

Value Creation as a driver to Sales in Douala V micro-small enterprises

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Abstract

Purpose: This research aims to investigate Value Creation as a driver of Sales in Douala V micro-small enterprises.

Methodology: This study adopted a quantitative research design, using a questionnaire as the primary data collection instrument. The sample size of 385 was determined using the Cochran formula for an unknown population and selected using simple random sampling techniques. The collected data was analysed using the ordinary least squares technique (OLS) with the help of STATA 17.

Results: This study reveals that value creation has a positive, statistically significant effect on sales performance in Douala V micro-small enterprises. Entrepreneurs' age has a negative and significant relationship with sales performance.

Conclusions: Fostering value creation among micro-small enterprises while considering the age of the entrepreneurs will significantly affect the sales growth of micro-small enterprises.

Limitations: The study is limited to micro and small enterprises in Douala's five municipalities, making generating results difficult.

Contribution: The study provides insightful policy implications for Micro and small-size enterprises operating with limited resource capacity; the policy will be helpful to newly created NGOs and Government Stakeholders.

Keywords: *Cameroon, Micro and Small Enterprises In Douala V, Sales Performance, Value Creation*

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1. Introduction

The relationship between sales performance and entrepreneurial marketing dimensions, such as value creation by entrepreneurs, has been extensively researched globally and has drawn the interest of numerous scholars due to the necessity of integrating marketing and management research through the field of entrepreneurial marketing (EM) (Hills & Hultman, 2013; Martin, 2009), particularly in the context of micro and small enterprises (MSEs) and promising emerging markets (Aftab et al., 2021). Although entrepreneurs are often not marketing professionals, marketing is a significant focus of entrepreneurial studies (Jones, Suoranta, & Rowley, 2013). Several streams of management and strategy literature have emphasized the critical role of marketing in creating and sustaining competitive advantages (Nwekeala, 2023). Christian, Chinedu, and Asemota (2023) state that marketing, which includes creativity and innovation, is the primary task that entrepreneurship can turn to within a firm. Since the mid-1980s, numerous studies have investigated the relationship between marketing and entrepreneurship in small and medium-sized enterprises (SMEs). Much of this research has focused on issues related to marketing implementation in entrepreneurial firms (Hill & Wright, 2000). The marketing initiatives of startups and small businesses are now called entrepreneurial marketing (EM) (Kraus, Harms, & Fink, 2010).

Micro, small, and medium-sized enterprises (SMEs) worldwide have found marketing challenging because of its high cost (Kadima, 2021). However, when traditional marketing practices are unsuitable

for small and medium enterprises, entrepreneurs must unlearn traditional principles and replace them with new creative thoughts and actions, such as product value creation. According to Kimathi (2020), the implementation of various strategies, such as the development and use of suitable entrepreneurial marketing dimensions, can only enhance the performance of micro and small-sized businesses, since these enterprises face scarce resources and require other market strategies to stay in the market (Akbar, 2017; Morris, Schindehutte, & LaForge, 2002; Stokes, 2000b).

Morrish (2011) confirms that EM has a strategic character, leading to the success of companies in the competitive and dynamic environment of the 21st century. EM gives the entrepreneur a voice and highlights the importance of the entrepreneurial process in creating markets and artifacts because the entrepreneur explores and exploits opportunities, establishes organizations, and directs subsequent operational strategies, along with strategic decisions that affect the dynamics of the market (Morrish, 2011; Toghraee, Rezvani, Mobaraki, & Farsi, 2017). The role of entrepreneurial marketing ranges from opportunity identification and concept generation to technical support and creative augmentation of the firm's resource base to support innovation (Gilmore, 2011). These aims can be achieved thanks to the entrepreneur's characteristic ability to network, among other things, as networks of different types contribute enormously to the intrinsic value of the entrepreneur's business.

Entrepreneurs must use their owned and processed resources to grow their businesses. For example, they should transform outdated items into new consumer-friendly items. Conducting competitive analyses and generating ideas by leveraging current opportunities while adhering to suitable marketing methods and theories are imperative. Using resources can save costs and maximize all current advantages or creative inventions that customers will receive to boost sales volume. According to Muyassirah and Arief (2021), value creation refers to the propensity of entrepreneurs to employ marketing resources and efforts to locate and connect customers to unexplored resources. Value creation is the process by which entrepreneurs identify sources of underutilized consumer value and combine these sources using new methods to produce value (Setiyaningrum & Ramawati, 2020). This process involves identifying gaps in the market and finding innovative ways to fill them, ultimately leading to increased customer satisfaction and loyalty. By continuously seeking new opportunities for value creation, entrepreneurs can stay ahead of their competitors and ensure long-term success in the marketplace.

In today's rapidly evolving business landscape, micro and small enterprises (MSEs) face numerous challenges in achieving optimal sales performance (Moşteanu & Mesue, 2023). These challenges include limited resources, intense competition, and changing consumer preferences. Despite these obstacles, MSEs can leverage digital marketing strategies and innovative approaches to enhance their sales performance and remain competitive. Despite their significant role in every economy, they often struggle to compete effectively in a crowded marketplace. To address these challenges, entrepreneurs must implement potential solutions by offering creative and innovative ideas with their limited resources that can fuel sales performance (Moşteanu & Mesue, 2023). However, the change in the competitiveness of both the marketing and operating environments has made competition more challenging for micro and small-sized enterprises (Otika, Ejiofor, & Olise, 2019).

Several researchers have explored various combinations of EM dimensions. Although fragmented, several researchers have collectively shaped the EM paradigm (Collinson & Shaw, 2001; Gruber, 2004; Jones & Rowley, 2011; Kraus, Filser, Eggers, Hills, & Hultman, 2012; Miles & Darroch, 2008; Mort, Weerawardena, & Liesch, 2012; Stokes, 2000a). Further, researchers were requested better to understand the interrelationship between these core constructs of EM better to understand the interrelationship between these core constructs of EM (for example, the driven opportunities, proactivity, innovation focus, customer intensity, risk management, an increase of resource and value creation) (Kraus et al., 2012; Morris et al., 2002). Toghraee et al. (2017) recently developed an EM scale and tested it for convergent, discriminant, and nomative validity. Recent developments have shown that EM is a multidimensional construct (Toghraee et al., 2017). The dimensions of EM are liquid and dynamic and are not exclusive to one another. Other researchers identified general factors such as the entrepreneur's effort, energy, commitment, and perseverance in the competency spectrum

of the marketing dimension and entrepreneurship that overlap (Carson & Gilmore, 2000). Specific factors related to creative competency include self-confidence, innovative thinking, imagination, vision, utilization of creativity in strategic understanding, idea transmutation, ambition, intuition, flexibility, and nonstandard discovery of solutions. Entrepreneur marketers use formal and informal ways of running a business and often focus on using personal and business networks (Gilmore, Carson, & Grant, 2001; O'Donnell, Gilmore, Cummins, & Carson, 2001). The existing literature on EM suggests that several important dimensions exist in the analysis of EM.

The dimension orientation of value creation is a key entrepreneurship component (Morris & Hills, 1992; Stevenson & Jarillo, 2016). This implies adding value to every possible thing in marketing strategies and adding value to customers or consumer offers (Morris et al., 2002). Market proximity often causes entrepreneurial marketers to have decision-making processes closely related to the customer's culture. They make decisions based on customer feedback or information gathered through direct or face-to-face interactions with customers. This information enables the implementation of marketing strategies and effective communication. Some entrepreneurial marketers rely on their experience when deciding on new products and services because they believe their experience helps them make competent marketing decisions.

In Cameroon, the unhealthy entrepreneurship ecosystem has made it very difficult for entrepreneurs to create, grow, and develop their startups easily and quickly, reducing their role and impact on society and the economy. The overall business environment has deteriorated in Cameroon as the nation's ranking fell by ten places between 2014 and 2015, from 148th to 158th, due to political conflicts, which continue to destabilize the economy, making it difficult to know her current position. However, this decline does not provide sufficient information on the mechanisms or pitfalls that encourage or hinder business development in Cameroon (Kurpayanidi, 2018). According to Ács, Szerb, and Autio (2016), this unhealthy entrepreneurship ecosystem in Cameroon is characterized by a lack of access to funding and financial resources, limited government support, and a challenging regulatory environment, combined with political instability and corruption. These have limited the ability of entrepreneurs to be proactive and creative in business decision-making, especially in micro and small-sized enterprises that are faced with limited resources.

The lack of adequate attention to entrepreneurial marketing practices, such as a value creative mindset, has reduced the sales performance of micro and small-sized enterprises over the past years, especially among micro and small-sized enterprises that are faced with limited resources. Many scholars have examined how entrepreneurial marketing dimensions can enhance the competitive advantage of small and medium-sized enterprises (Nwekeala, 2023; Stephen, Ireneus, & Moses, 2019), highlighting the importance of integrating entrepreneurial marketing strategies into business operations to drive sales and enterprise success. By adopting a value-creative mindset and implementing innovative marketing techniques, SMEs can differentiate themselves in the market and attract more customers, leading to increased sales performance.

The literature review found a dearth of research on how value creation affects sales performance in growing markets in developing countries. This research gap emphasizes the need for additional studies to determine the effects of value-creation strategies on sales results in these areas. The contribution in question has three scientific relevance. First, it contributes to the limited research on value creation in the context of entrepreneurial marketing. Second, it sheds light on the intersection of value creation behavior and marketing strategies in the entrepreneurial realm, providing valuable insights for academics and practitioners. Third, it solely pertains to micro and small enterprises with limited resource capacity. This focus allows for a more in-depth analysis of the unique challenges and opportunities these businesses face regarding value creation and marketing decisions. Overall, this study provides a comprehensive understanding of how value-creation behavior can impact the success of entrepreneurial ventures in a competitive market environment. Thus, we formulated the following central hypothesis for this study based on this assertion:

2. Literature Review

2.1 Concept of Value Creation

Businesses must use entrepreneurial marketing processes to understand value generation and client needs. Businesses can lower the overall cost of their goods or improve their benefits by enhancing their value propositions. Owing to their higher capacity for opportunity identification and exploitation, businesses can spot lucrative ventures and use innovation to boost profits or cut expenses, providing customers with incredible value. Value creation is also a key component of a company's marketing strategy; prosperous companies prioritize initiatives that are most appropriate for their strategic goals within their market niche. Entrepreneurs who find new ways to generate or discover value achieve significant results. This is why entrepreneurial marketing emphasizes innovation and value creation. An entrepreneurial mindset is positively associated with firm performance, and knowledge creation processes mediate this relationship.

2.2 Sales Performance

Marketing performance is a measure used by management to evaluate the effectiveness and returns of marketing activities, particularly in terms of sales and market share. The dimensions of this research include sales growth, revenue, market share, acquisition ability, sales to existing customers, and low costs. In entrepreneurship, sales performance is crucial for achieving organisational goals, which may be financial or non-financial (Homburg, Artz, & Wieseke, 2012; Kartawinata & Wardhana, 2013; Muangkhot & Ussahawanitchakit, 2015; Ogbuji, Onuoha, & Oworchukwu, 2016).

There are divergent opinions on measuring firm performance, with some arguing that assessing business performance based solely on financial parameters is insufficient. Non-economic parameters, such as market share, customer base, product development, and production efficiency, should also be considered. Growth measures are considered more accurate and readily available than account-based measures and are considered an important demonstration of entrepreneurial behavior in small firms. However, financial measures are unstable and sensitive to changing industry-related factors, making them difficult to rely upon (Liliyan, 2020; Mehra, 2018).

Proponents of combining growth and financial performance measures argue that these measures provide a more detailed description of a firm's actual performance than each measure separately. Venkatraman and Ramanujam (1985) suggested that to measure business performance, qualitative criteria such as non-financial market share, launching new products, number of employees, product quality, marketing activity, technological activity, and accounting-based financial criteria such as sales increase, should be combined (Sahoo, 2019; Yıldız & Karakaş, 2012).

2.3 Empirical Review

Al Mamun and Fazal (2018) examine the effect of creativity and innovativeness, risk-taking propensity, proactiveness, and autonomy on entrepreneurial competency and performance among micro-enterprises in Kelantan, Malaysia. Adopting a cross-sectional design, the authors collected data from 403 micro-entrepreneurs registered under the “Majlis Amanah Rakyat” and “Majlis Agama Islam dan AdatIstiadat.” Quantitative data were collected through structured interviews conducted from September 2017 to December 2017. The findings revealed that creativity, innovativeness, proactiveness, and autonomy positively influence entrepreneurial competencies. In addition, autonomy and entrepreneurial competencies positively affect micro-enterprise performance. Entrepreneurial competencies mediated the relationships between creativity, innovativeness, autonomy, and micro-enterprise performance.

Tsai and Luan (2016) adopt a risk-taking capability perspective to study the determinants of risk-taking behaviour. Then, drawing from prospect theory, the threat rigidity hypothesis, and resource-based views of firms (RBV), they hypothesize that firms' performance, risk-taking capabilities, and their interaction will positively correlate with risk-taking behavior. They tested their hypotheses using data from

Taiwan's high-technology industries. Their analyses support the threat rigidity hypothesis, and risk-taking capabilities positively correlate with firms' risk-taking behavior. They also moderate the relationship between past performance and risk-taking behavior.

Ouragini and Lakhal (2024), regarding the impact of entrepreneurial marketing on firm performance, and other research treating the same relationship, have integrated large companies within our sample in addition to SMEs. To respond to the main objective, we conducted quantitative research using a survey that included 328 SMEs and large firms from different sectors in the region of Sousse, Tunisia. Descriptive and multiple regression analyses were performed using STATA software. We found that overall firms' performance is positively associated with different EM dimensions.

3. Research Methodology

3.1 Research Design

This study will use a quantitative research design. The quantitative design was more suited for this study, considering the larger sample size of the potential data. It was transformed into numerical data into usable statistics for further analysis of selected micro and small-sized enterprises in Douala Five Municipality. The quantitative research design allowed the study to discover the effect of value creation as a driver of sales performance among micro- and small-sized enterprises in Douala Five Municipality. A quantitative research design approach provided the insight needed to adequately address the reality of value creation as a single aspect of entrepreneurial marketing within the context of micro and small-sized enterprises while providing accurate and appropriate analysis of quantitative data. The study used self-administered closed-ended questions (Creswell & Poth, 2016).

3.2 Target population

The target population comprised micro and small-sized enterprises in Douala V municipality, Cameroon. Since they are all in Douala V municipality, Cameroon, the chosen population has homogenous characteristics.

3.3 Sample Size

The study used a sample size of 385 respondents selected at 95% confidence and a 0.5% margin of error, which is a fair number and would hopefully yield fair results. This sample was representative of the entire target population (Kothari, 2014). According to Bambale (2014), a sample size of more than 30% or at least 10% is usually recommended for social-science studies. Given the formula for an unknown population of Cochran.

$$\text{Sample Size} = \frac{Z^2 pq}{e^2}$$

Where:

e is the desired level of precision (i.e., the margin of error); p is the (estimated) proportion of the population with the attribute in question; and q is 1–p. Given p = 0.5. at 95% confidence and at least 5 percent plus or minus precision. A 95 % confidence level gives us Z values of 1.96, per the standard tables, so we get. $((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385$. Therefore, a random sample size of 385 small and medium-sized enterprises in our target population should be enough to give us the confidence levels we need

3.4 Source of Data

This study focused on primary data from questionnaires distributed to the target population. Secondary data were gathered from books, journals, and previous literature covering the study topic, as well as published statements, which backed up the primary data.

3.5 Validity Test

Pilot testing of the research instruments was conducted using the sole proprietors of micro and small enterprises. Ten questionnaires were administered to randomly selected pilot survey respondents. After one day, the same participants were requested to respond to the same questionnaires without prior notification to ascertain any variation in responses to the first and second tests. This was important in

the research process because it assisted in the identification and correction of vague questions and unclear instructions. It is also an excellent opportunity to capture important comments and suggestions from the participants. This helped improve the validity and reliability of the instrument. This process was repeated until the researcher was satisfied that the instrument did not have any variations or vagueness.

3.6 Reliability test

The researcher used Cronbach's alpha, which is widely used to assess internal consistency reliability. The scale items had a cutoff point of 0.7 (Oncu, 2013). The table below illustrates the ranking of Cronbach's alpha.

Table 1. Test of Reliability Ranking

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.7 \leq \alpha < 0.9$	Good
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

3.7 Methods of Data Analysis

The researcher used descriptive and inferential statistics to analyze the quantitative data. This study utilized SPSS version 20 software to describe respondents, and regression analysis of the collected data was performed using STATA 17. The following multivariate regression analysis model on the single dimensions of entrepreneurial marketing affecting the sales performance of micro and small-sized enterprises in Douala V, Cameroon, was adopted while controlling for the age of the entrepreneur, longevity of the business, and number of employees. This was analyzed using STATA version 17.

$$SP = a_0 + a_1VC + a_2A + a_3LB + a_4NE + \mu \dots \dots \dots QE1$$

Where:

SP: Sales Performance

VC: Value Creation

A: Age of the Entrepreneur

LB: Longevity of the business

NB: Number of employees

a_0 is the intercept, and reflects the constant of the equation.

a_1 is the sensitive coefficient of each independent variable ($i=1,2,3,4$).

4. Result and Discussion

Reliability Analysis: Cronbach's alpha was established for every objective, which formed a scale. This indicates that all four scales were reliable, as their reliability values exceeded the prescribed threshold of 0.7. Therefore, this indicates that the research instrument was reliable and required no amendments.

4.1 Regression Analysis

In statistical modelling, regression analysis is a process for estimating the relationships among variables. It includes many techniques for modelling and analyzing several variables when focusing on the relationship between a dependent variable and one or more independent variables (or 'predictors').

Table 2. Summary of Descriptive Statistics

Variable	Obs	Mean	Std. dev.	Min	Max
Sale performance	385	.7102777	.1821795	0	1
Value creation	385	.6615584	.2117085	0	1
Age of entrepreneurs	385	41.15844	8.506636	24	57
Longevity of the business	385	6.787013	3.601409	1	12

Number of employees	385	2.890909	1.545675	1	5
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The study's significant variables are thoroughly summarized using the descriptive statistics in Table 4. The sample's micro and small businesses (MSEs) achieve 71% of their potential sales on average, according to their mean sales performance of 0.7102777. The entrepreneurs' mean value-creation score of 0.6615584 shows an average willingness to create value. With an average age of 41.15844 years and a standard deviation of 8.506636 years, the entrepreneurs represent a reasonably broad age range of business owners. Given the different phases of maturity within the sample, the mean longevity of the firms is 6.787013 years, with a minimum of 1 year and a maximum of 12 years. Finally, the mean workforce size is 2.890909, from 1 to 5 people, indicating that most MSEs are small businesses.

Table 3. Pairwise Correlation

	Value creation	Age of entrepreneur	Longevity of business	Number of employees
Value creation	1.0000			
Age of entrepreneur	0.1704	1.0000		
Longevity of business	0.2433	0.6906	1.0000	
Number of employees	0.0866	0.6066	0.7864	1.0000

The pairwise correlation matrix in Table 5 shows significant correlations between the variables. Value creation and entrepreneur age are positively correlated (0.1704), indicating that older entrepreneurs are often more successful in creating value. Similarly, the positive correlation (0.2433) between value creation and firm longevity suggests that value generation is more effective in established businesses. The data suggest that older entrepreneurs are more likely to have a larger workforce and have been in the company for longer. This is supported by the high positive correlations between the age of the entrepreneur, number of employees (0.6066), and business longevity (0.6906). Furthermore, a strong correlation (0.7864) was observed between the length of business and the number of employees, indicating that longer-standing businesses typically employ a larger workforce.

Table 4. Variance Inflation Factor (VIF)

Variable	VIF	1/VIF
Longevity of business	3.44	0.290495
Number of Employees	2.76	0.362093
Age of entrepreneur	1.95	0.512115
Value creation	1.10	0.911258
Mean VIF	2.31	

The level of multicollinearity between the independent variables in the model is shown by the variance inflation factor (VIF) analysis presented in table. High multicollinearity is indicated by a VIF score greater than 10, which may reduce the credibility of the regression results. All independent variables in this instance, value creation, age of the entrepreneur, longevity of the business, and number of employees, have VIF values that are significantly below the threshold of 5. The model's lack of significant multicollinearity is further supported by the mean VIF of 2.31 for all variables, indicating that there is little to no correlation between the independent variables. The findings show that the model is well-specified, and there is little chance that the regression estimates will have problems related to multicollinearity and will be dependable

Table 5. Breusch–Pagan/Cook–Weisberg test for heteroskedasticity

Breusch–Pagan/Cook–Weisberg test for heteroskedasticity
Assumption: Normal error terms

Variable: Fitted values of Sales performance

H0: Constant variance

chi2(1) = 110.64

Prob > chi2 = 0.0000

Table 6 presents the results of the Breusch-Pagan/Cook-Weisberg test for heteroscedasticity, which shows that the model contains heteroscedasticity. The null hypothesis (H0) of the test is that the error terms exhibit homoscedasticity, or constant variance. With a corresponding p-value of 0.0000, the test statistic, chi2(1), was 110.64, which was less than the frequently accepted significance level of 0.05. As a result, the null hypothesis of constant variance was rejected, indicating that the model's error components showed heteroscedasticity or that their variance was not constant. One of the fundamental presumptions of the traditional linear regression model is homoscedasticity, which is broken in the presence of heteroscedasticity. Heteroskedasticity-biased standard errors can produce false judgments regarding the statistical significance of the coefficients. Robust standard errors are a viable solution for researchers to address the heteroscedasticity problem.

Table 6. Coefficients of Determination

Sale performance	Coefficient	Robust std. err.	t	P>t	[95% conf. interval]
Value creation	.395193	.073698	5.36	0.000	.2502859 .5401
Age	-.0044827	.0011869	-3.78	0.000	-.0068164 -.002149
Longevity of business	.0014905	.0046523	0.32	0.749	-.0076571 .010638
Number of employees	.0046708	.0094639	0.49	0.622	-.0139373 .023279
_cons	.609718	.0666168	9.15	0.000	.4787343 .7407016
Number of obs	=		385		
F(4, 380)	=		11.97		
Prob > F	=		0.0000		
R-squared	=		0.2174		
Root MSE	=		.16201		

The findings reveal a significant positive effect between value creation and sales performance in micro and small-sized enterprises. This implies that a unit increase in value creation will lead to a 0.395193-unit increase in sales performance in micro and small-sized enterprises, all things being equal. This result was statistically significant at the 1% level of significance since the p-value of 0.000 is less than the conventional value of 0.01, rejecting the null hypothesis (H_{01}) in favor of the alternative hypothesis (H_1), therefore leading to the conclusion that value creation has a statistically significant effect on sales performance in the case of micro and small-sized enterprises.

The age of the entrepreneur is negatively and statistically significant at the 0.1% level, with a coefficient of -0.0044827. This implies that a one-year increase in age is associated with a 0.0044827 decrease in sales performance, holding all other variables constant. The likelihood of observing this coefficient under the null hypothesis of no effect was less than 0.1%, providing strong evidence of a negative relationship between age and the dependent variable.

The coefficients for business longevity and number of employees are not statistically significant at conventional levels, suggesting that these variables do not significantly impact sales performance after controlling for the other variables in the model. The likelihood of observing these coefficients or more extreme values under the null hypothesis of no effect is relatively high, indicating that we cannot confidently conclude that these variables affect sales performance.

The Prob > F value of 0.0000, which is less than the widely accepted significance limit of 0.05, indicates that the entire model is statistically significant. This indicates that sales performance is positively and strongly correlated with value creation, entrepreneurs' age, business longevity, and number of

employees in the enterprise. The model fitted the data well. According to the R-squared value of 0.1418, 14.18% of the variation in sales performance is explained by the model's independent variables.

4.2 Discussion

The findings reveal a significant positive effect between value creation and sales performance in micro and small-sized enterprises. This implies that a unit increase in proactiveness leads to a 0.395193 unit increase in sales performance in micro and small-sized enterprises. This result was statistically significant at the 1% level of significance since the p-value of 0.000 is less than the conventional value of 0.01, rejecting the null hypothesis (H_{01}) in favor of the alternative hypothesis (H_1), therefore leading to the conclusion that value creation has a statistically significant effect on sales performance with the case of micro and small size enterprises. The result was in line with Al Mamun and Fazal's (2018) work, which revealed that risk-taking propensity positively affects businesses but showed an irrelevant conclusion due to statistics. It states that eagerness to take risks is not as crucial as competency development. The age of the entrepreneur is negatively and statistically significant at the 0.1% level. This implies that a one-year increase in age of the entrepreneur is associated with a 0.0044827 decrease in sales performance, this is result fact with time value creation comes innovation and since this micro-small are carry out by personnel on retirement, little education background embracing new technology to create become difficult thus affecting the sales negatively this within context of Doula V municipality micro-small sized enterprises.

5. Conclusion

5.1 Conclusion

In conclusion, this study provides critical insights into the factors influencing sales performance in micro and small enterprises (MSEs). The findings highlight that value creation has a strong, positive, and statistically significant impact on sales performance, with a one-unit increase in value creation linked to a 0.395193-unit increase in sales performance, supported by a statistically significant p-value of 0.000. This robust evidence allows us to reject the null hypothesis, firmly establishing value creation as a key driver of sales performance in MSEs. Conversely, the study reveals that the entrepreneur's age negatively affects sales performance, indicating that younger entrepreneurs may possess better capabilities in driving sales due to their energy and adaptability. Interestingly, business longevity and the number of employees do not significantly influence sales performance, suggesting that these factors are not primary determinants in this context.

5.2 Limitation

This study has some limitations that should be acknowledged. First, the research primarily focuses on MSEs, which may restrict the applicability of the findings to larger enterprises and different regions. Additionally, the analysis does not account for external factors, such as market dynamics or economic conditions, that may influence sales performance. Moreover, reliance on quantitative data limits the exploration of underlying qualitative factors that could provide deeper insights into the dynamics of MSEs' sales performance.

5.3 Suggestion

Several suggestions for future research and practice are proposed based on these findings and their limitations. Future studies should expand their scope to include a broader range of enterprise sizes and geographic locations to enhance the generalizability of the results. Incorporating qualitative methodologies can also provide richer insights into the mechanisms driving sales performance. Policymakers must develop targeted programs that support MSEs in creating value for their customers through training, mentorship, and resource access. Additionally, initiatives should be established to encourage younger individuals to engage in entrepreneurship by providing access to financing, business education, and incubation services tailored to their specific needs, thereby fostering a more dynamic MSE sector.

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