

# Impression Management and Stakeholders' Satisfaction of Car Servicing Firms: The Moderating Role of Environmental Dynamism

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**Abstract:** This study investigated the relationship between impression management and stakeholders' satisfaction of car servicing firms in Nigeria. Furthermore, the moderating role of environmental dynamism on impression management and stakeholders' satisfaction was tested. The study deployed a cross-sectional survey design, while data were collected via the administration of a structured questionnaire. Copies of the questionnaire were administered to 181 owners/managers of car servicing firms. However, 109 copies were correctly filled and used for analyses. The relationship between impression management and stakeholders' satisfaction was tested using Spearman's rank order correlation coefficient, while the moderating effect of environment dynamism was tested using partial correlation coefficient. The results of the analyses revealed that, there was positive and significant relationship between impression management and stakeholders' satisfaction. However, the presence of environment dynamism was shown to reduce the strength of the relationship between impression management and stakeholders' satisfaction. The study recommended that, the car service entrepreneurs should talk proudly about their job, experience, education and accomplishments in order to build a good image about their organization. Also, the entrepreneurs should take steps to study their environment and device strategies to adapt as it changes.

**Keywords:** Impression Management, Stakeholders' Satisfaction, Environmental Dynamism, Car Servicing Firms.

## I. Introduction

Small and Medium Enterprises (SMEs) play a significant role in many nations in terms of economic growth, employment generation, innovation, job creation and poverty reduction (Page & Söderbom, 2015). As noted by Nickell (2006), SMEs account for 60-70 percent of employment in developed economies, whereas those in developing nations provide about 45 percent of total employment and 33 percent of Gross Domestic Product (Stein, Goland & Schiff, 2010; Kumar, 2017). In Nigeria, SMEs are experiencing slow pace of growth with less than 5 percent surviving beyond 5 years of incorporation (Adebisi & Gbegi, 2013). Specifically, it has been observed that most SMEs in the car servicing sector still deploy obsolete methods, processes and technologies at work, thereby giving a poor impression of their firms (Izogo, & Ogba, 2015).

In terms of stakeholders' satisfaction, there seems to be a growing wave of dissatisfaction among stakeholders' of car servicing firms in Nigeria (Ogunlowo, Abigail, & Sohail, 2017). This can be observed in the high rate of employee turnover as car technicians do not stay in particular enterprise for a long period (Izogo, & Ogba, 2015). Employees in this sector are, more often than not, dissatisfied with pay or the way owners relate with them. Moreover, customers often complain of substandard spare parts and poor services, which results in customer disloyalty and poor patronage (Izogo, & Ogba, 2015). Besides, there are incidences of revolts from host communities as well as closure of business premises by government authorities. In addition, suppliers and partners seem to have low level of trust for SMEs as they scarcely supply parts to car servicing firms on credit or provide loans.

Several studies have examined stakeholders' satisfaction in the automobile sector (Izogo, & Ogba, 2015; Sankar, 2019). However, these studies are predominantly domiciled in European and Asian countries. Also, stakeholders' satisfaction has been examined in association with other organizational variables including service quality (Qadeer, 2013), performance (Chukwu, & Timah, 2019), and stakeholders' perception (Shurair, & Pokharel, 2019). However, it appears that research literatures are limited on the relationship between impression management and stakeholders' satisfaction. Additionally, there is paucity of empirical studies on the influence which environmental dynamism might have on the perceived relationship between impression management and stakeholders' satisfaction. Hence, this study examines the relationship impression management and stakeholders' satisfaction focusing on car servicing SMEs in Nigeria, at the same time paying attention to the effect environmental dynamism may have on this relationship.

## II. Literature Review

### Impression Management

Impression management involves excellent in numerous techniques for influencing positive reactions in others—from efforts to boost one's personal perception and identity, via identifying with others, complimenting them, and giving them small presents maybe before start of meetings. It is a behavior used to create and maintain desired images of the self (Gardner & Martinko, 1988). It is indicative of the need to maintain an image that is approved by people who have pivotal roles in the organization and their underlings (Ginzel et al., 1991: 6). Persons who perform impression management successfully do often gain important advantages in many situations (Sharp & Getz, 1996; Wayne & Liden, 1995). This view is in tandem with Baron and Markman's (2000) assertion that, in many cases, overt efforts at impression management are effective in yielding important benefits for entrepreneurs. Impression management is helpful to entrepreneurs in their efforts to obtain needed capital (Baron & Markman, 2003). Moreover, entrepreneurs that promote themselves by presenting their competencies, skills, knowledge and achievements in a positive light easily form partnership with investors and governments (Jones, 1990).

Furthermore, mastery of impression management commands a large customer base for organisations (Baron & Markman, 2003). Also, studies have concluded that impression management has positive linkages with career success (Judge, et al., 1995), performance appraisal (Bolino, et al., 2006), job performance (Cheng, Chiu & Tzeng, 2013), performance rating (Wayne & Liden, 1995) and selection interviews (Wade & Kinicki, 1997). Conversely, inability to engage in adequate impression management could cause a failure in impressing staff, customers, partners and government authorities. However, excessive flaunting of ones competencies or over-impression is generally detestable in the society because such is viewed as pride, arrogance or entrepreneurial narcissism (Bolino & Turnley, 1999).

In addition, the role of moderating variables concerning the relationship between social skills and enterprise performance in SMEs of Sub-Sahara Africa appears to be under-researched. Therefore, the inclusion of environmental factors in the model may be necessary to fill this gap. This need is more obvious since social skill is partly an acquired skill (Segrin & Givertz, 2003). Moreover, Baron and Markman (2003) contend that market turbulence and industry dynamism can significantly affect enterprise performance.

### Stakeholders' Satisfaction

The significance of ensuring the satisfaction of stakeholders is underscored by the reality that stakeholders aid organisational choices and strategies which affect general health and effectiveness of establishments. Consequently, the idea of tending to the pursuits of stakeholders (Freeman, 1999) has been a primary area of debate in entrepreneurial studies. Furthermore, better level of stakeholders' satisfaction permits companies to achieve in an exceptional aggressive environment (D'Aveni, 1994). How nicely the expectancies of stakeholders are met is reflective of the extent of performance of the corporation.

Zich (2010) opined that organisations need to continuously reconstruct their learned practices and behaviour towards both in-house and exogenous stakeholders in the course of achieving success. Zich stressed that for a firm to achieve its goals and be successful in the long-run, it has to satisfy those who deserve satisfaction – the stakeholders, which comprise employees, customers, suppliers/partners, community and government. Also, to achieve business success and increased performance, firms ensure that their employees are satisfied. This is because employee satisfaction amplifies employee commitment, intention to stay and good citizenship behaviour, which in turn promotes job performance (Gruban, 2010). Satisfied employees tend to be more diligent and productive (Hunter & Tietyen, 1997), thereby contributing to customer satisfaction and firm's productivity (Potterfield, 1999).

Moreover, satisfied customers repeatedly purchase products, engage in positive word of mouth, and are more likely to remain loyal to brand, which leads to increase in sales, enterprise growth and profitability (Hoyer & MacInnis, 2001; Maxham & Netemeyer, 2002; Kim, Wong, Chang & Park, 2016). "Satisfaction influences repurchase intentions whereas dissatisfaction has been seen as a primary reason for customer defection or discontinuation of purchase" (La Barbera & Mazursky, 1983).

Furthermore, business enterprises are increasingly becoming more dependent on suppliers and partners (Schiele, 2012). Thus, it is vital for suppliers and partners to be satisfied. A satisfied supplier or partner could give the buyer preferential treatment during scarcity and assure that best quality services and products are provided (Pulles, Schiele, Veldman, & Hüttinger, 2016), even at handsome discounts or on trust. In contrast to this, when suppliers are not satisfied they could provide poor quality goods and services to their buyer (Schiele, Calvi, & Gibbert, 2012).

Moreover, satisfied suppliers or partners can give their best personnel to the buyer for new product development, can deliver customized products according to the wishes of the buyer or offer their innovations as first to them (Schiele, Scott, Essig, Henke, & Kull, 2015). This can build competitive advantages for the enterprise that might not be achieved otherwise (Pulles, Schiele, Veldman, & Hüttinger, 2016).

In addition, many scholars contend that firms which satisfy the expectations of their communities improve their image/reputation and gain competitive advantage (Neville, Bell & Mengüç., 2005; Berrone, Surroca, & Tribó, 2007). Community satisfaction translates to improved social performance which may also promote beneficial outcomes both from the employees and customers perspectives (Maigan, 1999; Brammer, Millington, & Rayton, 2005). An unsatisfied community can rise against an organisation and significantly impede the performance of the organization.

### **Environmental Dynamism**

The setting of a small business is a decisive element for its overall performance, as it gives opportunities that may be exploited and threats that serve as hindrances. Specific dimensions for small firms' environments have been investigated like "munificence, turbulence, heterogeneity, hostility, dynamics, customer structure and competition" (Wiklund et al., 2009. p. 354). Consequently, the effect of the environment is investigated with dynamism, which represents the price of alternate of marketplace practices, lifetime of merchandise, predictability of competition' movements, customer demand and tastes and modifications in product/provider era.

Williams et al. (2016) found the environment to greatly influence organizational structure and enterprise performance, and an agile enterprise working in uncertain and dynamic environment is the one that is more flexible, greater adaptive capacity and innovation oriented (Ruekert et al., 1985). Thus, firms that successfully navigate the dynamic environment are those that keep up with markets and competitors; change their marketing practices, products or services often or rarely based on prevailing conditions; easily predict the actions of competitors; and attend to customers' demands and preferences; and quickly adopt new methods, processes and technologies to achieve set goals (Schneider et al., 2016).

Moreover, there are seven environmental dynamism factors that are usually out of the control of management of any enterprise, identified in literature (Sharifi & Zhang, 2001). These include technological turbulence, market and competitive intensity (Kohli & Jaworski, 1990; Jaworski & Kohli, 1993). Moreover, suppliers, product diversity, social factors and customer's diversity are also identified as environmental dynamism factors. Environmental dynamism is defined by Calantone et al., (2002) as the unpredictable and frequent technological and/or market variations in industry posing risk and insecurity to every process of development.

The charge and variedness of exchange in generation is called technological turbulence. Studies prove that capability and potential of an organisation and an enterprise is basically dependent on technology to make sure effective operations and unhindered performance (Poon, 1993). Market and technological turbulence have a tendency to reallocate opportunities, regulate business standing and redistribute energy inside the enterprise and some of the players (Wellman & Berkowitz, 1988). However, agencies with technology which might be pretty solid tend to be highly poorly positioned to leverage era to obtain competitive advantage (Kohli & Jaworski, 1990). A continuous lack of information of a company from technological modifications will affect its revolutionary abilities and performance in transport services and products to customers (Lengnick-corridor & Wolff, 1999).

Based on the above review, it was hypothesized that:

- i. There is significant relationship between impression management and stakeholders' satisfaction of the car servicing firms in Nigeria.
- ii. There is significant variation on the direct relationship between social skill and enterprise performance due to changes in environmental dynamism.

### **III. Methodology**

This study adopted the cross-sectional research design, a type of survey research design. This was suitable since the study has to do with the collection of data from study population at a single point in time (Gravetter & Walnau, 2000; Gravetter & Forzano, 2009).

The population of this study comprises 381 car servicing firm that are members of the Nigerian Automobile Technicians Association and The Motor Mechanic Technicians Association of Nigeria, Bayelsa State Chapter. The Krejcie and Morgan (1970) table was used to determine a sample size of 181. A structured questionnaire was sent to the 181 correspondents, out of which 109 copies were returned, representing 60.2% returned rate. The 109 copies were used for analyses since they were properly filled.

**Measures of Variables**

The independent variable – impression management was measured using 8 statement items such as “I talk proudly about my experience or education; I make other people aware of my talents or qualifications” adopted from Baron and Tang (2009).

The dependent variable – stakeholders’ satisfaction was described using “Customer satisfaction has continuously increased over last three years; Employees satisfaction has continuously increased over last three years” adopted from Fonseca, Ramos Rosa, Braga, and Sampaio (2016). Also, the model has Environmental Dynamism as a moderating variable which has 5 items (e.g. It is easy to forecast the demand and taste of consumers) adapted from Kraus, Rigtering, Hughes and Hosman (2012). All the indicators for the variables are placed on a five-point Likert mode of 1 to 5, where 1=strongly disagree, and 5=strongly agree (see appendix 1).

**Data Analyses Techniques**

The Spearman’s Rank Order Correlation Coefficient tool was used to test hypothesis one. The Spearman’s Rank Order Correlation Coefficient was deployed due to the following reasons given by Mukaka (2012):

- i. It is a tool that reveals direction and degree of linear association between two continuous variables.
- ii. It accommodates skewed data.
- iii. It is appropriate even when data for both variables have been collected in ordinal form.
- iv. It is robust even when extreme values are present.

The rule of thumb for the interpretation of the size of correlation is given in table 3.1

**Table 3.1:** Interpretation of the Sizes of Correlation Coefficients

Correlation Size	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

Moreover, in evaluating the association between the variables, a 0.05 p-value cut-off is proposed for this study. Thus, a p-value that is less than 0.05 would mean statistical significance, which leads to the null hypothesis not being supported (Concato&Hartigan, 2016).

Hypothesis 2 was tested using partial correlation analysis. Partial correlation is a measure of the strength and direction of a linear relationship between two continuous variables whilst controlling for the effect of one or more other continuous variables (also known as 'covariates' or 'control' variables) (Pallant, 2011).

**IV. Result and Discussions**

Table 4.1 shows that 181 copies of questionnaire were administered to respondents. Out of which 109 copies representing 60.2% were filled and returned. All the returned copies were used for the analyses because they were properly filled.

**Table 4.1:** Questionnaire Distribution

Number of Questionnaire Distributed	181	100%
Number of Questionnaire Retrieved	109	60.2%
Number of Usable Questionnaire	109	60.2%

Source: Survey Date, 2021.

**Validity and Reliability of the Instrument**

In this section, the validity and reliability of the study instrument is established using factor loadings, average variance extracted (AVE), and composite reliability (CR). Lastly, discriminant validity is established using correlation matrix. The analyses were carried out using the SmartPLS Version 3.2.7. The results are shown in tables 4.1 and 4.3 below;

**Table 4.2:** Loadings, Reliabilities and AVE for all the items listed in the model

Latent Variable	Indicators	Convergent validity			Internal consistency reliability	
		Loadings	Indicator reliability	AVE	Composite reliability $\rho_c$	Cronbach Alpha (CA)
		>0.70	>0.50	>0.50	>0.70	0.70 – 0.90
Impression Management	I talk proudly about my experience or education	0.811	0.669			

	I make other people aware of my talents or qualifications	0.782	0.612	0.604	0.924	0.875
	I make people aware of my accomplishments	0.749	0.561			
	I let others know that I have a reputation for being competent in a particular area	0.744	0.554			
	I compliment others so they will see me as likable	0.724	0.524			
	I do personal favors for others to show them that I am friendly	0.719	0.520			
	I use flattery and favors to make others like me more	0.844	0.712			
	I praise others for their accomplishments so they will consider me a nice person	0.826	0.682			
Stakeholders' Satisfaction	Customer satisfaction has continuously increased over last three years	0.814	0.663	0.704	0.922	0.871
	Employees satisfaction has continuously increased over last three years	0.812	0.659			
	Quality of suppliers and partners relationship has continuously improved over last three years	0.878	0.771			
	Relationship with community and society has continuously improved over last three years	0.822	0.676			
	Relationship with authorities has continuously improved over last three years	0.866	0.750			
Environmental Dynamism	We experience frequent changes in marketing practices in our industry	0.844	0.712	0.785	0.900	0.851
	Products/services get obsolete quickly	0.719	0.517			
	It is easy to predict the actions of our competitors	0.832	0.692			
	It is easy to forecast the demand and taste of consumers	0.827	0.684			
	There is high rate of change in modes of production/service	0.781	0.610			

Note: IM = Impression Management, SS = Stakeholders' Satisfaction, ED = Environmental Dynamism

Source: SmartPLS Output, 2021.

Reliability of the research instrument was confirmed using composite reliability and Cronbach Alpha values (Bagozzi & Yi, 1988). According to Bagozzi and Yi (1988), the composite reliability has a lesser level of bias in estimating reliability in comparison to Cronbach's Alpha. Just as in the case of Cronbach alpha, Bagozzi and Yi

(1988) and Hair, Anderson, Tatham and Black (1998) suggested that an item should have a composite reliability value of .7 for it to be assume reliability. Following the Hair, et al (1998) criteria all the constructs achieved high level of reliability since the values of all the Cronbach Alpha and composite reliabilities were above the 0.7 benchmark.

**Convergent and Discriminant Validities**

Validity of the research instrument was ascertained using factor loadings, indicator reliability and average variance extractor (Bagozzi& Yi, 1988). Table 4.3 showed the correlation matrix of the constructs together with their AVEs, mean and standard deviation. This analysis was executed to further confirm the discriminant validity of the constructs. From the cross-loadings, the result exposed that each of the constructs explained itself better than it explained other constructs since they boast of a stronger relationship (correlation coefficient) with their own construct than that of others.

**Table 4.3:**Correlation Matrix of Study Constructs

Constructs	Mean	S.D	AVE	Impression Management	Stakeholders' Satisfaction	Environmental Dynamism
<b>Impression Management</b>	3.768	.3593	<b>.604</b>	<b>.777</b>		
<b>Stakeholders' Satisfaction</b>	3.970	.3221	<b>.704</b>	.211	<b>.839</b>	
<b>Environmental Dynamism</b>	3.754	.3603	<b>.785</b>	.502	.211	<b>.886</b>

**Source:**Survey Data, 2021.

Furthermore, the study revealed the square root of the AVEs on the diagonals of the correlation matrix were greater than the correlation values, which indicates that the constructs do not have similar items but are rather distinct from each other. This means that the items discriminated well; thus proving acceptable discriminant validity well as eliminate the possibility of multicollinearity problems as explained by Sekaran and Bougie, (2009).

**Test of Hypotheses**

The hypothesized relationships between dimensions of impression management and stakeholders' satisfaction was tested using the Spearman's ranked order correlation coefficient, while the moderating effect of environmental dynamism on impression management and stakeholders' satisfaction was tested using partial correlation analysis. The results are shown below:

**Test of Hypothesis One**

**H<sub>1</sub>:** There is significant relationship between impression management and stakeholder's satisfaction

**Table 4.4:** Correlation between Impression Management and Stakeholder's Satisfaction

			Impression Management	Stakeholder's Satisfaction
Spearman's rho	Impression Management	Correlation Coefficient	1.000	.787**
		Sig. (2-tailed)	.	.001
		N	109	109
	Stakeholder's Satisfaction	Correlation Coefficient	.787**	1.000
		Sig. (2-tailed)	.001	.
		N	109	109

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

SPSS output, Version 26

The finding on the correlation between impression management and stakeholder's satisfaction is shown to be large (rho= 0.787, p = 0.001). The result stated that impression management is largely associated with stakeholder's satisfaction. Hence, the alternate hypothesis was accepted.

**Test of Hypothesis Two**

**H<sub>2</sub>:** There is significant variation on the direct relationship between impression management and stakeholders' satisfaction due to change in environmental dynamism.

**Table 4.5:** Test for moderating role of Environmental Dynamism

Control Variables			Impression Management	Stakeholders' Satisfaction	Environmental Dynamism
-none <sup>a</sup>	Impression	Correlation	1.000	.858	.739

	Management	Significance (2-tailed)	.	.000	.000
		Df	0	109	109
	Stakeholders' Satisfaction	Correlation	.858	1.000	.858
		Significance (2-tailed)	.000	.	.000
		Df	107	0	107
	Environmental Dynamism	Correlation	.739	.858	1.000
		Significance (2-tailed)	.000	.000	.
		Df	107	107	0
	Environmental Dynamism	Impression Management	Correlation	1.000	.648
Significance (2-tailed)			.	.000	
Df			0	109	
Stakeholders' Satisfaction		Correlation	.648	1.000	
		Significance (2-tailed)	.000	.	
		Df	109	0	
a. Cells contain zero-order (Pearson) correlations.					

SPSS output, Version 26

Table 4.5 shows partial correlation output revealing that there is a significant and positive correlation between impression management and stakeholders' satisfaction while controlling for environmental dynamism ( $r = .648, p = .000$ ). Moreover, a zero-order correlation between impression management and stakeholders' satisfaction reported statistically significant but higher correlation between the variables ( $r = .858, p = .000$ ). Thus, the alternate hypothesis which states that there is significant variation on the direct relationship between impression management and stakeholders' satisfaction due to change in environmental dynamism was accepted.

### Discussion of Finding

#### Relationship between Impression Management and Stakeholders' Satisfaction

The sixth hypothesis focused on the linkage between impression management and stakeholders' satisfaction. The analysis showed a positive and significant correlation between the variables. Implying that, entrepreneurs' ability to talk proudly about their experience or education and the ability to create awareness about accomplishments help improve stakeholders' satisfaction.

In agreement with the finding of Diab and Highhouse (2015) who submit that firms should build corporate reputation using impression management since it improves stakeholders' satisfaction. Furthermore, Barney (1991) opines that although corporate reputation is a strategic intangible asset, it should be encouraged through impression management so as to be competitive.

#### Effect of Environmental Dynamism on Impression Management and Stakeholders' Satisfaction

The findings on the moderating effects of environmental dynamism on the nexus between impression management and stakeholders' satisfaction shows that, the presence of environmental dynamism helps reduces the strength of the nexus between impression management and stakeholders' satisfaction. Signifying that, SMEs should take steps to study the environment and device strategies to conform to the ever-changing enterprise environment since it boosts the nexus between impression management and stakeholders' satisfaction. Environmental dynamism performs an essential function within the use of social ability and how it impacts company overall performance. Therefore, SMEs should always analyze environmental changes so that they can take advantages of opportunities that are created by dynamic and flux conditions. The finding reinforces the position of Ussahawanitchakit and Sriboonlue (2011), who stated that environmental dynamism influences the existence of entrepreneurial opportunities, capacity, and preference which in turn determines enterprise performance.

## **V. Conclusion and Recommendations**

### **Conclusion**

It was concluded that entrepreneur's impression management - have significant relationships with the stakeholders' satisfaction. Specifically, the study concluded that impression management is extensively and positively related to and stakeholders' satisfaction.

Furthermore, environmental dynamism was discovered to significantly moderate the relationship among impression management and stakeholders' satisfaction of the automobile servicing SMEs in Bayelsa state.

### **Recommendations**

Based on the conclusions made above, the following recommendations were put forward to assist the car servicing SMEs in Bayelsa State achieve optimal stakeholders' satisfaction;

- i. The car service entrepreneurs should talk proudly about their job, experience, education and accomplishments. This will improve their corporate reputation and ensures stakeholders' satisfaction and innovation.
- ii. The entrepreneurs should take steps to study the environment and device strategies to adapt to the ever-changing business environment since it boosts the relationship between social skill and enterprise performance. Frequent analyzes of the environmental changes will help take advantage of opportunities that are created by dynamic and flux conditions.

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**Appendix I  
Questionnaire  
Section A**

The statements below describe the level of Impression Management obtainable in your firm. Please read each statement carefully, and then indicate the extent to which you agree or disagree by ticking in the box below each on a scale of 1 (To a very little extent) to 5 (To a very great extent).

Scale: 1 = To a very little extent, 2 = To a little extent; 3 = To some extent; 4 = To a great extent; 5 = To a very great extent.

IPM	Impression Management	1	2	3	4	5
IPM1	I talk proudly about my experience or education					
IPM2	I make other people aware of my talents or qualifications					
IPM3	I make people aware of my accomplishments					
IPM4	I let others know that I have a reputation for being competent in a particular area					
IPM5	I compliment others so they will see me as likable.					
IPM6	I do personal favors for others to show them that I am friendly.					
IPM7	I use flattery and favors to make others like me more.					
IPM8	I praise others for their accomplishments so they will consider me a nice person.					

**Section B**

The statements below describe how satisfied your stakeholders are. Please read each statement carefully, and then indicate the extent to which you agree or disagree by ticking in the box below each on a scale of 1 (To a very little extent) to 5 (To a very great extent).

Scale: 1 = To a very little extent, 2 = To a little extent; 3 = To some extent; 4 = To a great extent; 5 = To a very great extent.

	Stakeholders' Satisfaction	1	2	3	4	5
STS1	Customer satisfaction has continuously increased over last three years					
STS2	Employees satisfaction has continuously increased over last three years					
STS3	Quality of suppliers and partners relationship has continuously improved over last three years					
STS4	Relationship with community and society has continuously improved over last three years					
STS5	Relationship with authorities has continuously improved over last three years					

**Section C**

The statements below describe the rate of changes in the enterprise environment. Please read each statement carefully, and then indicate the extent to which you agree or disagree by ticking in the box below each on a scale of 1 (To a very little extent) to 5 (To a very great extent).

Scale: 1 = To a very little extent, 2 = To a little extent; 3 = To some extent; 4 = To a great extent; 5 = To a very great extent.

<b>Environmental Dynamism</b>						
<b>END</b>	<b>Environmental Dynamism</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
END1	We experience frequent changes in marketing practices in our industry					
END2	Products/services get obsolete quickly					
END3	It is easy to predict the actions of our competitors					
END4	It is easy to forecast the demand and taste of consumers					
END5	There is high rate of change in modes of production/service					