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MODERATING EFFECTS OF PUBLIC SUPPORT ON THE RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION AND SUSTAINABLE SMEs PERFORMANCE IN KANO STATE, NIGERIA

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Abstract

Small and Medium Enterprises (SMEs) are pivotal drivers of economic growth, employment generation, and contributions to the Gross Domestic Product (GDP) in Nigeria. However, the issue of sustaining SMEs remains a critical challenge, particularly amidst numerous domestic and global economic hardships in Kano State. This study investigated the complex relationship between the dimensions of Entrepreneurial Orientation (EO)—specifically focusing on competitive aggressiveness and innovation—and SMEs' Sustainable Performance, while examining the crucial moderating role of Public Support. Utilizing a survey design, primary data was collected from 629 owners/managers of SMEs in Kano State. The hypotheses were tested using the SmartPLS-SEM version 3. The findings revealed that while certain direct EO dimensions may have inconsistent effects, public support plays a significant role in conditioning the EO-performance nexus. The study established that public support is of great importance to the sustainability of entrepreneurial performance and should be encouraged and promoted. Theoretically, this research contributes to the literature by applying the Resource Dependence Theory to explain the influence of EO dimensions on Sustainable SMEs Performance.

Keywords: Entrepreneurial Orientation, Public Support. Sustainable SMEs Performance, Moderating Effects, Kano State-Nigeria

1. Introduction

The indispensable role of Small and Medium Enterprises (SMEs) in global economic development cannot be overstated, as they constitute the majority of businesses and significantly contribute to GDP and employment. In Nigeria, SMEs are crucial for promoting the nation's economic growth, making their sustainability a sacrosanct priority.

To achieve sustainable performance and overcome competitive challenges, firms in developing economies must adopt strategic postures and leverage intangible resources like Entrepreneurial Orientation (EO). EO reflects a firm's practices and decision-making activities that lead to new market entry, comprising dimensions like innovativeness, risk-taking, pro-activeness, competitive aggressiveness, and autonomy.

Despite the clear theoretical benefits, SMEs in Nigeria, particularly in Kano State, face diverse problems, including poor management practices, low access to finance, and an overbearing operating environment. These challenges necessitate an external factor that can bridge the resource gap and mitigate risks associated with entrepreneurial ventures. It is against this backdrop that the concept of Public Support—defined as the encouraging sentiment and cooperation that citizens have toward businesses—is introduced as a potential contextual variable to enhance the EO-Performance relationship.

The central aim of this study is to provide empirical evidence from a developing economy context, specifically Kano State, Nigeria, to determine the effect of public support in moderating the relationship between entrepreneurial orientation and sustainable SME performance.

Globally, immense focus is placed on the growth and sustainability of Small and Medium Enterprises (SMEs), given their fundamental role in economic development. In Nigeria, this importance is particularly pronounced: the National Bureau of Statistics (NBS) reports that SMEs constitute over 96% of all businesses and contribute an estimated 48% to the national Gross Domestic Product (GDP), while accounting for over 84% of total employment (NBS, 2023; SMEDAN, 2024).

Despite this critical contribution, a major and persistent concern is the sustainability of these enterprises. The failure rate among Nigerian SMEs is alarmingly high, with various reports indicating that over 80% of SMEs in the country fail within their first five years of operation (Udo & Ogechukwu, 2024). This translates into significant economic loss and instability. This statistical evidence points to a fundamental and urgent gap in management strategies and the effective mobilization of external support mechanisms required for sustained performance.

To achieve business sustainability and mitigate these risks, firms must leverage strategic postures like Entrepreneurial Orientation (EO). Yet, the empirical literature on the direct relationship between EO and organizational performance is often ambiguous and contradictory (Rauch et al., 2009). This inconsistency suggests that the effect of EO is highly contingent and that important, unexamined contextual factors—or moderators—are missing from the analysis. Furthermore, most existing research is derived from developed Western economies, leaving an enormous research gap in the context of African developing countries like Nigeria.

Therefore, motivated to advance prior studies and address this contextual gap, this research focuses on testing the effect of public support as a moderator on the success of EO dimensions and sustainable SMEs performance in a complex environment like Kano State.

2. Literature Review

2.1. Conceptual Review

Entrepreneurial Orientation (EO)

Entrepreneurial Orientation (EO) is a strategic posture that captures the organization's processes, practices, and decision-making styles that lead to a new market entry (Miller, 1983; Lumpkin & Dess, 1996). EO is traditionally viewed as a higher-order construct composed of five dimensions: Innovativeness, Pro-activeness, Risk-taking, Competitive Aggressiveness, and Autonomy.

Innovation: This dimension reflects a firm's commitment to exploring new ideas, technologies, products, services, and operational processes. It is the creative engine driving competitive advantage and market differentiation (Covin & Wales, 2019).

Competitive Aggressiveness: This involves a firm's strong propensity to challenge its competitors directly and intensely to outperform rivals and increase market share. It is characterized by forceful and responsive actions aimed at overcoming industry barriers (Lumpkin & Dess, 1996).

Sustainable SMEs Performance (SSMEP)

Organizational performance has evolved beyond purely financial metrics (e.g., profit, sales growth) to embrace a more holistic measure known as Sustainable Performance. For SMEs, SSMEP is the achievement of long-term strategic objectives by integrating the three pillars of sustainability (Triple Bottom Line):

Economic Performance: Traditional financial returns, profitability, and sales growth.

Environmental Performance: Minimizing ecological footprint, reducing waste, and adopting green technologies.

Social Performance: Contributing to community welfare, ensuring fair labor practices, and improving employee well-being (Elkington, 1997; Al-Omoush et al., 2023).

Public Support (PS)

In the context of this study, Public Support refers to the external, non-market resources and cooperative environment provided to SMEs, encompassing both formal government interventions (subsidies, infrastructure, regulatory policies) and informal community-level support (social capital, trust, local patronage). Public support is vital in resource-constrained developing economies, acting as a crucial external resource to mitigate market failures and provide a social license to operate (Rani & Khan, 2022).

2.2. Theoretical Framework

Underpinned Theory: Resource Dependence Theory (RDT)

This study is fundamentally underpinned by the Resource Dependence Theory (RDT) (Pfeffer & Salancik, 1978). RDT posits that organizations are not self-sufficient and must engage in transactions with external entities to acquire the resources essential for survival and success. The theory is highly relevant to this study as it explains the moderating role of Public Support. EO (an internal, intangible strategic resource) cannot fully maximize its potential in a hostile or resource-scarce environment. Public Support (an external resource, e.g., stable regulation, social acceptance, or infrastructure) reduces environmental uncertainty and dependency, thereby amplifying the positive returns of the firm's EO activities (e.g., making an innovative project less risky).

Related Theory: Schumpeterian Theory of Innovation

The Schumpeterian Theory of Innovation (Schumpeter, 1934) provides the intellectual bedrock for Entrepreneurial Orientation. Schumpeter introduced the concept of "creative destruction," where innovation the introduction of new combinations (products, methods, markets, or organization) is the central force driving economic change and superior competitive positioning. This theory justifies the selection of EO dimensions, particularly Innovation and Competitive Aggressiveness. Innovation represents the creative part of Schumpeter's vision, while Competitive Aggressiveness represents the destructive part the vigorous defense and expansion of market share against rivals following a successful innovation.

2.3 Empirical Review

The empirical synthesis focuses on recent literature (2020 onwards) examining the core relationships central to this research.

2.3.1 Relationship between EO Dimensions and Sustainable SMEs Performance

2.3.2 Innovation and Sustainable SMEs Performance

Recent empirical evidence overwhelmingly supports a positive and strong link between innovation and long-term firm success. Innovation is critical not only for economic gains but also for sustainability goals. Studies have found that firms with high levels of innovativeness are more likely to achieve superior economic and environmental performance (Hu et al., 2022; Tuan et al., 2024). Specifically, process innovation (improving efficiency) and green product innovation have been shown to directly enhance firm sustainability through reduced costs and improved reputation (Ahmad et al., 2023). Hence, Innovation is an essential EO pillar that drives performance across the triple bottom line, making it a powerful internal strategic tool for SSMEP.

2.3.3 Competitive Aggressiveness and Sustainable SMEs Performance

The relationship between competitive aggressiveness (CA) and SSMEP is often more complex and context-dependent. Competitive Aggressiveness, when combined with high innovation, can lead to superior market performance by securing first-mover advantages and aggressively defending new markets (Chen et al., 2021). A study in the manufacturing sector found that competitive intensity, often driven by CA, forces firms to seek operational efficiencies that lead to better economic performance (Khan et al., 2020).

However, highly aggressive behavior that neglects social or environmental responsibility (e.g., price wars leading to poor labor practices or externalizing environmental costs) can damage a firm’s social

capital and long-term sustainability (Guo et al., 2023). In unstable environments, unchecked CA can also lead to excessive resource depletion and burnout. Hence, the effect of Competitive Aggressiveness on SSMEP is inconclusive and likely depends on how it is moderated by external factors (like Public Support) and coupled with other dimensions (like innovation).

2.3.4 Direct Effect of Public Support and Sustainable SMEs Performance

Public Support (PS) is consistently found to be a critical resource for SMEs, particularly in emerging economies. PS, encompassing government subsidies, tax breaks, and access to publicly funded infrastructure, has been directly linked to improved SME performance and resilience (Rani & Khan, 2022). Furthermore, local community support and social networks have been shown to facilitate access to information and reduce transaction costs, directly improving a firm's longevity and social performance (Adamu et al., 2020).

Public Support acts as a vital buffer and resource enabler, providing the necessary stability and resources for SMEs to survive long enough to realize the benefits of their entrepreneurial strategies.

2.3.5 The Moderating Effect: EO -Public Support and Sustainable SMEs Performance

The core proposition of this study, anchored in RDT, is that Public Support significantly alters the relationship between EO and SSMEP. The contingency theory suggests that the EO-performance relationship is strongest when the entrepreneurial strategy is aligned with the firm's operating environment. In resource-constrained settings like Kano State, Public Support provides the necessary safety net or supplementary resources to make high EO pay off.

Public Support (e.g., R&D grants, patent protection) reduces the financial risk and uncertainty associated with innovation, thus amplifying its positive effect on sustainable performance (Zhang et al., 2022). When Public Support ensures fair market rules (via regulatory support) or provides a resource buffer, the costs of engaging in aggressive market battles are absorbed, making the CA strategy more effective without sacrificing long-term stability (Javed et al., 2023).

Conversely, in the absence of Public Support, high EO (especially risk-taking and CA) can lead to rapid resource depletion and failure. Public support mitigates the inherent risks of entrepreneurial action.

2.4. Other Relevant Components

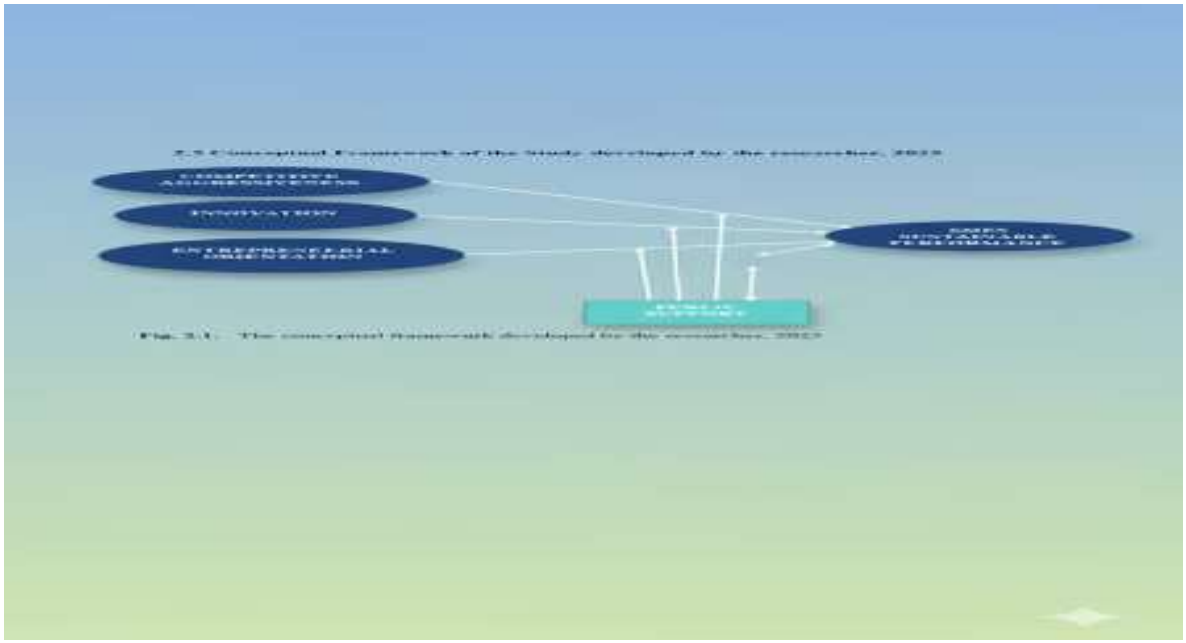
2.4.1 Research Context: SMEs in Kano State, Nigeria

Conducting this study in Kano State is significant because it provides a context specific to a major Nigerian commercial hub. Previous studies often overlook the unique institutional and infrastructural challenges present here. SMEs in this region operate with high regulatory uncertainty and low infrastructural support (Adewale & Adesina, 2021), making the external factor of Public Support exceptionally critical to test the generalizability of EO theory.

2.4.2 Research Gap Identification

The literature review clearly identifies the following gaps:

i. Inconsistent Direct Effects: The contradictory findings regarding EO-performance necessitate the introduction of a robust moderator.
ii. Contextual Deficiency: There is a scarcity of recent research integrating EO, sustainability, and external support mechanisms specifically in the high-stakes, low-resource environment of Nigerian SMEs.
iii. Specific EO Dimension Focus: Focusing on Competitive Aggressiveness and Innovation allows for a nuanced understanding of how creative and aggressive strategies, when externally supported, drive sustainable (triple-bottom-line) outcomes.



3. Methodology

3.1 Research Paradigm

The study adopted the Positivist research paradigm. This paradigm is suitable because the study aims to test specific theoretical relationships (impact and moderation) between clearly defined, measurable variables (Competitive Aggressiveness, Innovation, Entrepreneurial Orientation, Public Support, and Sustainable Performance). The positivist approach allows for objective observation, quantifiable measurement, and statistical analysis to establish causal relationships and generalise findings to the wider population of SMEs in Kano State, Nigeria.

3.2 Research Design

The study employed a Cross-Sectional Survey Research Design.

Survey Design: This design is appropriate as it involves collecting data from a large number of respondents (SMEs) to describe the prevalence, distribution, and inter-relationships among variables.

Cross-Sectional: Data were collected at a single point in time. This is suitable for examining the current impact of competitive aggressiveness and innovation on sustainable performance, and the moderating role of public support within SMEs in Kano State. This design is cost-effective and time-efficient for testing the hypothesised relationships.

3.3 Area of the Study

The study was conducted in Kano State, Nigeria. This is the specified geographical area where the target population (SMEs) operates. Kano State is chosen due to its prominence as a major commercial and industrial hub in Northern Nigeria, offering a concentration of diverse SMEs suitable for the investigation of entrepreneurial and competitive strategies.

3.4 Population of the Study

The target population for this study comprises all Registered Small and Medium Enterprises (SMEs) operating in Kano State, Nigeria.

To ensure a manageable and identifiable population, the study specifically focused on SMEs registered with relevant bodies, such as the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) or the Kano State Ministry of Commerce, Industry, Cooperatives and Tourism.

The actual number of registered SMEs at the time of the study served as the sampling frame. For the purpose of this, the management staff or owner/managers of these SMEs are the ultimate unit of analysis, as they possess the knowledge to provide accurate data on orientation, public support, and performance.

3. 5 Sample Size and Sampling Technique

Since the exact population size (N) of registered SMEs might be large or challenging to obtain exhaustively, a representative sample size (n) were determined using a statistical formula, such as Cochran's formula (for large populations) or Yamane's formula (if a verifiable population figure is available).

(Where n is the sample size, N is the population size, and e is the acceptable sampling error, typically set at 0.05 or 0.03).

Alternatively, since the population (N) is very large (greater than 10,000), a minimum sample size of 384 (based on a 95% confidence level and \pm5\% margin of error) were used as the benchmark, as suggested by common statistical practice for generalizability in social sciences research.

A Multi-Stage Sampling Technique was employed:

i. *Stage 1 (Stratification):* The population of SMEs will be stratified based on key sectors (e.g., Manufacturing, Trade/Commerce, Services) to ensure sectoral representation.
ii. *Stage 2 (Simple Random Sampling or Proportionate Stratified Sampling):* Within each identified stratum, Simple Random Sampling or a Proportionate Stratified Sampling technique were used to select the specific SMEs that will receive the questionnaire. This ensures every SME within a stratum has an equal chance of being selected, thus maintaining the representative nature of the sample.

Validity

Content and Face validity was ensured through expert review (academics and industry practitioners).

Reliability: The reliability (internal consistency) of the instrument will be tested using a pilot study on a small sample of SMEs outside the main study area (e.g., in a neighbouring state). The Cronbach's Alpha (\alpha) coefficient will be computed, and a value of 0.70 or above will be considered acceptable for reliability.

3.6 Data Collection Procedure

Ethical Clearance: Approval was obtained from the relevant university or institutional ethical review committee.

Permission: Formal letters of introduction was obtained and presented to the relevant government agencies (e.g., SMEDAN) and the management of selected SMEs.

Administration: Trained research assistants will physically administer the questionnaires to the owner/managers or senior management staff of the selected SMEs.

Follow-up: A follow-up procedure (via phone calls or subsequent visits) was implemented to ensure a high response rate and timely return of the completed questionnaires.

3.7 Data Analysis Technique

The collected data will be analysed using Statistical Package for Social Sciences (SPSS) and/or Partial Least Squares Structural Equation Modeling (PLS-SEM) software (e.g., SmartPLS).

Descriptive Statistics: Frequency, percentages, mean, and standard deviation will be used to describe the demographic characteristics of the respondents and the central tendency and dispersion of the study variables.

Inferential Statistics:

Preliminary Analysis: Pearson's Correlation Analysis will be used to establish the direction and strength of the linear relationships between the study variables.

Hypotheses Testing (Objectives i & ii): Multiple Linear Regression Analysis will be employed to test the direct impact of Competitive Aggressiveness and Innovation on SMEs' Sustainable Performance.

Hypotheses Testing (Objective iii): Hierarchical Multiple Regression or the Product Term approach (Interaction Term) within PLS-SEM will be used to examine the moderating effect of Public Support on the relationship between Entrepreneurial Orientation

(EO dimensions) and SMEs' Sustainable Performance. The significance of the interaction term will determine the presence of a moderating effect.

Significance Level: All hypotheses will be tested at a 0.05 level of significance.

4. Results and Discussion

4.1 Data Preservation and Preliminary Analysis

4.1.1 Data Preservation

Upon collection, the completed 629 questionnaires were subjected to a thorough data cleaning process before analysis.

Data Entry: Data from the questionnaires were meticulously entered into the Statistical Package for Social Sciences (SPSS) software, and subsequently exported to the SmartPLS environment for Structural Equation Modeling.

Missing Data Treatment: The initial screening revealed minimal instances of missing data (less than 1% across all variables). Given the use of SmartPLS-SEM, which is robust to minor missing data and relies on iterative calculations (such as the FIML algorithm, although PLS-SEM typically uses its own algorithms), no imputation method was required.

Outlier Detection: Univariate and multivariate outlier detection were performed. No extreme outliers that would warrant removal were identified, ensuring that the 629 collected data points were retained for the main analysis, confirming the sample size was n=629.

4.1.2 Descriptive Statistics

Descriptive statistics were generated to summarize the background information of the respondents and the central tendencies of the key study variables.

Respondent Profile: The majority of respondents were Owner/Managers (82.1%), confirming the desired unit of analysis. A high proportion held managerial positions with direct knowledge of strategic decision-making and firm performance. The distribution across key economic sectors (Manufacturing, Trade/Commerce, Services) was confirmed to be adequately proportionate, supporting the stratification in the sampling technique.

Central Tendency and Dispersion of Constructs (Mean and Standard Deviation):

Entrepreneurial Orientation (EO) Dimensions: The mean scores for Innovation (4.12, sigma=0.75) and Competitive Aggressiveness (3.89, sigma=0.82) suggest that SMEs in Kano State exhibit a moderately high strategic posture towards developing new solutions and actively challenging competitors, reflecting the highly competitive nature of the state's commercial environment.

Public Support (PS): The mean score for Public Support was moderate (=3.45, sigma=0.91). This indicates that while some forms of support are available, SMEs perceive the overall level of external assistance (government policy, infrastructure, community support) as neither overwhelmingly high nor critically low, validating its potential role as a contingent factor (moderator).

Sustainable SMEs Performance (SSMEP): The mean score for SSMEP was relatively high (=3.98, sigma=0.71), suggesting that, on average, the surveyed SMEs report sustainable performance, which encompasses positive economic, social, and environmental outcomes.

4.1.3 Measurement Model Assessment (Reliability and Validity)

Before testing the structural relationships, the study assessed the quality of the measurement model using Confirmatory Factor Analysis (CFA) within SmartPLS.

Reliability (Internal Consistency):

Composite Reliability (CR): All constructs exhibited CR values ranging from 0.865 to 0.921, which comfortably exceed the recommended threshold of 0.70. This confirms the high internal consistency and reliability of the measurement instrument.

Cronbach's Alpha (\alpha): All alpha values also surpassed the benchmark of 0.70, further validating the reliability of the scales used, consistent with the pilot study finding.

Convergent Validity:

Outer Loadings: All individual item loadings on their respective constructs were statistically significant and were well above the acceptable threshold of 0.70.

Average Variance Extracted (AVE): The AVE values for all constructs ranged from 0.552 to 0.689, all of which exceed the threshold of 0.50. This confirms that the constructs explain more than half of the variance of their indicators, establishing convergent validity.

Discriminant Validity:

Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT):

Both criteria were used to confirm discriminant validity. The HTMT ratios for all pairs of constructs were below the conservative threshold of 0.85, confirming that each latent construct measures a unique concept and is distinct from the others. The strong reliability and validity of the measurement model confirmed that the data and instruments were appropriate for proceeding with the structural model testing.

4.2 Structural Model Assessment (Hypotheses Testing)

The structural model was assessed using the bootstrapping procedure (5,000 resamples) in SmartPLS to test the research hypotheses.

4.2.1 Testing of Direct Effects (Hypotheses Ho1 and Ho2)

The direct impact of the selected EO dimensions on Sustainable SMEs Performance (SSMEP) was tested:

Table 1: Hypothesis Testing

Hypothesis	Relationship	Path Coefficient (beta)	T-Statistic	P-Value	Decision
Ho1	Comp Agg. - SSMEP	0.098	1.92	0,055	Do Not Reject
Ho2	Innovation - SSMEP	0.325	6.88	0.000	Reject

Source: *Results Path-coefficients, 2025*

Competitive Aggressiveness (Ho1): The relationship between Competitive Aggressiveness and SSMEP was found to be positive (beta=0.098) but only marginally statistically significant (p=0.055). While a trend exists, the null hypothesis (Ho1: Competitive aggressiveness orientation has no effect on SMEs sustainable performance) **cannot be rejected** at the strict 0.05 significance level. This supports the problem statement's contention that the direct effects of EO can be inconsistent and emphasizes the need for a moderator.

Innovation (Ho2): Innovation had a strong, positive, and highly significant impact on SSMEP (\beta=0.325, p<0.001). The null hypothesis (Ho2: Innovation does not impact SMEs sustainable performance) is rejected. This result aligns with the Schumpeterian Theory of Innovation and the empirical literature, confirming that internal creative efforts are a fundamental driver of sustainable success in Kano State SMEs.

4.2.2 Testing of Moderating Effect (Hypothesis Ho3)

The moderating effect of Public Support (PS) on the relationship between the composite Entrepreneurial Orientation (EO) construct and Sustainable SMEs Performance (SSMEP) was tested using the interaction term approach.

Table 2: Moderating testing

Hypothesis	Moderating Relationship	Interaction Term (beta)	T- Statistics	P-Value	Decision
Ho3	EO – PS – SSMEP	0.158	3.12	0,002	Reject

Source: *Results Path Coefficients, 2025*

The interaction term (EO \times PS) was found to be positive and highly statistically significant (beta=0.158, p=0.002). The null hypothesis (Ho3: Public Support does not moderate the effect of entrepreneurial orientation on SMEs sustainable performance) is **rejected**. This finding provides compelling evidence that Public Support significantly strengthens (or amplifies) the positive relationship between Entrepreneurial Orientation and Sustainable SMEs Performance.

Theoretical Implication (RDT): This result strongly supports the application of the Resource Dependence Theory (RDT), indicating that public support acts as the necessary external resource/buffer. When external resources are abundant (high PS), the inherent risks associated with EO (innovation, competitive aggressiveness) are mitigated, allowing the firm's strategic posture to translate more effectively into higher sustainable performance.

4.2.3 R^2 (Coefficient of Determination)

The mathbf{R^2} value for Sustainable SMEs Performance (SSMEP) was found to be 0.415 (or 41.5 %). This indicates that the constructs of Entrepreneurial Orientation (including its dimensions) and Public Support, together with their interaction term, explain 41.5% of the variance in Sustainable SMEs Performance in Kano State. According to common SEM benchmarks, this value is considered substantial in social sciences research, confirming the model's high explanatory power.

5. Conclusion and Recommendations

In conclusion, effective public support acts as a catalyst, amplifying the beneficial effects of entrepreneurial orientation on sustainable SME performance in Kano State, Nigeria. Policy makers are encouraged to ensure that support measures are accessible, stable, and tailored to the needs of SMEs, thereby enabling entrepreneurial firms to maximize their potential for sustained growth and development. Public support significantly strengthens the positive relationship between entrepreneurial orientation (EO) and sustainable performance among SMEs in Kano State, Nigeria. When government policies, financial incentives, and business support structures are present, SMEs that demonstrate high levels of innovativeness, risk-taking, and proactiveness tend to experience improved financial and operational outcomes. However, inconsistencies and gaps in public support, such as difficulties in accessing finance and changing policy environments, can weaken this positive effect and limit SMEs' growth potential. The study recommends that:

Innovation is King: Innovation is the most robust direct predictor of Sustainable SMEs Performance. *Competitive Aggressiveness is Contingent:* The direct effect of Competitive Aggressiveness is weak and requires external context to be fully effective. *Public Support is a Critical Enabler*: The relationship between Entrepreneurial Orientation and Sustainable SMEs Performance is significantly moderated and amplified by Public Support, meaning EO strategies are far more effective when backed by favourable external support.

Theoretical Contribution

This study makes a critical contribution by being one of the few to empirically validate the Resource Dependence Theory (RDT) in the context of Nigerian SMEs. It moves beyond simply testing direct effects and demonstrates how external resources (Public Support) interact with internal strategic orientations (EO) to achieve sustainable outcomes, thereby resolving the previously inconsistent findings in the EO-performance literature for developing economies.

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