

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND  
ENTREPRENUERIAL DEVELOPMENT, KUMASI  
DEPARTMENT OF ACCOUNTING  
FACULTY OF BUSINESS EDUCATION**

**EXPLORING SMALL AND MEDIUM-SCALE ENTERPRISES INTENTION  
TO UTILIZE THE YOUSTART INITIATIVE IN THE SUNYANI  
MUNICIPALITY, GHANA**

**LINDA NYARKO**

**SEPTEMBER, 2023**

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**A PROJECT SUBMITTED TO THE ACCOUNTING DEPARTMENT,  
AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND  
ENTREPRENUERIAL DEVELOPMENT IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF A MASTERS OF BUSINESS  
ADMINISTRATION IN ACCOUNTING**

**SEPTEMBER, 2023**

## **DECLARATION**

### **STUDENT'S DECLARATION**

I hereby declare that apart from information that were obtained from other relevant people's work which has been acknowledged in mine references, this research work is solely under the supervision of Mr. Williams K. Boachie and has not been presented in the Akenten Appiah-Menka University of Skill, Training Entrepreneurial Development or any other university for an award of certificate.

Signature.....

Date.....

**(LINDA NYARKO)**

### **SUPERVISOR'S DECLARATION**

I hereby declare that the preparation and presentation of this project work was supervised in accordance with guidelines on supervision of project work laid down by the AAMUSTED

Signature.....

Date.....

**(MR. WILLIAMS K. BOACHIE)**

## **DEDICATION**

I dedicate to my husband Mr. Dennis Opoku Baah, my son Nana Akwasi Opoku Baah and the entire family.

## **ACKNOWLEDGEMENT**

My deepest gratitude and appreciation go to God for the abundant grace, mercy and guidance given to me throughout my two-year journey in this institution and research study.

I am thankful to my parents for the numerous support they have constantly given me.

Mr. Williams K. Boachie my supervisor, was also helpful to me through the study and he did not shy away from offering me good critiques and useful suggestions that has made this study a success. I owe a great deal of thanks to Mrs Richmell Baba Amanaman (FCCA) as well, she was a great source of inspiration to me. I have learnt a great deal from her.

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## ABSTRACT

Small and Medium-scale Enterprises contribute a colossal percentage to Gross Domestic Product (GDP) in ensuring economic growth, employment, income stability and poverty reduction in most developing countries like Ghana. Despite the fact that small and medium-scale policy methods have been successful in a few nations, the majority of emerging nations have discovered that their SME development programs have had an unsatisfactory impact on firm performance. Government of Ghana has implemented policies and programmes to support SMEs and lower Ghana's unemployment rate, including the YouStart initiative.

Therefore, this study sought to explore SMEs intention to utilize the YouStart initiative in the Sunyani Municipality. The specific objectives of the study were as follows: to assess SMEs' readiness to use the YouStart initiative, to investigate why SMEs intend to utilize the YouStart initiative and to determine how SMEs intend to utilize the YouStart initiative. This study was done using both primary and secondary data. In order to achieve the objective, a conceptual and theoretical framework of the study was designed. These guided the design of data collection instrument to suit the study.

The study utilized quantitative methods of data collection and analysis. Questionnaires were designed to collect primary data from the respondents. The study revealed among other things that: SMEs are ready to embrace and use the initiative in their business operations by assuming an active role in implementing it to ensure the ultimate utilisation of the YouStart initiative and in so doing improve their business efficiency. Secondly, SMEs predominantly sought the initiative to obtain financial support, optimize their available resources and increase their growth chances. Lastly, SMEs aimed to use the YouStart initiative to increase market access and business partnerships, ensure product certification and quality control and in turn improve product or service offerings.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Overview**

This chapter seeks to provide a concise overview of the research. It clearly outlines the problem under investigation and the study's general and specific aims. For investigations, research questions are posed. This chapter also explains the study's importance and scope, both of which were taken into account during the research, and provides the structure that guides the research.

### **1.1 Background of the study**

Small and Medium-sized Enterprises (SMEs) are the main thrust of many assembling economies (Schiersch, 2013). As per Mittal et al., (2018), SMEs are the foundation of assembling businesses and its effect on the Fourth Modern Upset is significant. An extensive variety of taxpayer-supported initiatives are accessible in both industrialized and non-industrial countries to help small and medium-sized organizations (Hallberg, 2000). The European Commission characterized SMEs as enterprises which utilize under 250 workers and have yearly turnover not surpassing EUR 50 million, or potentially a yearly monetary record absolute not surpassing EUR 43 million. The Association for Monetary Participation and Advancement (OECD) likewise characterized SMEs as the qualities of SMEs not just mirror the financial examples of the nation yet additionally the social and social aspects (Abiodun and Harry, 2014).

According to Zafar and Mustafa (2017), SMEs account for around 90% of enterprises and more than half of all jobs around the globe. SMEs have been perceived in both creating and created economies in view of their job in the development of the economy

like destitution decrease, expansion in business, expansion in yield and the production of innovation (Abiodun and Harry, 2014). SMEs add to more than 55% of GDP (Gross domestic product) and more than 65% of complete work in big league salary nations (Frimpong, 2013). SMEs are critical for increasing living expectations and giving the jobless an assortment of work choices (Abisuga-Oyekunle and Fillis, 2016). Small and medium-sized enterprises fundamentally affect work creation, the decrease of neediness and financial development and is presently generally recognized in both industrialized and emerging nations (Shide, 2012). Proof additionally shows that in OECD nations, SMEs, including miniature enterprises represent 63% of all work, with significant firms just making up the excess 37% (World Bank, 2014). The world bank bunch for example endorsed around \$2.8 billion in help for miniature, small and medium enterprises in 2004 (Haider, Asad and Fatima, 2017).

The effect of small and medium-scale enterprises can't be denied. Small and medium-scale enterprises have a significant commitment to Gross domestic product, business, acquiring, and preparing work for the business at this time (Haider, Asad, and Fatima, 2017; Haider, Asad and Aziz, 2015). Small and Medium-sized Enterprises (SMEs) are progressively viewed as compelling motors of financial turn of events and thriving for African nations (Zafar and Mustafa, 2017). SME development in Sub-Saharan Africa has been more grounded over the most recent 10 years than in OECD areas (Fjose, Grunfeld and Green, 2010). There are over 95% of SMEs in Sub-Saharan Africa (Fjose, Grunfield, and Green, 2010). The Sub-Saharan Africa administration area developed from 47% of GDP in 1965 in total to 58% in 2014, utilizing a huge workforce all the while (African Financial Viewpoint, 2014). SMEs in Ghana for example are assessed to make up 92% of Ghana's associations and 70% of the nation's Gross domestic product (Frimpong, 2013).

The commitment of SMEs to the Ghanaian economy, as per Abor and Quartey (2010) can't be addressed given their commitment regarding creation, business, and pay to the economy. Because of this, the public authority of Ghana has set up suitable strategies, projects and foundations to establish a business climate that is steady of the development, improvement and maintainability of SMEs (Boachie-Mensah and Marfo-Yiadom, 2007). The foundation of SMEs administrative organizations and government monetary institutional help for SMEs in Ghana have been the principal targets of taxpayer supported initiatives and exercises (Takyi and Naidoo, 2020). The Modern Improvement Organization (IDC) in Ghana was supplanted in 1965 by the Service of Provincial Enterprises (X-ray), which was laid out because of the change of SMEs and monetary infusion (Boachie-Mensah and Marfo-Yiadom, 2007). Following an adjustment of administration in 1966, the new organization consolidated the X-ray and the Service of Ventures to make the Ghanaian Enterprises Improvement Commission, which had the obligation of offering monetary help to SMEs (Takyi and Naidoo, 2020).

Act 434 of the Public Board for Small Scope Enterprises (NBSSI) was in this way passed to help SMEs by laying out the Business Warning Center (BAC) and the Business Improvement Program (Takyi and Naidoo, 2020). To help SMEs and bring down Ghana's joblessness rate, Administration of Ghana has executed strategies and projects like One Area One Production line (1D1F), One town One Dam, One Body electorate 1,000,000 bucks and Planting for Food and Occupations (GEPA, 2017). YouStart by the Public authority of Ghana is one of the drives through which the public authority expects to give financing and specialized help to youth and youth-drove organizations to help them start, assemble, and develop their own organizations. (Ghana Enterprises Office [GEA], 2022). As per the GEA site, the class of youth to be designated are those between the ages of 18 to 40, those with least Fundamental Training Testament Assessment (BECE), the people

who will begin a business, school dropouts currently in school will be thought of and unique consideration would be given to ladies and people with handicaps.

The office will prepare 50,000 youth with the ability to send off a business in business (GEA, 2022). Likewise, the young who effectively complete preparation up to the halfway level will get monetary help from the business fire up awards and these awards will be accessible to people and self-framed bunches with a larger part Ghanaian possession, with high potential to prevail in business and working in any of the non-resourced-based areas (GEA, 2022). The YouStart drive as illustrated in the 2022 yearly spending plan expects to help youthful business people by giving delicate credits of up to GHC50,000 to help new companies and small organizations grow, starter pack of up to GHC50,000 for people and GHC100,000 for affiliations and gatherings as well as a normalized advance bundle between GhC100,000 to 400,000 at concessional rates for SMEs from monetary foundations (Service of Money, 2022). Since its origin, there are not many examinations that have been directed on the drive. This study tries to investigate a few SMEs in the Sunyani District of the Bono locale and how they mean to use the assets from the drive.

## **1.2 Problem Statement**

The presentation and viability of small and medium-sized organizations as an instrument for financial turn of events and progress has been being scrutinized and this is because of the lackluster showing and shortcoming that portrayed small and medium-sized organizations, especially while estimating their commitment to monetary development and improvement (Fatai, 2011). SMEs internationalization in Ghana is in its beginning phases and tormented by a few institutional and modern issues notwithstanding the area's significant commitments to the nation's economy (ITC, 2016). As indicated by Fatai

(2011), regardless of institutional and strategy support from the public authority to expand the limit of small and medium-scale enterprises, the organizations have not measured up to their assumptions. Likewise, Hallberg (2000) states that, in spite of the way that small-and medium-scale techniques have been effective in a couple of countries, most of arising countries have found that their SME improvement programs unacceptably affect firm execution. Likewise, Coronavirus an affects all ventures and organizations, including SMEs (Hasanat et al., 2020). Small and medium-sized enterprises (SMEs) have been seriously affected by the conclusion and other counteraction measures carried out by legislatures in numerous nations, slowing down their activities, harming their monetary positions, and presenting them to monetary risk (Omar et al., 2020). Additionally, one of the central concerns looked by SMEs is guaranteeing their endurance and capacity to contend (Abiodun and Harry, 2014). Mboniyane (2006) believed that, most SMEs fizzle since income is much of the time not controlled fittingly.

A study by Abor and Quartey (2010) uncovered that the absence of admittance to suitable innovation, restricted admittance to worldwide business sectors, absence of the board abilities and preparing, frail institutional limit and a lot more were the variables that obstruct the improvement of SMEs, in any case, capital keeps on being their top concern. In Ghana as of now, a ton of examination have been finished on Small and Medium-sized Enterprises, notwithstanding, there are not many explores' on how SMEs mean to use the YouStart drive by the public authority of Ghana. This is the hole this exploration tries to fill as it looks to investigate SMEs goal to use the YouStart drive in the Sunyani District of the Bono locale of Ghana.

### **1.3 Objectives of the study**

The primary objective of this study is to investigate Small and Medium-sized Enterprises goal to use the YouStart drive in the Sunyani District of the Bono locale of Ghana. The particular objectives of the study are as follows.

1. To assess SMEs' readiness to use the YouStart initiative.
2. To investigate why SMEs', intend to utilize the YouStart initiative.
3. To determine how SMEs intend to utilize the YouStart initiative.

### **1.4 Research questions**

1. How ready are SMEs to use the YouStart initiative?
2. Why do SMEs want to use the YouStart initiative?
3. How do SMEs intend to utilize the YouStart initiative?

### **1.5 Significance of the study**

#### **1.5.1 Research:**

The findings of this study will spur other academic curiosity and motivate them to conduct more extensive research. This study will also serve as a conceptual model for other academic research in exploring Small and Medium-sized Enterprises intention to utilize the YouStart initiative.

#### **1.5.2 Practice:**

The findings of this study will determine SMEs' intention to utilize the YouStart initiative and will inform incoming startups on the various means SMEs plan to adopt to use the funds and help them develop commercially viable businesses. Also, the findings of this study will aid businesses, and other organizations in developing programs to utilize the initiative.

### **1.5.3 Policy:**

The discoveries of this study will be valuable to strategy creators and other major stakeholders in making decisions to the program. It could be a continuity of the initiative, an increase in the numbers of beneficiaries, an increase in funds to beneficiaries or a termination of the program if necessary.

## **1.6 Scope of the study**

Geographically, the study covered the Sunyani Municipality and SMEs within the municipality. Furthermore, it focused on assessing the readiness of SMEs in utilizing the initiative, why and how SMEs intend to utilize the funds. The aim was to collect data from respondents to explore Small and Medium-sized Enterprises intention to utilize the YouStart initiative.

### **1.6.1 Definition of terms in the topic**

**Small and Medium-sized Enterprises:** These are non-auxiliary, free firms which utilize less than a given number of representatives. This number changes across nations (The Organization for Economic Cooperation and Development [OECD]).

**Intention:** An aim or plan that one decides to do (Oxford Dictionary).

**Utilize:** Make practical and effective use of something (Oxford Dictionary).

**YouStart:** It is a vehicle through which the public authority of Ghana plans to give subsidizing and specialized help to youth and youth-drove organizations who fall inside the classification to assist them with beginning, form, and develop their business (Ghana Enterprises Agency).

### **1.7 Organization of the study**

The study is coordinated into five (5) sections including presentation, writing audit, research technique, results and conversations and rundown, ends and suggestions. The presentation gives the general introduction and foundation of the study as well as the issue explanation. From the issue articulation, the part continues on toward the objectives and examination inquiries of the study. the extent of the study and meaning of terms in the subject are likewise illustrated. In Section two, a point-by-point survey of pertinent writing is finished. The writing survey was done in view of the objectives of the study.

In Section three, a definite depiction of the plan, strategies, and information sources (essential information) utilized in completing the examination, study populace, testing methodology, inspecting size, and factual devices used to process and break down the information were illustrated. In the fourth section, information is introduced and dissected and followed with conversations in light of the objectives of the study. Section five presents a rundown of the study, its decisions, and suggestions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

It was crucial to explore the literature of other authors on SMEs generally and their intention to utilize the YouStart initiative to better understand the findings of this research. The literature review sets the framework for research, as it helps to establish good knowledge and to provide insight into important previous research and developing patterns (Saunders, Lewis, and Thornhill, 2000). To achieve this, the literature was reviewed based on the objectives of this study.

#### **2.1 Conceptual Review:**

##### **2.1.1 The Importance of Small to Medium Enterprises**

It is widely recognized that SMEs play an important role in the economy of any country and are crucial to a country's economic stability. They generate employment by increasing revenue and contributing to innovation. SMEs also contribute to efforts to achieve environmental sustainability and inclusive growth (World Economic Forum, 2016; Apulu & Ann, 2009). Information systems are said to be a driver for rapid developments cutting across all sectors of the economy in any country (Ijeoma, 2018) and have become a strategic asset that can spur an organization's performance and competitiveness (Sharma & Mogdil, 2017). In this view, it is essential for any organization, particularly SMEs in South Africa, to adopt and use IT innovations relevant to their industry to improve operational effectiveness and efficiency, enhance service delivery and offer customers a unique experience in return for profitability and customer retention (Asare & Prempeh, 2017; Wanjiru & Abdalla, 2015). The fact that SMEs are

important to economic development means that they should be a going concern. Every effort must be made by both the government and SME managers to ensure that they remain afloat and one such measure may be the adoption of IT innovations. This study will establish the effect of IT innovations on the competitiveness of SMEs in the South African context. In developed and developing nations, SMEs are perceived to be the key source of economic growth and the main influence in achieving private sector advancement and partnership (OECD, 2015).

SMEs are key for the growth and innovation of dynamic economies creating employment and help diversify economic activity that has significant contribution to balance of payments, are flexible and can adapt quickly to changing market demands (Ongori, 2009). It is important that SMEs survive even in turbulent environments and in the face of competition, hence the assumption that the adoption of IT innovations will make an impact. In interviews that were held, the researcher asked the participants about their financial performance with emphasis on profitability, reduced costs, increased cashflows and return on investment as a result of IT usage. In South Africa, the number of SMEs increased by 4.4% from 2.44 million in 2018 to 2.55 million in the first quarter of 2019, employing about 10.8 million people, almost the national economy. 66% of the economy wide employment of 16.5 million people (SEDA, 2019). An analysis by SEDA (2019) showed that a large number of SMEs as much as 26% did not survive beyond the age of two years and that there were low levels of educational attainment skills complexion of the various occupational categories (SEDA, 2019).

At least 51% of SME owners had not completed secondary education. The SMEs sector was experiencing financial difficulties due to challenging economic conditions, with the smaller enterprises losing out in comparison to large companies (SEDA, 2019). One

strategy that helps SMEs gain a competitive advantage is the adoption and use of Information technologies which are revolutionizing the way companies do business, especially with the advent of Internet and web-based services. In this global economy, IT has made it possible for SMEs to compete profitably in larger and more dynamic markets (Osorio-Gallego, et al., 2016). Despite some researchers positing that IT innovations have an enormous contribution to organizational performance, some researchers argue that it is not always the case, see the IT paradox in section 3.4. This study must lay bare the effect of the adoption and use of IT innovations on SMEs performance in South Africa.

### **2.1.2 The Concept of Information Technology**

According to Okechi & Kepeghom (2013), IT is referred to as any equipment that expedites communication by helping to capture, process, and transmit electronic information. IT deals with the convergence of computing, Telecommunications, and Broadcast technologies (Okechi & Kepeghom, 2013). Similarly, the World Bank (2003) defines IT as consisting of the hardware, software, networks, and media for the collection, storage, processing, transmission, and presentation of information in the form of voice, data, text, and images. For this study, IT will be used synonymously with ICTs and considered as a single or combination of digital technologies that support information gathering, processing, dissemination, and use. Therefore, the researcher observed that there is certain criteria that IT must meet: information must be communicated to the receiver, and in a comprehensive language which must be in a suitable form relevant to achieving a certain purpose. According to Nkosana et al., (2016) and (Nwakanma, et al., 2014) IT is now an essential element in business environments around the world and is becoming a universal feature of the SMEs as it allows effective management and instantaneous dissemination of information thereby transforming the modes of operation

of various industries. SMEs need to understand, incorporate, and utilize ITs strategically to serve their target markets, improve their operational efficiency and effectiveness and maximize profitability (Nwakanma, et al., 2014). In developing nations, the capacity to constantly improve business productivity, procedures, and functions is not solely for innovation but eventually for business survival, hence the need for SMEs to adopt IT innovations (Olusola & Oluwaseun, 2013). This section gave rise to the introduction of IT productivity paradox and IT innovations which will be discussed in detail in the following section as they provided material for the generation of items on the interview guide to answer the research questions, and also provided linkages to the theoretical framework adopted for this study. The next section explains the IT productivity paradox.

### **2.1.3 The IT Productivity Paradox**

A lot of research was carried out over the years to find the relationship between investments in IT and productivity. Initial studies showed that there was no link between investment in IT and productivity whilst other studies showed a link resulting in the IT productivity paradox (Macdonald, et al., 2000) The IT productivity paradox is the perceived discrepancy between IT investment and IT performance, between input and output (Macdonald, et al., 2000). It is important to note that most of the studies on this topic were centered on America, Asia and Europe leaving out Africa (Appiahene, et al., 2018) creating a contextual gap to be filled by this study. The paradox resulted from wrong measurement of productivity, overlooking the fact that productivity cannot be expected from IT alone but also depends on other factors such as effective management (Macdonald, et al., 2000). Another fact that was overlooked was that organizational performance is not measured by productivity alone but other factors, for example the Balanced Score Card looks at a holistic measure of performance with five perspectives.

Even though a number of studies have shown a positive influence of IT on organizational performance. Dimelis & Papaioannou (2010) states that the connection is still obscure and (Macdonald, et al., 2000) says whilst IT creates opportunities for organisations it also poses some problems. On one hand, investments in IT can give a competitive edge to an organisation but also cause serious budgetary constraints, create skills gap, cause anxiety to workers who are scared of losing their jobs and resistance to change hampering the implementation process (Macdonald, et al., 2000).

The IT productivity paradox depends to a certain extent on the different development levels of countries and regions which feature stage characteristics and threshold effects (Qiyang, 2018). When the development of IT breaks through this threshold, the IT productivity paradox disappears, and the contribution of IT investment to organizational performance and economic growth will be noticed (Qiyang, 2018). According to Aaltonen (2019), some IT projects succeed and some fail due to different reasons, for example, 90% of ERP implementations are delivered late or are over the budget, and enterprise initiatives show a 67% failure rate in achieving corporate goals and are considered negative or unsuccessful and more than 40% of all large-scale projects fail due to system misfit, the high turnover rate of project team members, over-reliance on heavy customization, poor consultant effectiveness and poor IT infrastructure. This provided the conceptual framework for this study as the researcher assessed the current factors influencing the use of IT innovations by the SMEs under study. These factors can be dynamic capabilities because they are liable to adapt to the business environment even as changes occur. The argument that most studies on the IT paradox were not done in Africa was of interest to the researcher to test its hold in South African SMEs. Therefore, the research participants were asked in interviews whether they were deriving any benefits from the adoption and use of IT innovations or encountering problems that are

counter-productive to ascertain or disprove the IT productivity paradox. The researcher found it appropriate to look at past studies that were related to the current topic. The next section is empirical studies table that will provide a summary of studies done on the influence of IT on organizational performance in different contexts by critically analyzing the studies to establish time, contextual, knowledge, and methodological gaps.

## **2.2 Theoretical Review;**

### **2.2.1 Technology Acceptance Model (TAM);**

The Technology Acceptance Model (TAM) is a widely used theoretical framework that explains how users come to accept and use new information technology. Originally proposed by Fred Davis in 1989 as cited by A Granić, N Marangunić in 2019, TAM has since undergone several modifications and extensions. The model is rooted in the field of psychology and behavioral science, seeking to understand the factors that influence individuals' decisions to adopt or reject a new technology. The technology acceptance model (TAM) is an information systems theory that models how users come to accept and use a technology. The actual system use is the end-point where people use the technology. Behavioral intention is a factor that leads people to use technology.

The basic elements of the original Technology Acceptance Model are:

#### **1. Perceived Ease of Use (PEOU):**

- This refers to the extent to which a person believes that using a particular system or technology will be free of effort. It is related to the perception of simplicity and user-friendliness (R Zidana 2017).

#### **2. Perceived Usefulness (PU):**

- This refers to the degree to which an individual believes that using a particular system or technology will enhance their job performance or

productivity. It assesses the perceived benefits of adopting the technology (R Zidana 2017).

The central idea behind TAM is that users' behavioral intentions to use a technology are determined by their perceived ease of use and perceived usefulness of that technology. These perceptions, in turn, are influenced by various external factors and individual characteristics (S Liao, JC Hong, MH Wen, (2018).

The model suggests that if users perceive technology as easy to use and valuable in terms of improving their performance, they are more likely to have a positive intention to adopt it. The behavioral intention to use the technology is considered a direct determinant of actual system use.

Extensions and variations of TAM have been developed over the years to enhance its explanatory power and applicability to different contexts. Some of these extensions include the Unified Theory of Acceptance and Use of Technology (UTAUT), TAM2, TAM3, and others. These extensions incorporate additional factors such as social influence, facilitating conditions, and perceived enjoyment.

TAM has been widely used in research and practice to understand and predict user acceptance of various technologies, ranging from business software to consumer products and services. It provides a valuable framework for studying the psychological and behavioral aspects of technology adoption.

### **2.2.2 Diffusion of Innovations Theory;**

Diffusion is the 'process by which an innovation is communicated through certain channels over time among the members of a social system (Rogers, 1995, p 5) According to Lai (2017), Rogers, (1995) proposed the theory of diffusion of innovations to establish

the foundation for researching innovation acceptance and adoption. Rogers' theory explains the process by which an innovation reaches individuals or organizations over time among the members of a social system. Would-be adopters of IT innovations seek to understand the type and features of the new technology that fall within their domain. SMEs find information that enables them to assess the perceived consequences and benefits of the adopted technology. Rogers's diffusion of innovation theory postulates that media and interpersonal contacts are the sources of information that influence a person's opinion and judgment on whether to adopt a technological innovation (Manueli, et al., 2007; Van Akkeren & Harker, 2003). The theory comprises four pillars: invention; diffusion through social networks; time; and consequences. An innovation is the idea, way of doing things, or tool that is developed and is the focus of the adoption. Time is the acceptance rate of an innovation over a given period. Diffusion can also be seen as the process of introducing the innovation or how it is marketed to an individual or group whilst consequences describe the influence of the adoption of an innovation by organizations and subsystems.

According to Manueli et al., (2007) information filters through networks to an audience that is influenced by opinion leaders through personal contact and by intermediaries such as change agents and gate keepers. For the innovation to be adopted successfully it should have an advantage over the existing tools and practices in as far as compatibility to users' needs, trialability and observability, and ease of use. Even though innovation adoption may not be desirable to everyone the diffusion of innovation theory provides vital sections of innovation diffusion that are currently effective such as the features of innovations, the phases of the adoption routine, and the outcome of interaction of persons in the communication channel.

### **2.2.3 The Theory of Dynamic Capabilities (DCs)**

The main line of thought of the DCs is the need for business organisations to adapt to changing environmental conditions. DCs are concerned with appropriately adapting, integrating, and reconfiguring internal and external organizational processes, skills, resources, and functional competencies in volatile environments (Lin & Wu, 2014). Several studies have alluded to the fact that IT enhances organizational performance (Martinho, et al., 2015; Isnalita, 2021) hence the Theory of DCs fits well in this study to explain the non-performance of SMEs who fail to adopt and use modern IT innovations in today's digital economy. DCs are described further as significant competencies that control the progress of a firm's specific set of skills (Eriksson, 2013; Cepeda-Carrion & Vera, 2007). DCs are also defined as combinations of simpler capabilities and routines that enable an organization to purposefully create, extend, or modify its resource and capability basis to meet changes in its environment (Eriksson, 2013; Eisenhardt & Martin, 2000; Helfat & Peteraf, 2009; Teece & Pisano, 1994).

This particularly becomes handy in today's global marketplace which is characterized by intense local and foreign competition due to the breaching of geographical boundaries by the advent of e-commerce, putting pressure on SMEs to develop DCs using IT innovations. DCs are both organizational and managerial identifiable processes that develop over time (Eriksson, 2013; Ambrosini & Bowman, 2009; Helfat & Peteraf, 2009; Teece, et al., 1997). Alliance, supplier relationship management, networking, and product development are noticeable procedures that combine resources for focusing on a firm's acquisition (Eisenhardt & Martin, 2000). According to Teece et al., (1997), DCs are considered rare and hard to copy, whereas Eisenhardt & Martin, (2000) believe that firms share common features with some uniqueness in terms of capability patterns and resources which can only be created by DCs. Internal and external factors influence

dynamic capabilities stemming from the desire for organizations to maintain and improve their competitiveness in volatile environments thereby prompting performance via the exceptional resources and competent formations developed (Eriksson, 2013; Helfat & Peteraf, 2009; Zollo & Winter, 2002). According to Eisenhardt & Martin (2000), since the outcomes of dynamic capabilities can be reproduced by other firms, their value for enhanced performance comes from the resource configurations that they create, not from the capabilities themselves as DCs can be utilized to improve current resource strategy while striving to achieve a durable competitive edge.

#### **2.4 Empirical Review:**

Small and medium-sized enterprises (SMEs) continue to play a critical role in the economic growth of most countries (Lekhanya, 2016), and small businesses have been central in the development of several developing countries, often serving as the primary source of livelihood (Bongini, Ferrando, Rossi, & Rossolin, 2017, p. 2). According to Domeher, Abdulai, and Yeboah (2016, p. 165), SMEs account for over 60% of the GDP and over 70% of total employment in low-income countries; over 95% of total employment and about 70% to the GDP of middle-income countries. The European Central Bank (2013) reported that SMEs are the backbone of the Euro area economy, since they constitute about 98% of all Euro area firms, employ around 75% of the Euro area employees and generate around 60% of value added (Coéré, 2013, p. 1). The SME sector also acts as an absorbent of retrenched people coming from the private and public sector (Smit, 2012). Most small businesses in South Africa (SA) do not progress beyond the 'Start-up' phase, and their 75% failure rate is one of the highest in the world (Fatoki & Garwe, 2010; Bisseker, 2014; Wagner, 2015). SMEs in SA are expected to be an important vehicle to address the challenges of job creation, sustainable economic growth,

equitable distribution of income and the overall stimulation of economic growth (Ayandibu & Houghton, 2017, p. 136). The SA government through the Department of the Presidency and the National Planning Commission, launched the National Development Plan (NDP) 2030, which aims to eliminate poverty and reduce inequality by 2030 (Manuel, 2012). Although priority is given to enabling SMEs to access banking services, SA banks do not extend sufficient credit to smaller firms (Manuel, 2012). Rupeika-Apoga and Solovjova (2017) argued that during the past three years in general, access to finance for start-up SMEs has improved, nevertheless wide divergences remain across the euro area countries.

According to European Central Bank (2016), access to finance remained the dominant concern for SMEs in Greece (31%), while 13% of SMEs in Italy and 12% in both Ireland and the Netherlands named access to finance as the most important problem, compared with only around 6% of SMEs in both Austria and Germany and 8% in Finland. In Latvia in 2016, the most important problems faced by SMEs were finding customers (20%), availability of skilled staff or experienced managers (15%), competition (13%), costs of production or labor (12%) and finally access to finance with 10% as the fifth most pressing obstacle (Kwaak & Zeijden, 2016). Many determinants are considered for the purpose of explaining the challenges of accessing external finance by start-up SMEs. In the context of UK, it is believed that access to finance by SMEs is closely affected by the differences in commercial banks or the practices and the policies of the supply side of finance. It is argued that most of the commercial banks in UK differ in terms of the relationship between those lending institutions and the entrepreneur (Osano & Languitone, 2016). A number of factors have been identified by the World Bank (2003) that constitute constraints by start-up SMEs to access external finance. These factors include distortions of financial sectors, lack of know-how on the finance supply side,

information asymmetry (access to business information), and the high risk in lending to Start-up SMEs. The study conducted by Beck (2007) ascertained that the weaknesses in financial and legal systems in developing countries constitute an obstacle in accessing finance products. When Beck analyzed 70 developing countries, he further concluded that the local government has the entire responsibility to build finance institutions, and market activities should be undertaken in a friendly manner to provide a proper regulatory framework to reduce financial constraints by start-up SMEs. Small business ventures in SA are fraught with uncertainties, and limited knowledge is available in this area because of the complex relationship between the determinants of start-up business success and access to external finance by SMEs (Chawla, Khanna, & Chen, 2010, p. 2; Fatoki & Odeyemi, 2010).

The aforementioned has, however, not prevented managerial prescriptions from being devised on what to do and which determinants to use to improve access to external finance for these organizations (Simpson, Padmore, & Newman, 2011, p. 265). Although it is reasonable to expect finance providers to require that certain fundamentals or indicators (determinants) of business success be in place before considering granting finance to SMEs, there is no consensus on the determinants of business success. Katwalo (2010, p. 140) suggested that a determinant of start-up business success is any competitive asset or competence that is needed to win in the marketplace, whether it is a strategic competitive advantage, representing a sustainable advantage or merely parity with the firm's competitors.

## **2.5 SMEs Readiness to Use Government Interventions**

A study by Anshari and Almunawar (2021) named Embracing Open Development for SMEs and Modern insurgency 4.0 to test SMEs status to take on open development

during this modern goal. This study was directed in Indonesia. The specialists embraced a thorough writing survey for their study. A sum of 32 example papers were qualified utilizing a bunch of choice measures intended to find the most pertinent existing examinations in the business 4.0 and Indonesia spaces. The meta-examination as significant revelations were handled utilizing a substance investigation approach. The vital finding of the study is that there is a positive connection among SMEs and their open development reception. This implies SMEs were prepared to take on open development in spite of the significant reason for their sluggish reception. One more study by Muhamed et al (2019) additionally tried to investigate the drivers for the ability of SMEs in Executing Halal Production Network.

The study was completed in Malaysia. A quantitative methodology was utilized for the study with an example size of 172. The surveys comprised of four inquiries. The first comprised of respondents' segment information. The second, third, and fourth areas address the public authority drive, purchaser concern and provider availability. The study utilized SEM-PLS to test the created speculations. The significant finding of the study is that purchaser concern assumes a critical part in deciding the readiness to execute halal SCM. The provider preparation can assume a significant part in affecting halal SME to carry out halal SCM.

One more study by Nair, Chellasamy and Singh (2019) named, Preparation factors for data innovation reception in SMEs: Testing an exploratory model in an Indian setting. This study was led in India. The scientists utilized a blended strategy approach for the study. A top to bottom meeting with SME proprietors was directed to foster the contextual analysis, and the actions got were tried through a study at a small and medium business modern group in Southern India in SMEs. The finding of the study uncovered that SMEs

status for data innovation reception is a vital variable for the associations' viability not entirely settled by elements, for example, tension from clients, time of owner(s), deals of SME, proprietors' mentality towards it contrasted with mechanical and ecological factors.

## **2.6 Reasons SMEs Intend to Utilize Government Interventions**

In a study by Kimanzi and Gamede (2020) on embracing the job of money in manageability for SMEs, the significant discoveries of the study were; finance capability assumed a key part in the decision-production of supportability programs. The money capability assumed a key part in following the advancement of manageability programs. It likewise assumed a key part in fostering a money saving advantage examination of maintainability programs. The money capability assumed a key part in creating arranging techniques connected with maintainability. It likewise assumed a critical part in natural revealing. Moreover, it assumed a key part in starting expense cutting measures, model energy reserve funds. Ultimately, it assisted with consolidating supportability programs in its planning and costing. The study was led in South Africa. The study utilized a quantitative way to deal with lay out the job of money in the maintainability practices of SMEs. The number of inhabitants in the study contained 678 SMEs from the Pietermaritzburg area of South Africa that are enlisted with the Pietermaritzburg office of business. The study employed a sample size of 252 SMEs. Another study by Wang et al (2021) asserts that employment creation, increased financing, increased profit, and increase in SMEs cash liquidity, and franchise were some of the reasons why SMEs needed government intervention during the covid period. The study employed a quantitative approach and was conducted in China.

Also, Kraemer-Eis and Lang (2015) in their book titled 'The importance of leasing for SME finance' opined that access to finance and limited possibilities to give guarantee to getting to credits were a portion of the reasons SMEs rented their capital gear. This assisted the proprietors with raising assets to run their projects. Osano and Languitane (2016) likewise led a study on the elements impacting admittance to back by SMEs in Mozambique. The study utilized an example size of 242 SMEs and 324 staff of chosen SMEs. The study uncovered that SMEs looked for financing to interface them to the formative vision of the country with the primary center being destitution decrease and development of their organizations. Another finding was to improve their growth.

An increase in their revenue and resources was one of the reasons. Yang (2006) asserts that Korean enterprises that got subsidizing from the public authority between the time of 1999-2002 utilized the assets to buy their processing plant site, development, building/remaking of the industrial facility, buy or substitution of creation (administration), offices, and involved assets as working money to balance out administration. Additionally, Macht and Weatherston (2014) did a study on the benefits of online crowdfunding for fund-seeking business ventures. Their finding revealed some of the reasons for online crowdfunding. Some of the reasons were; helping businesses to overcome funding difficulties, enabling entrepreneurs to benefit from the wisdom of crowds, providing capital for businesses in the form of donations, and provision of contacts that are public exposure, awareness, and publicity.

## **2.7 How SMEs Utilize Government Interventions**

A study by Yang (2006), titled the efficiency of SMEs in the global market: measuring the Korean key performance, revealed that SMEs utilized funding from the government to improve their support services. Also, SMEs used the funds to increase their market

access, and lastly, the funds were targeted towards improving products and services. The study was conducted in Korea with enterprises that had gotten subsidizing to help nearby small and medium-sized enterprises. The specialist utilized a quantitative way to deal with measure the effectiveness file of the asset getting endeavor by utilizing the Information Envelopment Examination (DEA) model as the genuine information for info and result factors connecting with a venture's creation movement during 2000-2002. Likewise, a study by Berger and Schaeck (2011) which tried to investigate SMEs, Bank relationship strength, and the utilization of funding uncovered that assets were utilized to obtain machines to increment creation and work on quality control.

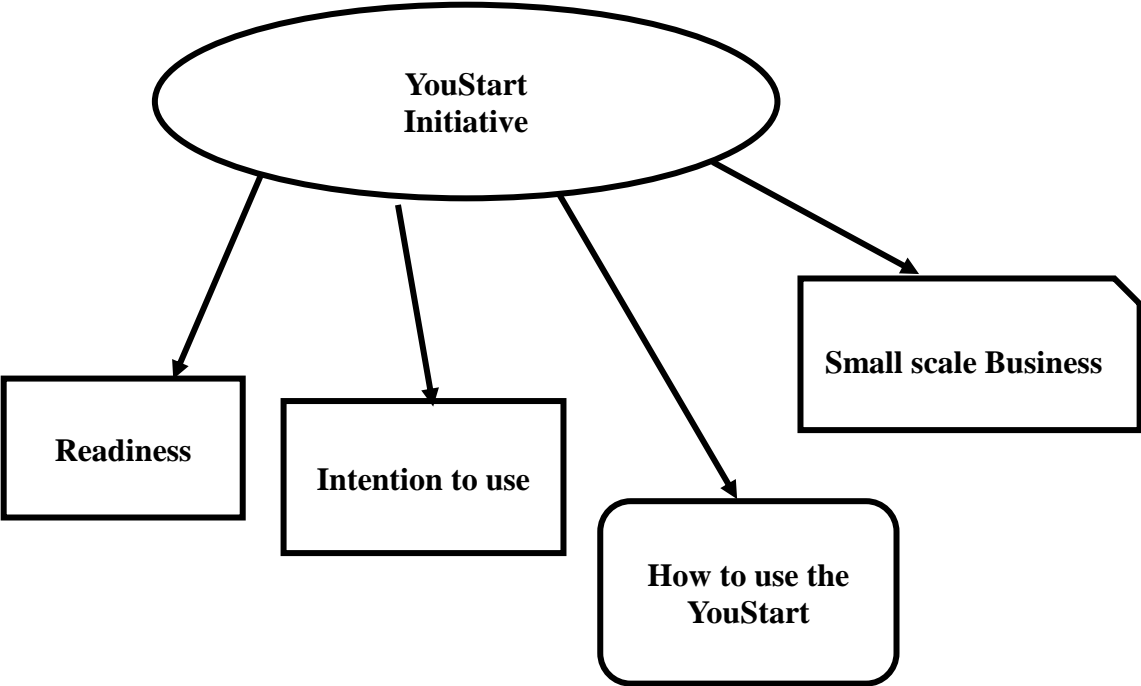
The study utilized remarkable informational collection with definite data on SME finance in Italy, Germany and the UK. The study utilized the quantitative methodology. Tagoe, Nyarko and Anuwa-Amarh (2005) on evaluating the monetary difficulties confronting metropolitan SMEs under monetary area advancement in Ghana uncovered that SMEs expect to use their assets to further develop their business support benefits anyway they were combined with provokes, for example, banks failure to concede them credits since they can't present guarantee. This study was led in Ghana where the scientists utilized a contextual analysis approach and furthermore evaluated existing reports and talked with individuals from three SMEs, a bank, and Public Board for Small Scope Ventures (NBSSI). The SMEs included print machine, electro-mechanical, and producing firms.

Besides, a study by Shkabutar, Bar-El, and Schwartz (2021) on exploring advancement and business for feasible improvement in Ethiopia uncovered that SMEs use their assets to work on the abilities of their human asset staff. Likewise, organizations expect to use their assets for the reception and transformation of gradual developments, which might have a significant multiplier impact, in this manner producing position, influencing

various purchasers and enterprises, and upgrading financial development. The study utilized a quantitative methodology. Padachi, Howorth and Narasimhan (2012) tracked down that SMEs goal to use reserves depended on reasons, for example, working on the nature of their items and administrations through different roads and through the execution of cost and advantage examination to work on their funds. The study utilized the spellbinding review plan and utilized an example of 420 firms.

**2.8 Conceptual Framework:**

The following diagram depicts the conceptual framework of the study;



**Figure 1 Conceptual Framework**

**Source: 2023 Field Research Study**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This part manages the examination configuration, study region, populace of the study, test and inspecting methodology, research instrument, information assortment technique, information handling, and investigation, and moral issues.

#### **3.1 Research Design**

The descriptive survey research configuration will be taken on for this study. The descriptive survey includes the assortment of information to respond to questions concerning the ongoing status of a peculiarity. It is coordinated towards deciding the idea of a circumstance, as it exists at the hour of a study. It is viewed as one of the most mind-blowing research plans when a scientist needs to resolve questions that start with so much words as "what" and "how much". The decision of the descriptive survey research configuration is educated by the way that the specialist needs to inspect and depict the different issues as they exist at the hour of the study. At the end of the day, the analyst doesn't mean to adjust any of the variables that are been examined in the study. Since surveys are viable in contacting a generally huge populace, the utilization of the descriptive survey research configuration will assist the specialist with getting a considerable measure of data from a seriously sizeable number of SMEs.

#### **3.2 Study Area**

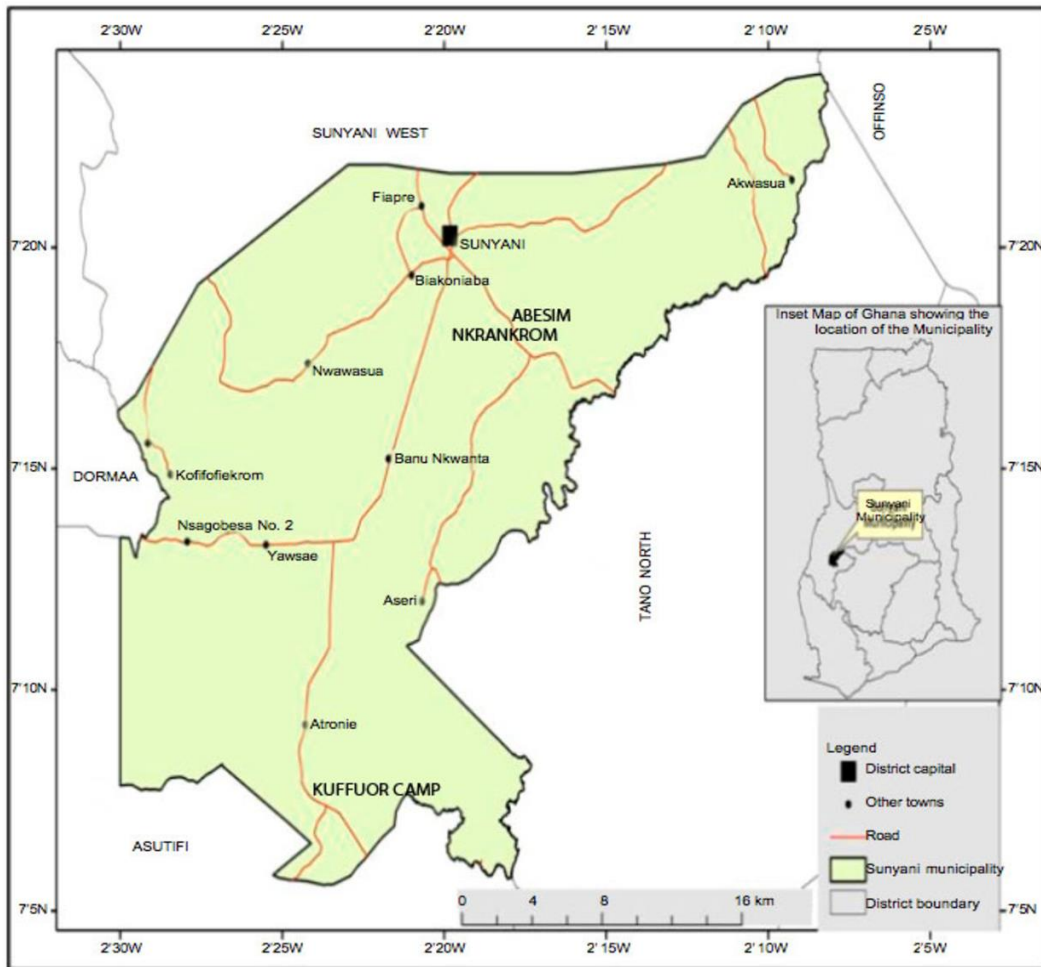
Sunyani Metropolitan Area is one of the twelve locale in the Bono District, Ghana. Initially made as a normal area gathering on 10 Walk 1989 when it was known as Sunyani

Region, until the northwest piece of the locale was separated to make Sunyani West Area on 1 November 2007 (successfully 29 February 2008); subsequently the leftover part has been held as Sunyani Region, which it was subsequently raised to city region get together status and has been renamed as Sunyani Civil Region on that very year. The district is situated in the western piece of the Bono Locale and has Sunyani as its capital town. The number of inhabitants in Sunyani Civil, as per the 2010 Populace and Lodging Registration, is 123,224 addressing 5.3 percent of the district's complete populace.

Guys comprise 49.9 percent and females address 50.1 percent. In excess of the vast majority of the populace is metropolitan (83.1). The district has a sex proportion of 100.0. The all out age reliance proportion for the Region is 54.0, and the age reliance proportion for guys is higher (54.4) than that of females (53.62). Around 62.0 percent of the populace matured 15 years and more established are monetarily dynamic while 38.1 percent are financially not dynamic. Of the financially dynamic populace, 93.2 percent are utilized while 6.8 percent are jobless. Of the individuals who are monetarily not dynamic, a bigger level of them are understudies (75.4%), 10.7 percent perform family obligations and 2.1 percent are impaired or too debilitated to even consider working. Six out of ten jobless are looking for work interestingly. Of the utilized populace, around 25.5 percent are locked in as talented rural, ranger service, and fishery laborers, 28.1 percent in help and deals, 15.0 percent in make and related exchange, and 16.2 percent are locked in as administrators, experts, and professionals.

However high as 34.3 percent of families in the region may be taken part in farming. In the country territories, eight out of ten families (72.2%) are rural families while in the metropolitan regions, 28.0 percent of families are in agribusiness. Most families in the

civil (93.7%) are associated with crop cultivating. Poultry (chicken) is the predominant creature raised in the region. Figure 1 represents the map of Sunyani Municipality.



**Figure 2: District map of Sunyani Municipal**

Source: Ghana Statistical Service, (2014)

### 3.3 Study Population

The population for this study comprises of all small and medium-scale enterprises working in the Sunyani Municipality. According to the Sunyani Municipal Assembly, the Sunyani Municipality has an estimated number of 329 registered SMEs as of the end of the year 2022. Hence, all these SMEs were targeted for the study.

### **3.4 Sample and Sampling Procedure**

A sample size of 138 SMEs will be used for the study. This figure is deemed appropriate as it represents more than half of the estimated 329 figure that was given to the researcher by the Sunyani Municipal Assembly. Krejcie and Morgan (1970) also affirm that for a population of 329, a sample size of 138 is acceptable. The simple random sampling technique will be adopted in selecting the respondents for the study. The simple random sampling technique will be adopted because of the relatively short period within which the required data for the study needed to be collected. By so doing, the researcher will be able to collect the needed data within the expected period.

### **3.5 Data Collection Instrument**

A questionnaire will be the instrument that will be used in gathering the needed data for the study. The choice of the questionnaire was principal because it enhances anonymity as compared to other data collection methods like a face-to-face interview. It is, therefore, expected that it would encourage the respondents to be as honest as possible in their responses as they were neither required to indicate their names nor that of the businesses. A questionnaire was also considered the most appropriate research instrument for the study as it requires relatively less time to administer. Further, the use of a questionnaire will afford the respondents adequate time to give well-thought-out answers to the various questions.

### **3.6 Data Collection Procedures**

One week will be the designated period for the data collection. The data collection will be done on only weekdays, from 8:00 am to 5:00 pm each day. To prevent the businesses from casting doubt about the credibility of the researcher, the researcher willingly will

show the student identity card to the business owners/managers for their authentication. The researcher will spend quality time walking them through the purpose of the study and also assure them of the complete confidentiality of every piece of information that they would provide. The managers who willingly will accept to allow their businesses to be used for the study will be handed a copy of the research questionnaire to be completed by themselves or any other person who, in their view, could appropriately respond to the items of the questionnaire. The researcher will give his contact number to the owners/managers of the participating business to enable them to contact him for clarification on any unclear issues. Each respondent will be given a day to complete the questionnaire. This will enable them to have adequate time to respond appropriately to the various issues that are been examined.

### **3.7 Data Processing and Analysis**

The finished surveys will be gotten from the respondents and checked for culmination and exactness. A short time later, the information will be altered, coded and in this manner went into a PC based factual programming, exactly Measurable Bundle for Sociologies (SPSS) Rendition 21.0. The SPSS programming will be then used to dissect the data set on the examination questions that guide the study. SPSS was picked for the information investigation in view of its usability and capacity to break down information definitively inside a short space of time. Presentation of the results of the data analysis was done using tables and figures.

### **3.7.1 Independent Variables:**

#### **a. Government Support and Initiatives (X1):**

- Represents the level of support provided by government initiatives, including the YouStart Initiative. - Measurement can include financial incentives, training programs, and technological infrastructure.

#### **b. Entrepreneurial Intentions (X2):**

- Captures the predisposition of SME owners in the Sunyani Municipality towards adopting new technologies. - Measurement may involve assessing the openness to innovation and technological advancements.

### **3.7.2 Mediating Variables:**

#### **a. Perceived Ease of Use (Mediator 1):**

- Reflects the perceived simplicity and convenience associated with using the technologies introduced by the YouStart Initiative. - Assessing this perception may involve interviews, surveys, or existing literature on technology acceptance.

#### **b. Perceived Value (Mediator 2):**

- Represents the perceived benefits and value SMEs believe they will gain from utilizing the YouStart Initiative. - Measurement could include cost savings, improved efficiency, or enhanced competitiveness.

### **3.7.3 Dependent Variable:**

#### **a. Technology Adoption (Y):**

- Indicates the extent to which SMEs in the Sunyani Municipality adopt the technologies promoted by the YouStart Initiative. - Measurement may involve tracking the adoption rates, implementation success, or the integration of new technologies.

### **3.7.4 Contextual Factors:**

#### **a. Local Business Environment (Z1):**

- Considers the local economic, social, and technological context of the Sunyani Municipality. - This factor may influence both government support and SMEs' intentions to adopt technology.

#### **b. Industry Specifics (Z2):**

- Recognizes that different industries within the Sunyani Municipality may have unique technological needs. - Consideration of industry specifics can tailor the conceptual framework to diverse business sectors.

### **3.8 Ethical Issues**

Morals in this study allude to the overarching set of rules or acknowledged accepted practices of conduct while completing exploration (Sekaran, 2003). Moral issues are extremely vital for every kind of examination work, yet especially when human subjects are involved (Marczyk, et al., 2005). A few moral codes have been grown particularly in sociology to direct research works. These morals in research incorporate safeguarding human members, for example, regarding the freedoms of respondents, causing no damage to the respondents, and choosing the respondents reasonably (Malhotra, 2006).

Besides, a few morals have to do with informed assent as well as the secrecy of the data given by respondents. It is the obligation of the scientist to keep up with the secrecy of all snippets of data that can influence the protection and nobility of respondents (Marczyk, 2005). The major moral issues for this study needed to do first, with informed assent, which expected that respondents be educated about the general reason regarding the study and its significance thereof. Thus, the proprietor supervisors of the small enterprises were actually provided a starting letter making sense of the motivation of this

study and its significance to the specialist, the business visionary, and people in general. Furthermore, with respect to secrecy, respondents will be ensured that the data they give wouldn't be made accessible to anybody who was not straightforwardly associated with the study.

## **CHAPTER FOUR**

### **PRESENTATION OF RESULTS AND DISCUSSIONS**

#### **4.0 Introduction**

This chapter presents the results and discussion based on the analysis of the field data. The main sections covered in this chapter include the background of the respondents, readiness to use the YouStart initiative, reasons to utilise the YouStart initiative, and how to utilise the YouStart initiative.

#### **4.1 Background of Respondents**

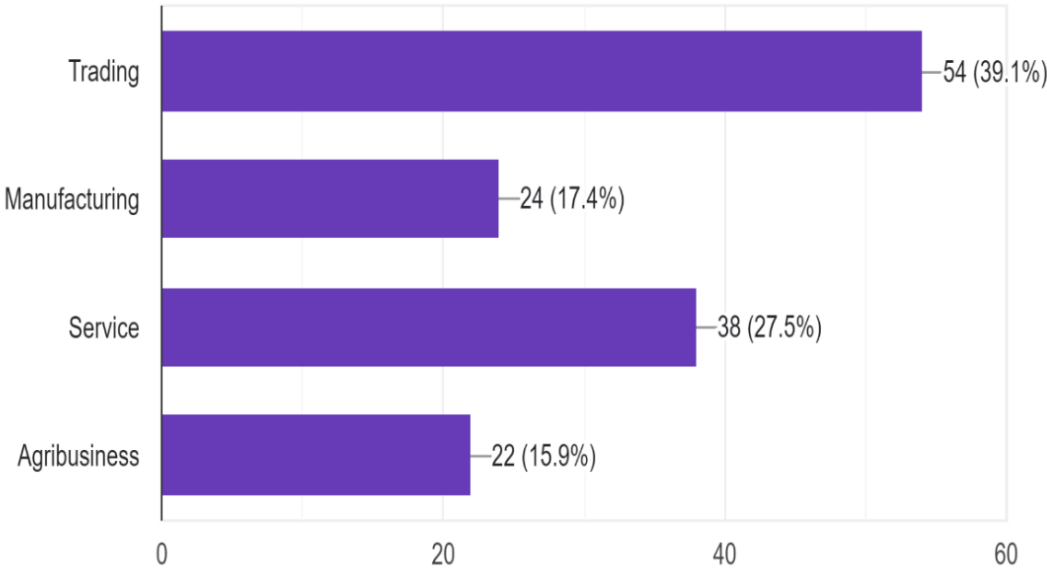
This section gives a description of the respondents' backgrounds. How well-qualified the respondents are to answer to the study's topics can be inferred in part from their backgrounds. The characteristics that were observed in this study included the type of business, age of owner/manager, type of business ownership, education level, and number of years the company has been in operation. According to Fergusson and Mulwafu (2004), people's background information affects their knowledge of issues and level of involvement. The results of these demographics are presented in the charts below.

##### **4.1.1 Type of Business**

Each of the respondents indicated the business type as shown in Figure 2 below. It was found that most SMEs were engaged in trading. There were 54 out of the 138 respondents who engaged in trading. This represented 39.1% of the total respondents. This could be due to reasons such as the low requirement of capital in that venture. Also, trading does not require sophisticated machines unlike other ventures such as the manufacturing industry. This makes it easier to start a trading company as compared to others. The

service industry had the next highest number of respondents. This can be attributed to Sunyani being the regional capital and serving as the home of many service industries such as banks, hospitals, schools, and many more. From figure 2 it could be seen that 38 out of the 138 respondents representing 27.5% were from the service sector. The manufacturing industries had the next highest number of respondents with 24 out of the 138 total respondents, representing 17.4% from that sector.

This sector requires a lot of capital in the production of goods and as such involves a few who have the resources to venture into such an industry. The agribusiness sector had the lowest number of respondents with 22 out of 138, representing 15.9%. The reasons could also be attributed to the same as the manufacturing industries.

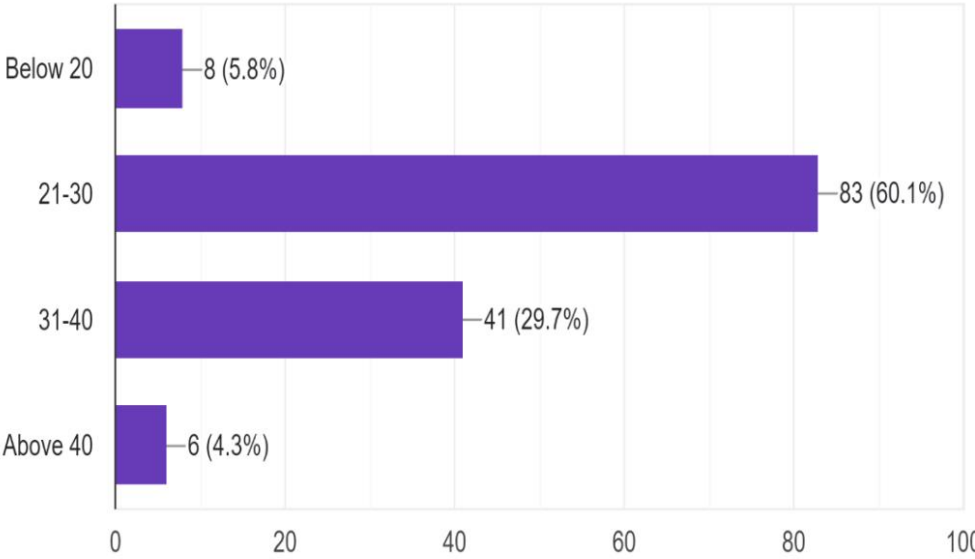


**Figure 3: Type of Business**

**4.1.2 Age of Respondents**

Respondents were approached to express their age section and every one of the 138 respondents indicated their age sections. The aftereffects of this finding are surrendered Figure 3 below. The data revealed that there was more youth who were engaged in SMEs

as compared to other age groups. It could be observed from figure 3 that 60.1% of respondents between the ages of 21-30 years were either SME owners or managers. This represents a youthful category of respondents who make up the majority. This implies an encouraging trend among young people to start their businesses, easing the issue of youth unemployment that plagues most developing economies. Again, 29.7% of the respondents ages range from 31 to 40 years and below 20 years were 5.8%. Respondents above the age of 40 had the lowest representation. It could be seen from figure 3 that there were only 6 out of the 138 respondents, thus representing 4.3% of the total respondents falling within this category. This can be attributed to factors such as older adults withdrawing from most economic activities to focus on their families, others to chase their political ambition, others on retirement, and many more.



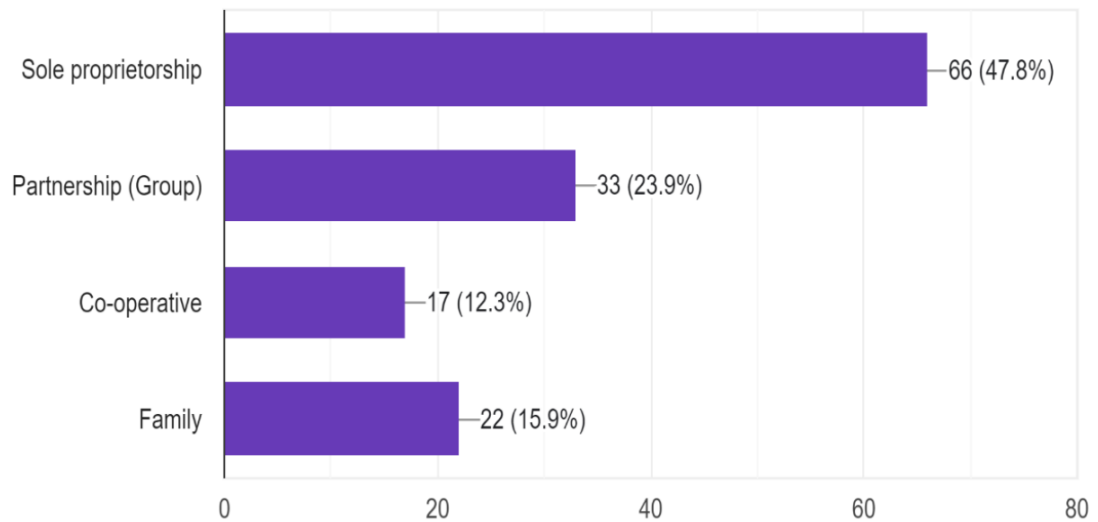
**Figure 4: Age of Respondents**

**4.1.3 Type of Business Ownership**

It was revealed that sole proprietorship consisted of the highest type of business ownership. This is what people termed as a ‘one-man business’. From figure 4 it could

be seen that 66 out of the 138 SMEs representing 47.8% were sole proprietorships. This type of business ownership is easy to form and requires low start-up costs. Also, the business gets the opportunity to keep all profits and the lack of dilution of ownership has been one of the reasons why people do not go for other business ownership types. The partnership/group businesses had 33 out of the 138 SMEs representing 23.9% of the total SMEs studied. These are people who believe in pulling resources together to start a business. Since most of the youth do not have adequate capital to start a business, about two or more people come together and pull resources to start a business. It is much more effective in situations where the capital required to start a business is huge and cannot be provided by a single person.

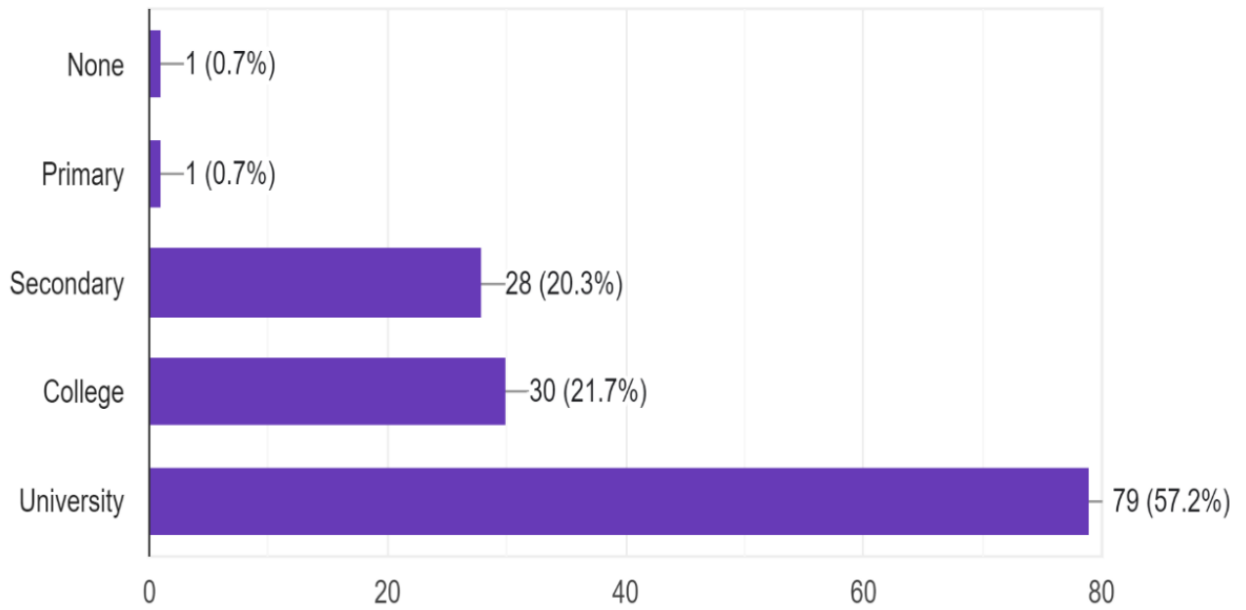
Seventeen out of the one hundred and thirty-eight SMEs were cooperative businesses, thus representing 12.3% of the total population. These businesses are owned by members of a particular institution and members of these businesses benefit from the profits of the organization. An example in Ghana is churches that form cooperative businesses such as savings and loans. There is a number of them due to the many institutions in the country. It could be seen from figure 4 that family businesses also consisted of 22 out of the 138 SMEs in the study representing 15.9% of the total population. These were businesses owned by two or more family members and the majority of ownership lies within the family. A large number of family businesses could be attributed to businesses passed on from one generation to the other. These various types of ownership are presented in the chart below.



**Figure 5: Type of Business Ownership**

#### **4.1.4 Education Level**

The level of education has an influence on the income of people. Education helps people to acquire knowledge and skills that can be applied in the work environment. It could be seen from figure 5 that 79 out of the 138 respondents representing 57.2% had a University education. This is because, they possess the skills and knowledge that can be engaged in an enterprise. They possess the skills and knowledge and can start businesses on their own. Those without capital are still employed by businesses to manage their activities due to the skills they possess. Those who had primary or no education made up the lowest number due to the lack of knowledge and skills required by these businesses.

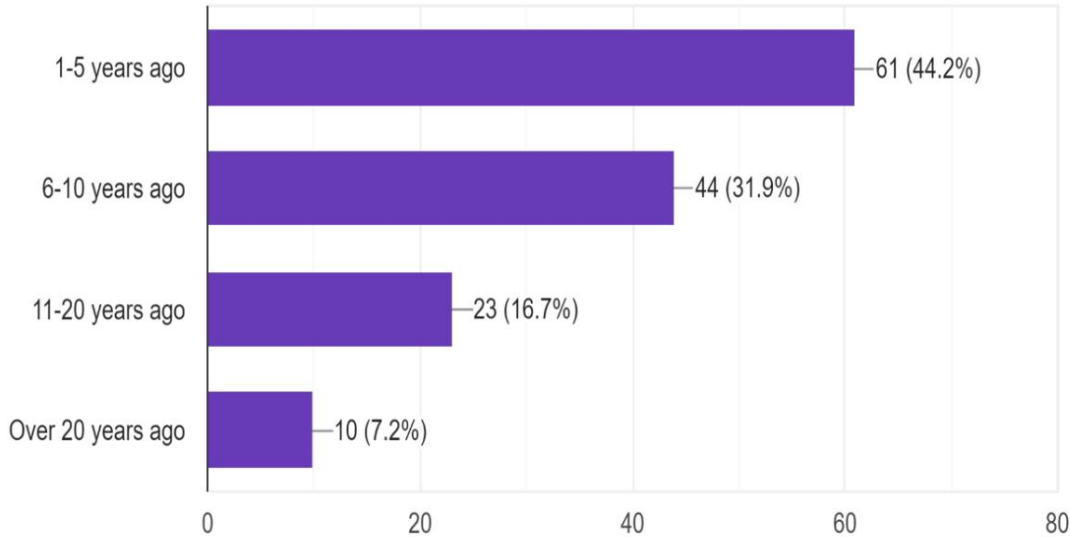


**Figure 6: Education Level**

#### 4.1.5 When Business Was Founded

It could be seen from figure 6 that 61 out of the 138 respondents representing 44.2% were businesses formed between 1-5 years ago. This reflects an increasing tendency of the youth to start businesses in recent times: a step that is in line with the government’s intention to create a Ghana Beyond Aid. This also represents a positive shift in the mindsets of the respondents to be geared towards more entrepreneurial activities. Developing countries typically depend on entrepreneurship from the private sector to drive economic activities and thus, this gives an indication of hopefulness of the Sunyani Municipality residents towards playing a more participatory role in driving the economic transformation of Ghana. Businesses formed 6-10 years ago (31.9%) had the next highest number of respondents. The reason could be that people have accepted the operations of the business and its progressing very well. From figure 6, SMEs formed over 20 years ago had the lowest percentage of the population. It consisted of 7.2% of the population. A lot of businesses fade out of the system due to factors such as poor management,

changes in the quality of products and services, liquidation, and many more. The demise of a business owner might lead to the collapse of a business. Businesses may fade out of the system if there is no proper management as time goes on. If businesses fail to adapt to advanced technologies, they might fade out of the system since they will lag in terms of production.



**Figure 7: When Business Was Founded**

**4.2 Readiness to Use the YouStart Initiative**

The first research objective sought to assess SMEs' readiness to use the YouStart initiative. On 5-point Likert scale respondents expressed their level of agreement or disagreement; where SD is Strongly Disagree, D is Disagree, N is Neutral, A is Agree and SA is Strongly Agree.

**Table 1 below.**

Majority, 51 (37%) of SME owners/managers agreed that their employees have been prepared to embrace the important role of the initiative in business operations and 25 (18.1%) strongly agreed. Only 10 (7.2%) of the respondents strongly disagree that their employees have been prepared to embrace the important role of the initiative in business operations while 17 (12.3%) disagree. However, 35 (25.4%) respondents were uncertain if their employees have been prepared to embrace the important role of the initiative in business operations. Again, most, 55 (39.9%) of respondents agreed that their enterprise is ready and willing to participate and utilise the initiative and 39 (28.3%) strongly agreed. Again, respondents indicated that their enterprise is prepared to assume an active role in implementing and embracing the initiative 60 (43.5%), while 14 (10.1%) indicated that their enterprise is not prepared to implement and embrace the initiative.

Moreover, 52 (37.7%) enterprises will do whatever is necessary to ensure the ultimate utilisation of the program while 14 (10.1%) disagreed, and 25 (18.1%) were uncertain. Furthermore, most 50 (36.2%) of SME owners/managers understand their role and responsibilities in the YouStart initiative while 35 (25.4%) disagreed and 35 (25.4%) were uncertain of their role and responsibilities in the YouStart initiative. Also, 57 (41.3%) of SME owners/managers enterprise are prepared to use the initiative to improve their business efficiency and 10 (7.3%) indicated they are not prepared to use the initiative to improve their business efficiency. Majority of SME owners/managers 103 (74.7%) agreed that their enterprise can ensure quality in implementing the YouStart initiative while 13 (9.4%) disagreed.

Generally, majority of the respondents' answers to the various questions to determine the readiness of their firms to utilize the YouStart Initiative were positive. It can thus be

concluded from the results that SMEs in Sunyani Municipality are ready to utilize the YouStart initiative. This is in agreement with the findings of Nair, Chellesamy and Singh (2019) which revealed that SMEs' readiness for information technology adoption is a key factor for the organization's effectiveness and was determined by factors such as pressure from customers, age of owner(s), sales of SME, owners' attitude towards technological and environmental factors. This study also confirms Anshari and Almunawar (2021) who reported that SMEs were ready to adopt the open innovation despite the major cause of their slow adoption.

**Table 1: Readiness to use the YouStart Initiative**

| <b>Statements</b>   | <b>SD<br/>N (%)</b> | <b>D<br/>N (%)</b> | <b>N<br/>N (%)</b> | <b>A<br/>N (%)</b> | <b>SA<br/>N (%)</b> |
|---|---------------------|--------------------|--------------------|--------------------|---------------------|
| My employees have been prepared to embrace the important role of the initiative in business operations. | 10<br>(7.2%)        | 17<br>(12.3%)      | 35<br>(25.4%)      | 51 (37%)           | 25<br>(18.1%)       |
| My enterprise is ready and willing to participate and utilize the initiative.                           | 1 (0.7%)            | 11 (8%)            | 32<br>(23.2%)      | 55<br>(39.9%)      | 39<br>(28.3%)       |
| My enterprise is prepared to assume an active role in implementing and embracing the initiative.        | 1 (0.7%)            | 14<br>(10.1%)      | 31<br>(22.5%)      | 60<br>(43.5%)      | 32<br>(23.2%)       |
| My enterprise will do whatever is necessary to ensure the ultimate utilization of the program.          | 1 (0.7%)            | 14<br>(10.1%)      | 25<br>(18.1%)      | 52<br>(37.7%)      | 46<br>(33.3%)       |
| I understand my role and responsibilities in the YouStart initiative.                                   | 4 (2.9%)            | 12 (8.7%)          | 35<br>(25.4%)      | 50<br>(36.2%)      | 37<br>(26.8%)       |
| My enterprise is prepared to use the initiative to improve our business efficiency.                     | 3 (2.2%)            | 7 (5.1%)           | 29 (21%)           | 57<br>(41.3%)      | 42<br>(30.4%)       |
| My enterprise can ensure quality in implementing the YouStart initiative.                               | 1 (0.7%)            | 12 (8.7%)          | 22<br>(15.9%)      | 59<br>(42.8%)      | 44<br>(31.9%)       |

### **4.3 Reasons to Utilize the YouStart Initiative**

The second research objective sought to investigate why SMEs intend to utilize the YouStart initiative. On 5-point Likert scale respondents expressed their level of agreement or disagreement. Where SD is Strongly Agree, D is Disagree, N is Neutral, A is Agree and SA is Strongly Agree. The result is presented in Table 2 below.

From Table 2, majority 94 (68.1%) of SME owners/managers indicated that the reason for them to utilise the YouStart initiative is to obtain financial support while 15 (10.8%) indicated that their reason to utilise the YouStart initiative is not to obtain financial support. This means most of the SMEs in Sunyani needed the initiative to serve as capital or financial support for their business. This finding confirms Wang et al (2021) study which revealed increased financing as one of the reasons SMEs needed government intervention during the covid period. This finding is also similar to Kraemer-Eis and Lang (2015) which revealed access to finance as one of the reasons SMEs leased their capital equipment. Another reason for SME owners/managers to utilise the YouStart initiative is to improve the chances of growth; 106 (76.8%) respondents answered favourably to this. A larger percentage of the respondents think the initiative will help their business to grow and enhance their personal growth as well. This finding agrees with Osano and Languitone (2016) study which revealed that SMEs sought funding to improve their growth.

Again, most; 105 (76.1%) of SME owners/managers indicated that they intend to use the YouStart initiative because they believe it will strengthen their enterprises' operations, while 11 (7.9%) disagreed with that reason. This indicates SMEs broadly believe the initiative will provide them with funds that will cater for their day-to-day business operations. Furthermore, a greater number; 103 (74.7%) of respondents indicated that the

reason they will utilise the YouStart initiative is to improve their product or service offerings over time while 8 (5.8%) disagreed. That is, funds from the initiative will be invested in the production of more goods and the rendering of more services by SMEs. This finding is similar to Yang (2006) which revealed that SMEs used their funds to improve their products and services. According to Yang (2006), funds received by SMEs from the government were targeted at improving their products and services. Moreover, 103, representing 74.7% of SME owners/managers' reason to utilise the YouStart initiative is to increase revenue in both short and long-term, while 8 (5.8%) disagree.

Most of the respondents think the initiative is going to add up to their current revenue. An increase in revenue means an increase in production leading to an increase in long-term revenue. This finding confirms Wang et al (2021) increase in revenue as one of the reasons SMEs needed government intervention during the covid-19 pandemic. According to Wang et al (2021), most SMEs lost revenue due to the closure of businesses during the pandemic. SMEs needed government interventions to replace revenue lost as a result of the pandemic.

Ninety-nine (71.8%) SMEs believe another reason for the utilization of the YouStart Initiative is to increase employee expertise, while 10 (7.2%) SMEs indicated that utilizing the YouStart initiative will not increase employee expertise. It can be seen from table 2 that most SMEs think the YouStart initiative will enhance employees' expertise. The funds from the initiative will be used to train employees to acquire the knowledge and skills needed for the organization. The funds can also be used to hire employees who possess the requisite skills.

Also, one of the reasons SME owners/managers intend to utilise the YouStart initiative is because they think the initiative will help them to use their resources efficiently. 106

(76.8%) respondents are in favour of this assertion, while 8 (5.8%) are against it. This could be both human and capital resources. The initiative will provide SMEs with funds that can be channeled into ways of optimizing their available resources. Data from table 2 indicates 101 out of the 138 respondents representing 73.2% think the initiative will make their enterprise stand out from the rest of the competition. Funds obtained from the initiative will help SMEs develop methods different from their competitors. The funds will increase their revenue thereby increasing their production. It will aid firms to develop sustainable programs. These programs aim towards building a resilient enterprise. This finding is similar to Kimanzi and Gamede (2020) which revealed that the finance function played a key role in tracking the progress of sustainability programs.

**Table 2: Reasons to utilize the YouStart Initiative**

| <b>Statements</b>   | <b>SD<br/>N (%)</b> | <b>D<br/>N (%)</b> | <b>N<br/>N (%)</b> | <b>A<br/>N (%)</b> | <b>SA<br/>N (%)</b> |
|---|---------------------|--------------------|--------------------|--------------------|---------------------|
| To obtain financial support.  | 2<br>(1.4%)         | 13<br>(9.4%)       | 29 (21%)           | 45<br>(32.6%)      | 49<br>(35.5%)       |
| To improve the chances of growth.   | 3<br>(2.2%)         | 9<br>(6.5%)        | 20<br>(14.5%)      | 56<br>(40.6%)      | 50<br>(36.2%)       |
| YouStart will strengthen my enterprise's operations.                                | 2<br>(1.4%)         | 9<br>(6.5%)        | 22<br>(15.9%)      | 53<br>(38.4%)      | 52<br>(37.7%)       |
| To improve product or service offerings over time through the initiative.           | 1<br>(0.7%)         | 7<br>(5.1%)        | 27<br>(19.6%)      | 60<br>(43.5%)      | 43<br>(31.2%)       |
| To increase revenue in both short and long term.                                    | 3<br>(2.2%)         | 5<br>(3.6%)        | 27<br>(19.6%)      | 55<br>(39.9%)      | 48<br>(34.8%)       |
| To increase employee expertise.   | 2<br>(1.4%)         | 8<br>(5.8%)        | 27<br>(19.6%)      | 51 (37%)           | 50<br>(36.2%)       |
| To optimize available resources.  | 1<br>(0.7%)         | 7<br>(5.1%)        | 24<br>(17.4%)      | 53<br>(38.4%)      | 53<br>(38.4%)       |
| This initiative will make my enterprise stand out from the rest of the competition. | 4<br>(2.9%)         | 6<br>(4.3%)        | 27<br>(19.6%)      | 43<br>(31.2%)      | 58<br>(42%)         |

#### **4.4 How to Utilize the YouStart Initiative**

The last exploration objective looked to decide how SMEs plan to use the YouStart drive. A 5-point Likert scale was utilized to decide respondents' level of agreement or disagreement. Where SD is Strongly Agree, D is Disagree, N is Neutral, A is Agree and SA is Strongly Agree. Table 3 illustrates the response of SME operators regarding how they intend to utilize the YouStart initiative.

SMEs intend to utilize the YouStart initiative by looking for opportunities for improvement with the available resources; 103 (74.4%) agreed while 8 (5.8%) disagreed. SMEs can channel the funds into developing human personnel and invest in other sectors that will increase the organizational finances. It was found that 95 out of the 138 respondents representing 68.9% wanted to use the initiative to improve their business development support services. The majority of SMEs intend to use the fund to increase their firm size, to improve their products and services, customer service, administration support, and many more. This study is similar to Yang (2006) which revealed that SMEs utilized the funding from the government to improve their support services. The data from table 3 shows that 93 out of the 138 respondents representing 67.4% indicated that the initiative will be used through proper cost and benefit analysis. SMEs will compare the costs and benefits of an intervention, where both are expressed in monetary units. This will help the organization to evaluate a project free of biases. It will also help the organization gain insight into the benefits of various forms of spending. The majority of SMEs in Sunyani Municipality feel utilization of the initiative in a costs and benefits analysis will aid them to utilize the funds fully.

Moreover, 94 (68.1%) SMEs plan to utilize the YouStart initiative to increase market access and business partnership while 17 (12.3%) disagree. As indicated in table 3, most

SMEs indicated that the initiative would help the organization to sell goods and services to a large number of people. This finding confirms Yang (2006) which revealed that SMEs in Korea used their funds obtained from the government to increase their market access. Furthermore, 99 (71.7%) SMEs will utilize the YouStart initiative to secure product certification and quality control, while 12 (8.7%) SMEs indicated that utilization of the YouStart initiative will not be to secure product certification and quality control. The funds obtained from the initiative will help the SMEs to certify their products and also pass the performance tests and quality assurance tests. This finding is in relation to Berger and Schaeck (2011) which revealed that SMEs sought funds from banks and venture capital to improve quality control.

Again, it was found that 105 (76.1%) SMEs will maximize the business training the initiative offers to increase employee expertise while 7 (5%) SMEs disagree that their firm will maximize the business training the initiative offers to increase employee expertise. The majority of SMEs in Sunyani Municipality indicated that the YouStart initiative will be a great avenue for their business to acquire funds to train their employees to gain much knowledge on the job. The data from table 3 revealed that 109 out of the 138 respondents representing 79% indicated that they will use the funds from the initiative to improve their products and service offerings. The majority of SMEs in Sunyani municipality revealed that the YouStart initiative will help them to acquire funds that will aim towards producing products and rendering services that will be of value to customers.

**Table 3: How to utilize the YouStart Initiative**

| <b>Statements</b>   | <b>SD<br/>N (%)</b> | <b>D<br/>N (%)</b> | <b>N<br/>N (%)</b> | <b>A<br/>N (%)</b> | <b>SA<br/>N (%)</b> |
|---|---------------------|--------------------|--------------------|--------------------|---------------------|
| My enterprise will utilize the YouStart initiative by looking for opportunities for improvement with the available resources.       | 4<br>(2.9%)         | 4<br>(2.9%)        | 27<br>(19.6%)      | 64<br>(46.4%)      | 39<br>(28.3%)       |
| My enterprise will use the initiative to improve our business development support services.   | 3<br>(2.2%)         | 9<br>(6.5%)        | 31<br>(22.5%)      | 55<br>(39.9%)      | 40<br>(29%)         |
| Utilization of the initiative will be done through the cost and benefits analysis of implementing the decision in terms of finance. | 7<br>(5.1%)         | 10<br>(7.2%)       | 28<br>(20.3%)      | 57<br>(41.3%)      | 36<br>(26.1%)       |
| My enterprise will use the YouStart initiative to increase market access and business partnerships.                                 | 4<br>(2.9%)         | 13<br>(9.4%)       | 27<br>(19.6%)      | 56<br>(40.6%)      | 38<br>(27.5%)       |
| My enterprise will utilize the YouStart initiative to secure product certification and quality control.                             | 1<br>(0.7%)         | 11<br>(8%)         | 27<br>(19.6%)      | 46<br>(33.3%)      | 53<br>(38.4%)       |
| My firm will maximize the business training the initiative offers to increase employee expertise.                                   | 1<br>(0.7%)         | 6<br>(4.3%)        | 26<br>(18.8%)      | 50<br>(36.2%)      | 55<br>(39.9%)       |
| Utilization of the initiative will be targeted towards improving product or service offerings.                                      | 1<br>(0.7%)         | 6<br>(4.3%)        | 22<br>(15.9%)      | 56<br>(40.6%)      | 53<br>(38.4%)       |

**Source**

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This segment presents the outline of key discoveries from the past chapter, the ends drawn in view of the discoveries and the proposals made following the study, and further exploration ideas in the space of study.

#### 5.1 Summary

The findings revealed that SMEs are ready to embrace and use the YouStart initiative in their business operations by assuming an active role in implementing it to the highest quality level to ensure its ultimate utilisation. It was also found that SMEs are ready to use the initiative to improve their business efficiency.

Regarding SMEs intention to utilize the YouStart initiative, it was revealed that obtaining financial support, improving the chances of growing their businesses, improving product or service offerings and increasing revenue in both the short and long-term were key factors driving firms. Also, firms intended to use the initiative because it can help them optimise their resources and differentiate their enterprise from the rest of their competitors.

Pertaining to how firms sought to utilize the YouStart initiative, findings from the study indicate that firms will look for opportunities for improvement with available resources to improve their business development and will assess the cost and benefits analysis of implementing the decision in terms of finance. The study again revealed SMEs intend to

utilize the initiative by securing product certification and quality control, and also to maximise the business training the initiative offers to increase their employee expertise.

## **5.2 Conclusions**

The findings of the study indicate that the initiative will be a major source of funding for SMEs; and the youth who are already in business will have the access to increase their revenue, it will also serve as capital to those who are not in any business. This will create more job opportunities and the issue of youth unemployment may be a thing of the past since the initiative will engage the youth and allow them to apply their skills and knowledge acquired in school and during training. SMEs' intention to use the initiative to increase market access and business partnerships will ensure healthy competition among SMEs. This will lead to the production of more goods that will meet the demands of consumers. Based on the readiness of firms, their preparation and plans laid on how to use the YouStart initiative, the very reason for which the initiative was introduced may be achieved.

## **5.3 Recommendations**

In light of the discoveries of the study, the accompanying proposals were proposed:

1. The Ghana Enterprises Agency should intensify its efforts at publicizing the initiative to ensure the few negligent SMEs would get on board and strive to use it to the best of their abilities.
2. The government should set up an institution solely for the initiative to ensure effective implementation of the program since it has been seen as an effective way of reducing youth unemployment.

3. The initiative should be handled by an independent institution to prevent the politicization of the program. All persons should have an equal chance of accessing the funds.

#### **5.4 Suggestion for Further Research**

This study suggests some of the areas to explore for future research. This study recommends that a future study be conducted on the sustainability of the programme. Moreover, a similar study be conducted to determine how gender relates to the readiness to utilize YouStart initiative. A study comparing how males and females uses YouStart initiative would seem likely to lead to new insights. It is also imperative to assess the impact on before or after utilizing YouStart initiative.

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**APPENDIX**  
**RESEARCH QUESTIONNAIRE**

The following questionnaire is part of a survey being conducted in partial fulfillment of a degree in Resource Enterprise and Entrepreneurship from the University of Energy and Natural Resources. This research instrument is designed “to explore small and medium scale enterprises' intention to utilize the YouStart initiative in the Sunyani municipality, Ghana”. Any information given would be treated with the utmost confidentiality. Please select the appropriate options for the items by checking their corresponding boxes.

**Section A: Background of Respondents**

Please tick (✓) in the appropriate column

1) What is the gender of the respondent?

Male ( )      Female ( )

2) Type of business (tick as appropriate)

( ) Trading                      ( ) Manufacturing

( ) Service                      ( ) Agribusiness

3) Age of owner manager in years

( ) Below 20    ( ) 21 – 30    ( ) 31 – 40    ( ) Above 40

4) What is the ownership of your business at present?

( ) Sole proprietorship    ( ) Partnership (Group)    ( ) Co-operative    ( ) Family

5) Education level

- None       Primary       Secondary       College  
 University

6) When was your current business founded?

- 1-5 years ago     6-10 years ago     11-20 years ago     Over 20 years ago

**Section B: Readiness to use the YouStart Initiative**

Please indicate the extent to which you agree with the following statements on the readiness of your firm to use the YouStart initiative on a 5-point Likert scale, **where 1 = least form of agreement and 5 = highest form of agreement**. Please tick (√) the option that reflects your level of agreement.

| S/N | Statements  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 6   | My employees have been prepared to embrace the important role of the initiative in business operations. |   |   |   |   |   |
| 7   | My enterprise is ready and willing to participate and utilize the initiative.                           |   |   |   |   |   |
| 8   | My enterprise is prepared to assume an active role in implementing and embracing the initiative.        |   |   |   |   |   |
| 9   | My enterprise will do whatever is necessary to ensure the ultimate utilization of the program.          |   |   |   |   |   |
| 10  | I understand my role and responsibilities in the YouStart initiative.                                   |   |   |   |   |   |
| 11  | My enterprise is prepared to use the initiative to improve our business efficiency.                     |   |   |   |   |   |
| 12  | My enterprise can ensure quality in implementing the YouStart initiative.                               |   |   |   |   |   |

### Section C: Reasons to utilize the YouStart Initiative

Please indicate the extent to which you agree with the following statements on the reasons why your firm intends to utilize the YouStart initiative on a 5-point Likert scale, where **1 = least form of agreement and 5 = highest form of agreement**. Please tick (√) the option that reflects your level of agreement.

| S/N | Statements  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 13  | To obtain financial support.  |   |   |   |   |   |
| 14  | To improve the chances of growth.   |   |   |   |   |   |
| 15  | YouStart will strengthen my enterprise's operations.                                |   |   |   |   |   |
| 16  | To improve product or service offerings over time through the initiative.           |   |   |   |   |   |
| 17  | To increase revenue in both short and long term.                                    |   |   |   |   |   |
| 18  | To increase employee expertise.   |   |   |   |   |   |
| 19  | To optimize available resources.  |   |   |   |   |   |
| 20  | This initiative will make my enterprise stand out from the rest of the competition. |   |   |   |   |   |

### Section D: How to utilize the YouStart Initiative

Please indicate the extent to which you agree with the following statements on how your firm intends to utilize the YouStart initiative on a 5-point Likert scale, **where 1 = least form of agreement and 5 = highest form of agreement**. Please tick (√) the option that reflects your level of agreement.

| S/N | Statements  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 21  | My enterprise will utilize the YouStart initiative by looking for opportunities for improvement with the available resources.       |   |   |   |   |   |
| 22  | My enterprise will use the initiative to improve our business development support services.   |   |   |   |   |   |
| 23  | Utilization of the initiative will be done through the cost and benefits analysis of implementing the decision in terms of finance. |   |   |   |   |   |
| 24  | My enterprise will use the YouStart initiative to increase market access and business partnerships.                                 |   |   |   |   |   |
| 25  | My enterprise will utilize the YouStart initiative to secure product certification and quality control.                             |   |   |   |   |   |
| 26  | My firm will maximize the business training the initiative offers to increase employee expertise.                                   |   |   |   |   |   |
| 27  | Utilization of the initiative will be targeted towards improving product or service offerings.                                      |   |   |   |   |   |