjudicated. Quality does not relate only to the good or service itself; but applies to individuals, procedures as well as organisations climate related as well (Ishikawa, 1985).
- e) ***A psychological criterion:*** Is a description that highlights on the critical assessment of quality contents of the product or service (Garvin, 1984).

2.5 The Concept of Total Quality Management

In Lozano (1997) opinion, TQM's concept represents the timeline of both old and new theories of quality. The theory of quality has been in existence for years, despite that its meaning has changed over the years. Quality management were used for inspecting products to ensure that they meet standard in early twenties. Quality management has gone through lot of modifications; being more statistically based in 1940's, and 1970's, used as a competition base, with firms concentrating more on enhancing quality to achieve competitive advantage.

According to Kujalo and Lillrank, (2004), TQM became one of the most crucial management advances in the 20th century which has more impact on contemporary management methods than any other management movement. Lankard (1992) pointed out that, TQM is an idea presented by business and industry with set of guidelines and procedures that ensure the quality of goods leaving and reaching firms through perpetual activity instead of through one last inspection.

2.5.1 Deming's 14 Points of Management

Deming's 14 Points are a collection of rules on management propounded by statistician, W. Edward Deming in 1984. The focal idea driving Deming's management theory lay emphasis on variety being the greatest hindrance to productivity. By following the 14 points listed below, he observed that organisations could create their individual specific styles to reduce variety and further enhance performance and competitiveness.

The following are the Deming 14 points of management (see Mulder 2017; Aguayo. 1991):

- *Point 1: Create consistency of purpose to accomplish quality*
- *Point 2: Adopt the quality way of thinking*
- *Point 3: Stop contingent upon inspection to attain quality*
- *Point 4: End the practice of granting business to providers on price alone instead reduce cost by working intimately with only one or two vendors*
- *Point 5: Continuously improve every procedure involved in planning, production, and service*
- *Point 6: Organize on-the-job training for all employees*
- *Point 7: Adopt and institute leadership. Leadership, as opposed to mere management or supervision*
- *Point 8: Expel fear from the work environment*
- *Point 9: Collapse of barriers between the employees and the management*
- *Point 10: Remove slogans, exhortations, and targets*
- *Point 11: Eradicate quantity-quotas and targets for the workforce and management*
- *Point 12: Eliminate obstructions that deprive individuals of their self-esteem in workmanship and remove the annual rating or merit system*
- *Point 13: Develop a robust program of education and self-advancement for everybody*
- *Point 14: Position everyone in the organisation to work to achieve the transformation*

2.5.2 The Application of Deming Management Model of Total Quality within SMEs

Small and Medium Enterprises (SME's) assume a significant part in current economies in view of their adaptability and capacity to innovate. In virtually every country as inferred by Anderson and Eshima (2013), SMEs perform a critical task in offering job prospects and assisting large-scale manufacturing firms. It is essential thus, for SMEs to stay competitive as they are viewed as the backbone of a contemporary economy (Jasra et al., 2011). Besides, Stevenson and Jarillo (2007) suggest that SMEs do not just increase outputs but also influence competitive power of big firms.

The Deming quality management model according to Sousa, and Aspinwall (2010) is viewed as a means for SMEs to improve upon the excellence products and services. Quality management models as a way of thinking are of specific significance to SMEs working in developing region as it cultivates perpetual enhancement through an efficient, harmonized, consistency.

Introductions of quality management models to SME's assist in sharpening SME to turn out to be more proficient in human resources, and to work on their competitiveness. Kuratko et al. (2001) were of the view that, the significance of excellence and the appropriation of quality management in SME is not limited to their association with the larger customers.

3. Research Methodology

3.1 Research Design

This investigation focuses on effect of entrepreneurial features and industry practices on the

continuing existence of SMEs in Ghana using Deming management model of total quality as a benchmark. Hence the research approach is exploratory.

This survey employed descriptive research to acquire the picture of effect of entrepreneurial qualities and industry practices on the enduring existence of Ghanaian SMEs. The study involved gathering and dissecting both quantitative and subjective information, a mixed methods approach was employed in reaching at conclusions that are accurate, reliable and reproducible. The rationale for choosing this approach was that the researchers were seeking knowledge about specific views on the effect of entrepreneurial attributes and industry practices on continuing existence of SMEs.

3.2 Data Collection

The investigation utilized both primary and secondary information. Primary data was obtained from entrepreneurs of the small, medium, and large enterprises in the Kumasi metropolis in the Ashanti Region of Ghana using two random sampling procedures. A self-managed survey designed to accumulate information from the sample regarding concept of entrepreneurial features and business practices and their effects on the continuing existence of SMEs as well as extent to which they do so. For 100 questionnaires distributed, the researchers were able to retrieve 90 representing 90% of the response rate. A total of ten (10) business owners were also engaged in a face-to-face interview session. Table 3.1 shows the distribution and response rate.

4. Analysis and Discussion

The research made use of IBM's Statistical Package for Social Sciences (SPSS) version 25 in analysing the data gathered.

4.1 Demography of Respondents

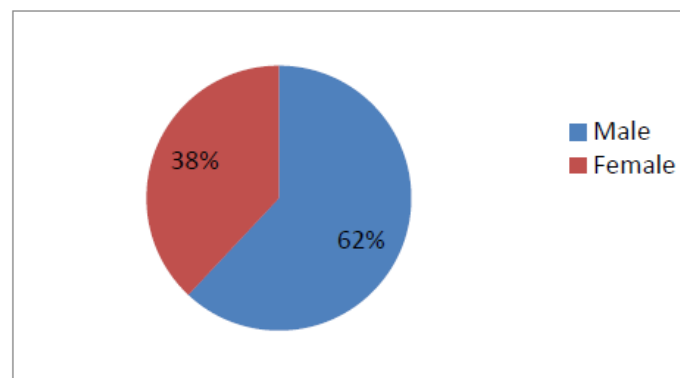


Figure 2. Gender Distribution

Source: Fieldwork (2021)

Figure 2 gives details relative to sex dispersion of the respondents, and analysis of responses to that effect shows that the sample surveyed were male-dominated. The majority, 56 out of

the 90 surveyed representing 62% were males compared to their female counterparts which numbered 34 in total representing 38%. It could be resolved that the enterprises in the Kumasi metropolis are predominantly owned and managed by males.

Table 1. Age of respondents

<i>Age Range</i>	<i>Frequency</i>	<i>Percent</i>
21 – 30	8	8.9
31 – 40	44	48.9
41 – 50	28	31.1
50+	10	11.1
Total	90	100.0

Source: Fieldwork (2021)

Table 1 presents information on the age distribution of the respondents used for the study. The responses show that more than nearly half 44 (48.9%) of the respondents were aged between 31 – 40 years. Also, 28 representing 31% of the respondents were between the ages of 41 – 50 years whereas 10 (11%) were more than 50 years of age. The responses imply that the respondents were old enough to be considered worthy contributors to the study.

Table 2. Educational Qualification

<i>Variables</i>	<i>Frequency (n)</i>	<i>Percentage (n)</i>
Basic/SHS	40	44.4
Diploma	20	22.2
BA/B.Sc./MD	22	24.4
MA/MSc.	4	4.4
PhD	4	4.4
Total	90	100.0

Source: Fieldwork (2021)

The respondents were asked about their educational qualification, and the responses to that effect show that the majority 40 (44.4%) of the respondents had primary education and senior high school as their highest qualification whereas 22 representing 24% of the respondents had bachelor's degrees in various fields. Moreover, it is worth noting that 4 (4.4%) of the respondents were Masters and PhD holders respectively. From the responses, it could be concluded that at least most of the respondents have had basic education to be able to read, interpret and contribute to the study.

Table 3. Nature of business

Business Sector	Frequency (<i>n</i>)	Percentage (%)
Agriculture	2	2.2
Manufacturing	8	8.9
Property and Real Estate	3	3.3
Healthcare, Education, Social Service	8	8.9
Technology/IT	10	11.1
Financial services	1	1.1
Education	16	17.8
Business Services and Consultants	8	8.9
Wholesales, Motor Vehicle and Repairs	6	6.7
Accommodation and Hospitality	1	1.1
Retailing and consumer services	27	30.0
Total	90	100.0

Source: Fieldwork (2021)

Table 3 presents the nature of businesses the respondents surveyed were into. Summary of the responses show that the majority; 27 representing 30% of the respondents were into retailing and the provision of consumer services; 16 (17.8%) were into the provision of educational services, 10 (11%) into Technology/IT, 8 (8.9%) into Manufacturing, Business and Consultancy services and provision of Healthcare. The trend of the responses shows that Retailers and Consumer Service providers dominate the Kumasi metropolis.

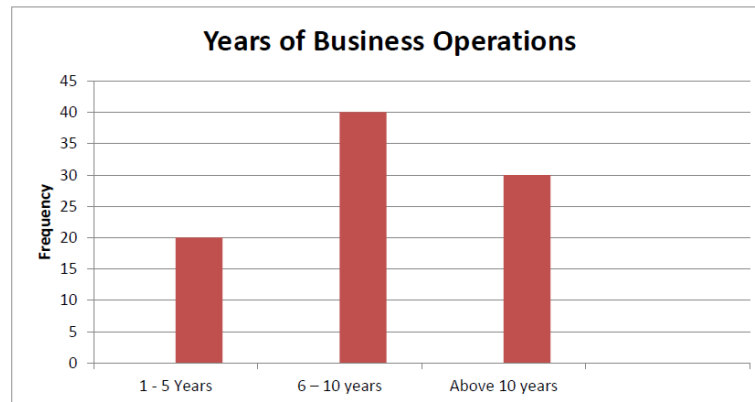


Figure 3. Years of business operation

Source: Fieldwork (2021)

From Figure 3, the respondents were approached to show the years of their business operations. The resultant responses indicate that most of the respondents that 36 out of surveyed valid responses had been in operations between 6 – 10 years whereas 20 of the businesses surveyed have been in operations between 1 – 5 years. Meanwhile, 30 of the respondents pointed out their businesses have been in operation for more than ten (10) years. The responses imply that the responses have had sufficient business operational experiences to be able to contribute appropriately to the study.

Table 4. Position in the business

<i>Position</i>	<i>Frequency (n)</i>	<i>Percentage (%)</i>
Owner	51	56.7
Manager	11	12.2
Employee	28	31.1
Total	90	100.0

Source: Fieldwork (2021)

From Table 4, it could be observed that about half 51 representing 56.7% of the respondents indicated they were owners of their respective businesses; 28 comprising about 30% of the respondents indicated they were employees working with the surveyed businesses whereas 11 representing about 12% of the respondents were managers of the businesses. The responses reveal that most businesses in the Kumasi metropolis are managed by their owners.

Table 5. How the business was started

<i>Variables</i>	<i>Frequency</i>	<i>Per cent</i>
From scratch	22	24.4
Family inheritance	38	42.2
Purchased the business	2	2.2
Franchise/Partnership	28	31.1
Total	90	100.0

Source: Fieldwork (2021)

Presented in Table 5 concerns responses on how the respondents began their respective businesses. Summary of the responses shows that close to half 38 (42.2%) of the respondents owned their businesses through family inheritances whereas 28 representing 31% of the respondents have their businesses through franchises and partnerships. Also, 22 comprising 24.4% of them started their businesses from scratch whereas just less than 3% (n=2) of the respondents purchased their businesses. The outcome of the responses suggests that most of the businesses in the Kumasi metropolis are owned through family inheritances.

4.2 Key Entrepreneurial Features and Business Practices Crucial for the Endurance of Ghanaian SMEs

Table 6. Descriptive Statistics on entrepreneurial characteristics

<i>Characteristics</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>±SD</i>
Desire for attainment	90	3.25	4.75	3.91	.357
Locus of Control	90	3.00	4.50	2.86	.193
Leadership	90	1.00	4.50	2.61	.799
Commitment and Determination	90	1.33	4.67	3.95	.757
Risk Taking propensity	90	2.67	5.00	4.57	.536
Self-Confidence	90	1.33	5.00	4.33	.838
Creativity, Self-Reliance and Ability to Adapt	90	3.67	4.67	4.13	.304
Innovativeness	90	3.00	4.75	3.94	.525
Opportunity Obsession	90	1.33	5.00	3.74	.800
Inspiration to Excel	90	1.33	4.67	3.96	.790
Valid N (listwise)	90				

Source: Fieldwork (2021)

Table 6 presents the descriptive statistics on the entrepreneurial characteristics of the respondents. The responses to the series of items describing set characteristics were statistically mean centred and had thence been presented in as descriptive statistics. From the Table it could be observed that on the desire for attainment as an attribute of entrepreneurs most of the respondents demonstrated strong agreement that entrepreneurs have high risk-taking propensity ($M=4.57$, $\pm SD=.536$); self-confidence ($M=4.33$, $\pm SD=.838$) and Creativity Self-Reliance and Ability to Adapt ($M=4.13$, $\pm SD=.304$). Additionally, the respondents agreed with the assertion that entrepreneurs are characterised by the need for achievement ($M=3.91$, $\pm SD=.57$); Commitment and Determination ($M=3.95$, $\pm SD=.757$); Innovativeness ($M=3.94$, $\pm SD=.525$); Opportunity Obsession ($M=3.74$, $\pm SD=.800$) and Motivation to Excel ($M=3.96$, $\pm SD=.790$). However, the respondents disagreed with the assertion that entrepreneurs have Locus of Control ($M=2.86$, $\pm SD=.193$) and Leadership traits ($M=2.61$, $\pm SD=.799$). From the responses it can, therefore, be concluded that entrepreneurs in the Kumasi metropolis believe they have the traits or are characterised by the desire for attainment, commitment and determination, risk-taking propensity, self-assurance, creativity, self-reliance, and ability to adapt, innovative, obsessed with opportunities and then they have the motivation to excel.

4.3 Business Practices

Table 7. Teamwork

<i>Variable</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>±SD</i>
Group members are jointly helpful as well as service to one another to overcome difficulties for success	90	1	5	3.22	1.239
Group members share information and expertise willingly to grow collectively	90	2	5	3.00	.801
Group members eagerly regard to each other resolved to build a better working atmosphere	90	2	5	3.61	1.106
Group members eagerly maintain and move each other to construct more significant levels of ethics	90	2	5	3.41	.981
Valid N (listwise)	90				

Source: Fieldwork (2021)

Table 7 presents responses on the extent to which they practice teamwork at their respective workplaces. From the responses it could be seen that majority of the responses agreed that to a large extent group members are jointly helpful to one another to overcome problems for success ($M=3.22$, $\pm SD=1.239$); group members share information and expertise willingly to grow collectively ($M=3.00$, $\pm SD=.801$); group members eagerly regard to each other resolved to build a better working atmosphere ($M=3.61$, $\pm SD=1.106$) and also their team members eagerly maintain and move each other to construct more significant levels of ethics ($M=3.41$, $\pm SD=.981$). The trend of the responses implies that the SMEs in the Kumasi metropolis have well-developed teamwork functionality.

Table 8. Descriptive Statistics on Risk management

<i>Variables</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>±SD</i>
My company conducts all-inclusive and orderly documentation of its dangers concerning every one of its expressed purposes and goals.	90	2	5	3.48	1.077
I guarantee better-quality management data ensuing a more refined decision-making	90	1	5	2.43	1.159
I guarantee the better use of current assets by concentrating on the utmost risks	90	2	5	3.91	1.223
Valid N (listwise)	90				

Source: Fieldwork (2021)

Table 8 presents the responses to a series of variables relative to risk management measures adopted by SMEs in the Kumasi metropolis. From the responses it quite apparent that most of the respondents strongly in favour that they ensure a better use of current assets by concentrating on the utmost risks ($M=3.91$, $\pm SD=1.223$) whereas most of the respondents also indicated that their company conducts all-inclusive and orderly documentation of risks concerning each of its expressed purposes and objectives ($M=3.48$, $\pm SD=1.077$).

Contrary, most of the responses disagreed with the assertion that they ensure better-quality management data ensuing a more refined decision making. From the responses, it can be concluded that the SMEs in the Kumasi metropolis ensure a better use of current assets by concentrating on the utmost risks while conducting all-inclusive and systematic documentation of risks concerning each of its stated purposes and objectives.

Table 9. Descriptive Statistics on Planning

<i>Variables</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>±SD</i>
Business level aims; manufacturing aims; profits and sales goals are entirely contained within my tactical plan	90	1	5	3.04	1.262
My business employs vision; statement of purpose; business plan; SWOT investigation and PEST analysis	90	1	5	3.17	1.134
I endeavour to modify my tactic to building information and capacities in technical issues, information on clients' business, interview abilities	90	2	5	3.83	1.094
I carry out new methodologies in pursuing and capitalising arising customer needs	90	1	5	4.20	.962
Valid N (listwise)	90				

Source: Fieldwork (2021)

Table 9 gives a presentation of the means and standard deviations concerning respondent's business practices relevant to planning activities undertaken by the SMEs. From Table 4.9, it could be realised that greater number of the respondents agreed that planning activities are carried out to cover business level aims; production aims; profits and sales goals which are entirely contained in their tactical plans ($M=3.04$, $\pm SD=1.262$); their businesses also utilise of visions, statements of purpose; business plan, SWOT investigation and PEST examination as well.

Also, they agreed that they endeavour to modify tactic to building information and abilities in technical issues, information of clients' business and interview abilities ($M=3.83$, $\pm SD=1.094$). Then again, most of the respondents strongly agreed that carry out new methodologies in pursuing and capitalising arising customer needs ($M=4.20$, $\pm SD=.962$). From the responses it can be concluded that in terms of planning, SMEs in the Kumasi metropolis have business level aims; manufacturing aims; profits and sales goals are entirely contained within my tactical plan, vision; statement of purpose; business plan; SWOT investigation and PEST analysis and they endeavour to modify their tactics in building information and capacities in technical issues, information on clients' business, interview abilities while implementing new methodologies in pursuing and capitalising arising customer needs.

Table 10. Descriptive Statistics on marketing

<i>Variables</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>±SD</i>
Delivering on time	90	2	5	3.55	1.203
Establishing excellent relationships with our suppliers and distributors	90	2	5	3.80	.899
Emphasis on excellent product quality to customers	90	0	5	3.43	1.258
Enter into negotiations with potential partners	90	2	5	3.70	.790
Valid N (listwise)	90				

Source: Fieldwork (2021)

Table 10 presents the descriptive statistics on marketing practices engaged in by the SMEs surveyed. On delivering on time, greater number of the respondents agreed that they deliver orders on time ($M=3.55$, $\pm SD=1.203$); they also agreed that they establish excellent relationships with their suppliers as well as distributors ($M=3.80$, $\pm SD=.899$) while emphasising excellent product quality to customers ($M=3.43$, $\pm SD=1.258$) and also enter into negotiations with potential partners ($M=3.70$, $\pm SD=.790$). From the responses, it can be concluded that the SMEs in the Kumasi metropolis appraise themselves high when it comes to delivering orders on time, established excellent relationships with their partners, emphasise on excellent quality products to customers as well as enter into negotiations with potential partners.

Table 11. Kendal's coefficients of concordance on business practices

<i>Variables</i>	<i>Mean</i>	<i>Rank</i>
Marketing	4.10	1 st
Human Resource	3.92	2 nd
Performance Management	3.71	3 rd
Risk Management	3.39	4 th
Planning	3.02	5 th
Teamwork	2.86	6 th

Kendall's $W^a=.076$, $\chi^2=20.403$, $df=5$, $Sig=.001$

Source: Fieldwork (2021)

In Table 11 using Kendal's mean ranking coefficients of concordance which measures the level of agreement among a given set of raters, it could be observed that the most critical

business practice among the SMEs surveyed is the Marketing practice (M=4.10) hence ranked 1st. More so, this was followed by Human Resource practices which obtained the second highest mean score of (M=3.92) thus ranked 2nd. Furthermore, Performance management practice obtained the third highest mean score which by implication is ranked 3rd. It is worth mentioning that teamwork obtained the lowest mean score (M=2.86) hence ranked last which suggests teamwork remain the least important or practised business function in the SMEs surveyed. From the responses, it can be concluded that Marketing, Human Resource and Performance Management are the most practised business function among the SMEs surveyed in the Kumasi metropolis. Meanwhile, the enterprises place less emphasis on teamwork.

Kendal's coefficient of concordance relative to the business practices among the SMEs in the Kumasi metropolis was calculated on the means of the business practices. Respondents $\chi^2(5, N=90) = 20.403, p > 0.001$ showed there were not many differences in the trend of responses given by the respondents on the series of business practices. Also, Kendal coefficient value ($W^a = .752$) showed a strong sense of unanimity among the various respondents in responses to the questions relative to the business practices.

4.3.1 What are The Determinants of Critical Elements for Support of Deming Management Model of Total Quality in SMEs Relative to Their Survival?

Table 12. Critical factors to the adoption of Deming's Management model of TQM

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Mean</i>	<i>±SD</i>
Create a constant purpose toward improvement)	14 (15.6)	9 (10.0)	7 (7.8)	43 (47.8)	17 (18.9)	3.44	1.33
Adopt the new philosophy	1 (1.1)	2 (2.2)	10 (11.1)	25 (27.8)	52 (57.8)	4.39	.857
Stop depending on inspections	0 (0.0)	4 (4.4)	10 (11.1)	26 (28.9)	50 (55.6)	4.36	.852
Use a sole supplier for any one item	0 (0.0)	5 (5.6)	17 (18.9)	24 (26.7)	44 (48.9)	4.19	.935
Improve constantly and forever	3 (3.3)	7 (7.8)	12 (13.3)	18 (20.0)	50 (55.6)	4.17	1.134
Use training on the job	1 (1.1)	0 (0.0)	18 (20.0)	29 (32.2)	42 (46.7)	4.23	.849
Implement leadership	1 (1.1)	1 (1.1)	4 (4.4)	24 (26.7)	60 (66.7)	4.57	.735
Eliminate fear	3 (3.3)	10 (11.1)	17 (18.9)	29 (32.2)	31 (34.4)	3.83	1.124

Strongly disagree=1, Disagree=2, Not Sure=3, Agree=4, Strongly Agree=5

Source: Fieldwork (2021)

In Table 12, the respondents were requested to indicate their level of consent or otherwise through a series of questions relating to critical factors pertinent to the adoption of Deming's Management model of TQM. Concerning the creation of constant purpose toward improvement, most of the respondents (n=43, 47.8%) of the respondents agreed whereas 17 representing 18.9% of the respondents strongly agreed that the creation of a constant purpose towards improvements remains a critical factor to the adoption of Deming's management model of TQM. Considering a mean statistic of 3.44 and a standard deviation of 1.33 it can be concluded the respondents accept the creation of a constant purpose toward improvement as a critical factor to the adoption of Deming's management model of TQM as these manifests in the company's plans for quality in the long-term.

The respondents were further asked if they embrace quality through the organisation and are equipped for a major transformations in the manner business is done as in adopting the new philosophy. Summary of the responses shows that more than half (n=52, 57.8%) of the respondents strongly agreed whereas 25 (27.8%) of the respondents also agreed that embracing quality through the organization and they are set for a major transformation in the way business is conducted relative to adopting the new TQM philosophy is an acute factor for embracing the model. It is worth noting that 10 representing 11.1% of the respondents, on the other hand, remained neutral to the question. Reference to the mean statistic of (M=4.39, \pm SD=.857) indicates a strong agreement concerning the fact that they embrace quality throughout the organisation and they are ready for a change in the manner business is done in reference to adopting a new philosophy.

The respondents were further asked whether they consider quality into the activities under the assumption that there is high cost during inspections, and they do not increase quality, but they merely find a lack of quality. The responses show that majority (n=50, 55.6%) of the respondents strongly established that they stopped relying on inspections to ensure quality but rather integrate quality into the entire processes. Additionally, 26 representing 28.9% of the respondents supported by agreeing to that assertion. From the responses, it can be concluded that SMEs in the Kumasi metropolis build quality into their processes from start to finish rather than relying on inspectors to help them achieve quality.

Nonetheless, quality relies on consistency, the fewer variations in the input the less disparity in the yield. From this background, the respondents were asked if their businesses consider their suppliers as accomplices in quality by encouraging them to improve their own quality that is through a single supplier for any one item. Responses suggest that the majority (n=44, 48.9%) of the respondents strongly agreed; 24 representing 26.7% of the respondents agreed with that assertion. It is thus concluded that SMEs in the Kumasi metropolis resort to the use of single source supplier for any one item.

Again, from Table 12, it could be observed that about half (n=50, 55.6%) of the respondents agreed; while 8 (20%) of the respondents also strongly agreed that the business continuously improve systems as well as processes by using the Plan-Do-Check-Act method to process analysis and improve as well as emphasize training and instruction, so everybody can improve.

Furthermore, the results show that nearly half 42 representing 46.7% of the respondents strongly agreed whereas 29 comprising 32% of the respondents agreed furthermore that their business trains for constancy to help decrease disparity and build a groundwork of common knowledge where staff are encouraged to learn from one another for effective teamwork. Reference to the mean scores shows that there was a strong agreement to that end (M=4.23, \pm SD=.849).

Concerning, the implementation of leadership standards in their respective businesses it could be observed from the table that more than half (n=60, 67%) of the respondents strongly agreed whereas 24 (26.7%) also agreed to the effect that the business expects supervisors and managers to comprehend their workers and the procedures use. From the table, it could be

observed that considering a mean statistic of 4.57 and a standard deviation of .735 implies that there was a solid degree of arrangement among the respondents in concerning the implementation of leadership in their respective businesses.

Concerning the elimination of fear which manifests in the areas of the business allowing individuals to perform at their best by ensuring that they are not afraid to express thoughts or concerns. The responses to that effect show that the majority (n=29, 34.4%) of the respondents agreed while 29 representing 32.2% of the respondents agreed strongly with that assertion. Then again, reference to the mean scores shows that there was an agreement to the effect that workers are free to perform their duties to their best of abilities by guaranteeing that they are not hesitant to communicate their thoughts as well as concerns (M=3.83, \pm SD=1.124).

4.3.2 What is the Association between Entrepreneurial Attributes and Business Practices?

Table 13. Correlations entrepreneurial features and business practices

<i>Variables</i>	<i>Teamwork</i>	<i>Risk Management</i>	<i>Planning</i>	<i>Marketing</i>	<i>Human Resource</i>	<i>Performance Management</i>
Want for achievement	-.169	.128	-.164	-.050	-.088	-.081
Locus of Control	.250	-.062	-.210*	.109	.233	-.085
Leadership	.253	.114	.031	.252*	.103	.067
Commitment and Determination	.023	.265	.097	.359**	.235	.145
Risk Taking propensity	-.205	.445**	.226*	.103	-.069	.097
Self-assurance	-.049	.143	.035	.198	-.074	.034
Creativity Self-Reliance and Ability to Adjust	-.472**	-.387**	-.330*	-.186	-.057	-.240
Innovativeness	.356**	.097	.118	.118	.292*	.234
Opportunity Obsession	-.001	.031	.022	.205	.279*	.424**
Inspiration to Excel	.293*	.173	-.047	.200	.231	.276*

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Fieldwork (2021)

A Pearson product-moment correlation was run to determine the connection among entrepreneurial features and business practices of SMEs in Kumasi metropolis. The result shows that Need for achievement obtained weak negative correlations with Teamwork ($r=-.169$), Planning ($r=-.164$), Marketing ($r=-.050$), HR ($r=-.088$) and Performance Management ($r=-.081$). Furthermore, reference to the results on the locus of control of the entrepreneurs obtained statistically significant but weak negative correlations with Planning ($r=-.210$) whereas Leadership characteristic of the entrepreneur obtained a statistically weak but positive correlation with marketing ($r=.252$). Also, commitment and determination correlated positively with Marketing. Nevertheless, the strength of the correlation was weak ($r=.359$). Risk Taking propensity correlated positively with Risk Management ($r=.445$) and Planning ($r=.226$).

Also, the table further shows that creativity, self-assurance, and ability to adjust obtained

negative correlation coefficients with Teamwork ($r=-.472$), Risk Management ($r=-.387$), Planning ($r=-.330$), Marketing ($r=-.186$), HR ($r=-.057$) and Performance management ($r=-.240$). Also, Innovativeness correlated positively with all business practice variables however the correlations were rather weak. Opportunity obsession obtained a negative correlation with Teamwork but correlated significantly with HR ($r=.192$) and Performance management ($r=.234$). It is worth mentioning that the motivation to excel had statistically significant positive correlations with Teamwork ($r=.293$) and Performance management ($r=.276$) which were all weak correlations.

From the results, it can be resolved that the Locus of Control has a adverse influence on Planning whereas Leadership has an affirmative effect on Marketing. More so, commitment and determination also have a positive effect on marketing. Meanwhile, the propensity of taking risks has positive effects on risk management and planning of the occupational practices. It was further revealed that Creativity, Self-assurance and Ability to Adapt negatively influence Teamwork, Risk Management and Planning of business activities among the SMEs surveyed. Also, Innovativeness has a positive influence on Teamwork and Human Resource management of the enterprises, and then Opportunity Obsession also has positive effects on Human Resource and Performance Management. The Motivation to Excel of the manager or owner of the enterprise positively influences Teamwork and Performance management as well.

4.3.3 In What Ways can the External Intercessions Influence TQM Adoption Procedures in SMEs in Ghana?

Table 14. Kendal's Coefficients of concordance on how external interventions influence TQM adoption processes in SMEs in Ghana

Factors	Mean	Rank
Economic Factors	4.0972	1
Legal Factors	3.0194	2
Political Factors	2.8722	3
Socio-Cultural Factors	2.7326	4

Kendall's $W^a=.408$, $\chi^2=110.034$, $df=3$, $Sig=.001$

Source: Fieldwork (2021)

In Table 14 using Kendal's mean ranking coefficients of concordance which measures the level of agreement among a given set of raters. The responses on external factors persuading adoption of TQM processes in SMEs in Ghana were mean centered and then ranked using Kendal's Coefficients of concordance. From the results in the Table, it could be observed that Economic Factors obtained the highest K-mean score of 4.0972 hence ranked number one factor that affects the adoption of TQM processes among SMEs in Ghana. This was followed by Legal Factors ($M=3.0194$) and then Political Factors ($M=2.8722$) and Socio-Cultural Factors ($M=2.7326$).

Kendal's coefficient of concordance relative the external factors persuading the adoption of TQM was calculated on the means of the external environmental factors. Respondents $\chi^2(3,$

N=90) =110, $p>0.001$ showed there were not many differences in the trend of responses given by the respondents on the factors. Also, Kendal coefficient value ($W^k=.408$) showed a moderate sense of unanimity among the various respondents in their responses to the questions asked relative to the business practices.

4.4 Hypothesis Testing

Table 15. Hypothesis Testing

<i>Hypothesis</i>	<i>Tests</i>	<i>df and Level of Sig.</i>	<i>Chi-Square & P-Values</i>	<i>Decision</i>
There is no significant relationship among entrepreneur business practices and SMEs long-term survival in Ghana.	Chi-square Tests of Goodness Fit	(5%)	426.124 (.342)	Accept
There is no substantial difference between entrepreneurial characteristics and SMEs long-term survival in Ghana.	Chi-square Tests of Goodness Fit	4 (5%)	393.241 (.001)	Reject
There is no significant connection between entrepreneurs' orientation SMEs performance in Ghana.	Chi-square Tests of Goodness Fit	4 (5%)	19.253 (.001)	Reject

Source: Fieldwork (2021)

Hypothesis 1: There is no significant relationship among entrepreneur business practices and SMEs long-term survival in Ghana.

Since data normally distributed, Chi-square Tests was employed to test this hypothesis. Hypothesis 1 asserts there is a statistically substantial association among entrepreneur business practices and SMEs long-term survival in Ghana. A Chi-square test value of ($\chi^2=426.124$, $p=.342$), suggests that the hypothesis can be accepted invariably inferring there is indeed some form of noteworthy association between entrepreneur's business practices and the survival of SMEs long-term survival in Ghana.

Hypothesis 2: There is no substantial difference between entrepreneurial characteristics and SMEs long-term survival in Ghana.

Statistical analysis of the responses proved with a chi-square value of ($\chi^2=393.241$, $p<.05$) implies there is no outstanding difference between entrepreneurial characteristics and SMEs long-term survival in Ghana. From the analysis, the null hypothesis is rejected as statistically there is a statistically substantial difference between entrepreneurial characteristics and SMEs long-term survival in Ghana.

Hypothesis 3: There is no significant connection between entrepreneurs' orientation and SMEs performance in Ghana.

Hypothesis 3 theorized there is no significant relationship between entrepreneurs' orientation and SMEs performance in Ghana. A chi-square value of ($\chi^2=19.253$, $p<.05$) suggests the null hypothesis is rejected, invariably accepting alternate hypothesis maintains that there is statistically significant relationship between entrepreneurs' orientation and SMEs performance in Ghana.

5. Findings and Discoveries

a. The key entrepreneurial features and business practices critical for the existence of Ghanaian SMEs

Findings from the research indicate that entrepreneurs in the Kumasi metropolis believe they have the traits or are characterised by the desire for attainment, commitment, and determination, risk-taking, propensity, confidence, inventiveness, self-sufficient and ability to adjust, innovative, obsessed with opportunities and then they have the motivation to excel.

The primary supposition is that entrepreneurs need number of entrepreneurial characteristics needed for long-term survival. Besides, certain traits brand some entrepreneurs more appropriate in running a fruitful business than other.

Regarding business practices, it was revealed that SMEs in the Kumasi metropolis have well-developed teamwork, ensure a better application of prevailing resources by concentrating on the uppermost threats while conducting broad and systematic documentation of risks concerning each of its stated purposes and objectives. Furthermore, in terms of planning, SMEs in the Kumasi metropolis have business level aims; production goals; returns and sales goals involving their tactical plan.

b. The determinants of critical elements for adoption of Deming Management Model of Total Quality in SMEs relative to their survival

The findings show that respondents accept the creation of a constant purpose toward improvement as a critical factor to the adoption of Deming's management model of TQM as these manifests in the company's long-term plans in terms of quality. Additionally, SMEs in the Kumasi metropolis incorporate quality into the entire processes rather than relying on inspectors to help them achieve quality. Besides, for a company to attain superiority, there is the need to explore then execute practical apparatuses and systems to transform quality from a concept to the foundation of every component of the business. The crucial determinant for the adoption of Deming Management Model of Total Quality in SMEs is to intensify awareness and motivate all workers on satisfying clients.

c. The relationship between entrepreneurial features and business practices

The findings reveal that Locus of Control has a adverse effect on Planning whereas Leadership has an affirmative effect on Marketing. More so, commitment and determination also have a positive effect on marketing. Meanwhile, the propensity of taking risks has positive effects on risk management and planning of the occupational practices. It was further revealed that Creativity, Self-assurance, and Ability to Adapt negatively influence Teamwork, Risk Management and Planning of business activities among the SMEs surveyed. Also, Innovativeness, opportunity obsession and motivation to Excel of the manager or owner have affirmative influence on Teamwork and Human Resource management of enterprises.

For SMEs, business policy improvement and execution are normally the roles of the entrepreneur/ owner/manager. Thus, characteristics, values, and assumptions of entrepreneurs in SMEs may impact their selection of management practices and consequently the

presentation of their firms. The essential inspirations of the entrepreneur bear on not only the choice to start but also on the decisions about how to manage, including whether to nurture the firm passionately.

d. How external interventions influence TQM adoption processes in Ghanaian SMEs

The findings also specify that Economic Factors remains the number one feature which influences the acceptance of TQM processes among SMEs in Ghana. It further revealed that, TQM efforts do not meet expectations normally due to poor strategies and the lack of strategic plan. SMEs accept TQM mainly due to market and client demand.

6. Conclusions

The SME sector in Ghana is an essential contributor to the economic growth of the nation, and various echelons of government have identified advancement in the SME sector as a potential cure for unemployment. That emphasis has come about because the majority of Ghanaian businesses are SMEs and accounted for vast numbers of employment in the country. SME failure or underperformance is related with numerous social expenses, such as decreased incomes for owners, potential occupation loss for workers and monetary destitution for suppliers, just as a decrease in the average per capita spending capacity of the populace in the collapsing or underperforming business, is located.

Thus, in an inexorably globalised world and despite competition from more prominent companies with ample resources, the long-term survival and development of the SMEs rely on excellent entrepreneurial characteristics, viable business practices and the formulation of effective competitive strategies. Suitable approaches, such as advancing networking links with other businesses, must be thoughtfully planned and executed in order to benefit from worldwide market chances and reduce the dares from increasing competitive advantages.

7. Recommendations

Considering the results of the examination, the following is recommended.

On the key entrepreneurial features and business practices critical for the existence of SMEs:

A set of entrepreneur characteristics must be identified. The entrepreneur should concentrate on the business practices and preferences that collectively with the recognized qualities to enhance long-term survival of the SMEs. Seminars and workshops should be organized for the advancement of such practices and abilities to be obtained by the entrepreneurs. This will assist the entrepreneurs with intuition in an organized manner about reality and to generate knowledge, which can make a common perspective, create professional networks and accordingly enhance the morale of entrepreneurs.

b. With respects to business practices:

HRM practices should be improved by inspiring SME owners or managers to put in place performance appraisal mechanism, as it will assist in promoting better-achieved workforce. Moreover, entrepreneurs must form partnership or search for investors to jointly finance any

business prospect and administration of company so that in the event of accomplishment, bankruptcy, insolvency or indebtedness, they would all share the misfortunes and gains. To nurture advancement of business coordination and reinforce risk management systems, entrepreneurs should be stimulated to indemnify everyone their investments to empower them assess the distinct danger and return qualities of these ventures.

c. On the determinants of critical factors for adoption of Deming Management Model of Total Quality SMEs relative to their survival:

Top management of SMEs should be committed to total quality management and carry out quality systems, for better administration processes. Also, there must be improved correspondence among management and workforces to guarantee an enhanced understanding of the company objective. Furthermore, since SMEs find it problematic to draw in competent employees, SMEs need to emphasis on employee development.

d. On the relationship between entrepreneurial features and business practices:

There must be an excellent amalgamation of entrepreneurial features enhanced by business practices as this will ensure continuing existence of SMEs. Also, there is a need to further develop the entrepreneur's educational qualification and business managerial skills through training and workshop programmes. Again, human resource management practices should be improved by inspiring SMEs managers to put in place performance assessment mechanism. To encourage risk-taking and hazard management practices, entrepreneurs must be urged to indemnify every one of their ventures to empower them to assess the particular risk and return characteristics of their investment.

e. On the external intercessions that influence TQM adoption processes in SMEs in Ghana:

One of the critical factors influencing Ghanaian SMEs to adopt TQM processes is the need for external support. This includes access to funds for TQM adoption as well as competence. Programmes which are sponsored by external financiers, provision of subsidised expert knowledge go a long way to have a positive impact on SMEs. Perhaps significantly more critical is that programmes may give an organized methodology, guaranteeing that stages which otherwise are easily neglected for example adaptation, study and activity are figured it out. While management consideration is not generally important to commence TQM adoption, it is desirable to advance an adoption process. Education helps SMEs to appreciate that embracing is complicated and will need a great deal of rehearsal to reach development in work.

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