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Impressions of Entrepreneurial Management Methods in Intensifying Agrarian MSMEs Productivity in Chipinge District, Zimbabwe

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Abstract:

Agricultural led economies are adopting entrepreneurship management concepts to intensify the productivity of agrarian MSMEs so that they improve food security, economic development and wellness of the local people. Such studies have been frequently debated and as such it is a positive step to improve agriculture in the Zimbabwe through promoting the use of entrepreneurial managerial concepts by agrarian MSMEs. This management methodology has propagated the economy to be agricultural driven, thereby engendering MSMEs to grow into large companies and meet their fair competitiveness. This study aims to measure how strong entrepreneurial managerial concepts intensify the productivity of agrarian MSMEs in Chipinge district in Zimbabwe. This research used quantitative data with questionnaires as the primary data source which were distributed using a survey to 70 MSME respondents. These valuable experiences draw valuable lessons from Zimbabwe in effectively utilising entrepreneurial managerial concepts on agrarian MSMEs to sustain the economy and improve their productivity. This study examined the analysis path of entrepreneurial managerial concepts on intensifying the productivity of MSMEs. The results show that the concepts of entrepreneurial managerial concepts have a positive and significant impact on agrarian MSME intensification of producing more food to attain food security. The study also shows that MSME entrepreneurial management concepts contribute both to the academic community and to entrepreneurs to develop effective MSMEs management for them to become more competitive and dynamic. However, interesting findings were presented and deemed useful to other African countries and beyond.

Keywords:
Entrepreneurial Managerial Concepts, Agrarian MSMEs, Intensification, Productivity Economic Development, Competitiveness

Introduction and Background of the Study:

As agrarian MSME competitiveness is unyielding, MSME need to understand how the concept of entrepreneurial management concepts can improve their productivity and competitiveness (Wong, 2015; Şerban, 2015). The results by Fatoki (2014) indicate that entrepreneurial managerial concepts have a research gap in regard to the effectiveness and efficiency of MSMEs to intensify their productivity in the agricultural sector. Therefore this study aims to evaluate how entrepreneurial managerial concepts influence the intensification of productivity of SMEs in Chipinge, Zimbabwe. However, many strategic management scientists have developed interest in entrepreneurship management theories to increasingly develop MSMEs which have become important in the current economic settings in most countries(Şerban, 2015).Thus the entrepreneurial managerial concepts for agrarian SME intensification of productivities have become a stringent necessity to attain food security in the context of transitional economies. However agrarian MSMEs are very predominant and are very inexperienced to intensify production scales (Mutambara, 2016).The existing literature on entrepreneurial managerial concepts are very difficult to reconcile in terms of the conflicting theories opined in the management field. However this appears even further flawed in the management terms (Kotter, 2012; Durst and Wilhelm, 2012). On the other hand, if there is a single difference between the entrepreneurial managerial concepts of agrarian MSMEs and transnational companies, in that the latter are difficult to manage hence they seem to be heading in different directions. Whilst agrarian MSMEs appear to intensify their activities, their informal farming have been characterized by weak management initiatives occupying Chipinge area (Durst and Wilhelm, 2012;Mutambara, 2016).However, of late entrepreneurial management concepts have taken a storm in provoking the intensification of productivity of agrarian MSMEs to improve food nutriment (Kotter, 2012).Therefore, to ensure a provocation on its economy development, Zimbabwe has started promoting the adoption of effective MSMEs management methods as it revitalizes the agrarian sector competitiveness. It is therefore imperative that governments deliver stable environments to unleash the exigency of MSMEs vivacities to promote food security (Maunganidze, 2013; USAID; 2012; WFP, (2014). Chipinge district needs to address her prevailing challenges) as well as maintaining policy consistency to re-engineer the intensification of MSMEs using entrepreneurial management concepts gizmos (Mutambara,

2016; Maunganidze, 2013; Şerban, 2015). Thus, the objective of this study is to examine a critical overview of literature on entrepreneurial management concepts of agrarian MSME seeking to stimulate their productivity as a measure to rebuild the Zimbabwean economy led by agriculture (Durst and Wilhelm, 2012; Kotter, 2012). Furthermore the hypothesis of the study is that; there is a positive relationship between management and the intensification of MSMEs in the agrarian sector in Zimbabwe.

Literature Review:

Owner managers find it difficult to cope with the complex challenges of entrepreneurial managerial concepts which is plagued by low-uptake creating a massive toll on the intensification of MSME productivity coupled by economic crisis (Wong,2015; Mutambara,2016).Apart from this noble management system , which is frequently criticized and entrepreneurs have lobbied for adaptation of management concept seeking to stimulate agrarian MSME productivity to enhance food security and the welfare of its customers (Durst and Wilhelm, 2012; Fatoki,2014).Therefore the study paid special attention on assessing whether entrepreneurial management concepts provoke the intensification of productivity of agrarian MSMEs. This study argues that entrepreneurial management concepts cannot be relegated to a lower priority and should actually prevail to grow MSMEs into transnational companies (Kotter, 2012). Systematically the impact of provoking the intensification productivity of agrarian MSMEs shifts in the balance of economic development and plays a critical role in sustaining livelihoods (ZimVac, 2013; Katua, 2014). Therefore literature review explained and discussed the state of agriculture in Zimbabwe, characteristics of agrarian MSMEs, entrepreneurial managerial concepts, and the intensification of agrarian MSME productivity.

The State of Agriculture in Zimbabwe

Methodologically, the agricultural sector in Zimbabwe is on auto decline and has affected the standard of living where people are experiencing unemployment and extreme food shortages(USAID, 2012; Katua, 2014; World Food Summit, 2017).These authors have argued that use of entrepreneurial management concepts for emerging farmers intensify productivity lead to massive economic reconstruction (ZimVac, 2013;Katua, 2014; Wong, 2015). Thus they require urgent and effective management concepts to address food insecurity in Zimbabwe(Zimvac,2013;World Food Summit,2017).From the research conducted by various

economists and other social scientists, it appears that MSMEs management play a crucial role in the design of work flow to allow their intensification (Durst and Wilhelm,2012;Kotter, 2012;Fatoki,2014).This section therefore briefly reviews relevant literature on the complex nexus of interactions between management and intensification of MSMEs to stimulate agricultural productivity in Zimbabwe(Wong,2015; OECD,2016).

Characteristics of Agrarian MSMEs

Zimbabweans have defined agrarian MSME, as agrarian MSME entities that have fewer laborers than commercial farms. Furthermore, they are stand-alone productive economic small scale enterprises (Jason, 2012). In general, the Zimbabwean agrarian MSMEs are characterized as:

- The owner is the manager.
- The agrarian MSME is self-funded.
- The agrarian MSME is usually run immediate family members.
- The agrarian MSME is labor-intensive

In these circumstances, agrarian MSMEs lack management skills hence the need to embrace the following entrepreneurial management; concepts.

Entrepreneurial MSME Managerial Concepts

Throughout history, effective management is the key to the establishment and intensification of MSMEs in the agrarian sector (Şerban, 2015).Durst and Wilhelm (2012) and ILemona (2013) reported that the entrepreneurial competencies of MSMEs are strong predictors of what drives agrarian MSMEs to succeed. The methods of entrepreneurial managerial concepts for MSME intensification measurement still remain the subject of debate for both agrarian MSME practitioners and academic communities. However, research tends to agree that in general agrarian MSMEs may use entrepreneurial managerial concepts for their intensification measurement. In general, a review of the literature on MSME intensification in developing countries shows that focused research on the impact of entrepreneurial managerial concepts on the SME's intensifications is still limited.

Therefore the key to successful management of agrarian MSMEs is to examine the environment to invigorate the intensification of agrarian MSMEs(Jason, 2012; Fatoki, 2014).The MSMEs in

American have adopted interesting management concepts to enhance their skills (Kotter, 2012). As such the field of SME management offers another option for understanding how in recent years, planning, organizing, leading and controlling related activities of MSMEs is necessary to develop MSMEs(Kotter, 2012;Şerban,2015), and this require the following managerial tactics to stimulate the intensification of MSMEs in the agrarian sector.

- ✓ **Delegating** functions improves SME operations and helps to expand the MSMEs' intensification
- ✓ Agrarian SME **structures** show the organizational structure that identifies roles and expectations of the workflow .These elements are coordinated into a structural design that helps achieve the objectives through assigned responsibilities by consideration of divisions of labour which are accomplished through departmentalization
- ✓ **Skills competency** develop hard and soft skills to allow MSMEs to deliver value to their consumers and assist in solving problems
- ✓ **Change management** is associated with a conscious decision to foster and promote the continual development of employees, and to ensure that key positions maintain some measure of stability, thus enabling a MSME to achieve its objectives.
- ✓ **Training and development** increases resource utilization and entrepreneurial intensification.
- ✓ **Networking** and information dissemination approach create relationships to expand and make MSMEs in the agrarian sector have access to information elsewhere in the world. As such, according to Fatoki (2014) management concepts can be divided into clusters as illustrated in the above discussions.

Intensification of Agrarian MSME Productivity

Intensification of productivity by agrarian MSMEs is a mufti-faceted phenomenon used to measure their growth. Wong (2 015) articulates that increase in their productivity shows their success. Further, the author argues that productivity is also an indicator that capture whether an agrarian MSME is performing or not. However the uses of entrepreneurial managerial concepts by agrarian MSMEs are a productivity drive because they tend to have concentrated focus on their effective investments and expansion intent (Katua, 2014). Largely, this refers to an increase in their sales volumes, employment, use of raw materials and resource utilization (Charisa, Dumba, Makura, 2012). Therefore given the notion that yields are always recorded, this attaches

the high belief by agrarian MSMEs yield volumes are an indicator of intensification of productivity (Wong, 2015). Bass (2012) therefore states that the agrarian MSMEs increase in productivity maintains their long-term survival. These indicators are useful in assessing the SME misfits affecting their productivity to initiate effective management concepts so that they generate significant positive earnings. Thus, the productivity of an MSME is realized through an entrepreneurial management concept to net more profitability. OECD (2016) conducted a study to determine SME productivity and sustainability, and a large number of respondents ascertained that SME outcome variables have greater influence on food autonomy in the agrarian sector. Therefore; the determinants of the productivity of SMEs have been supported by (Jason, 2012) in line with the internal precursors. These include SME size, evolution history, economies of scale and other antecedents referring to changes in management characteristics such as improvement and staff training are considered as well as those that relate to SME characteristics such as background level covering production strategies, relationship with government and stakeholders, product adaptation, geographical diversification and cluster intensity involvement, which also have greater impact on the productivity of agrarian SMEs (OECD,2016).

Methodology

A survey methodological path began with an observation of facts related with the subject, through a discussion of concepts of entrepreneurial managerial concepts and the intensification of agrarian MSME in Zimbabwe with particular evidence from Chipinge(Wangombe, 2013).A combination of quantitative and qualitative research methodologies which includes explanatory statistics and management concepts were used(Şerban,2015).The management concepts cluster analysis method was used to detect patterns of the relationships of the variables. The study area is buoyed by agricultural SME activities (Finscope Survey, 2012; Saunders, Lewis and Thornhill, 2013).Chipinge is in the Manicaland province and it is sustained by agricultural SME activities .This study concentrated in Chipinge district in Zimbabwe since it has fertile land suitable for agrarian activities. This has motivated the researcher to explore management concepts to intensify MSMEs in the agrarian sector using a sample of 70 SMEs to gather data (Yin, 2014).

Discussions and Findings

Generally from the hypothesis, the study shows that there was a positive relationship between management and the intensification of productivity of MSMEs in the agrarian sector in Zimbabwe.

The study also captured data on entrepreneurial management concepts as a variable that affects MSMEs intensification. A Tobit test was run to verify the study sample's level of education and the results showed below are what came out of the Tobit test.

Figure 1: **Agrarian MSMEs Entrepreneurial Management Concepts**

Model 1: Tobit, using observations 1-70

Dependent variable: MSMEs Entrepreneurial Management Concepts

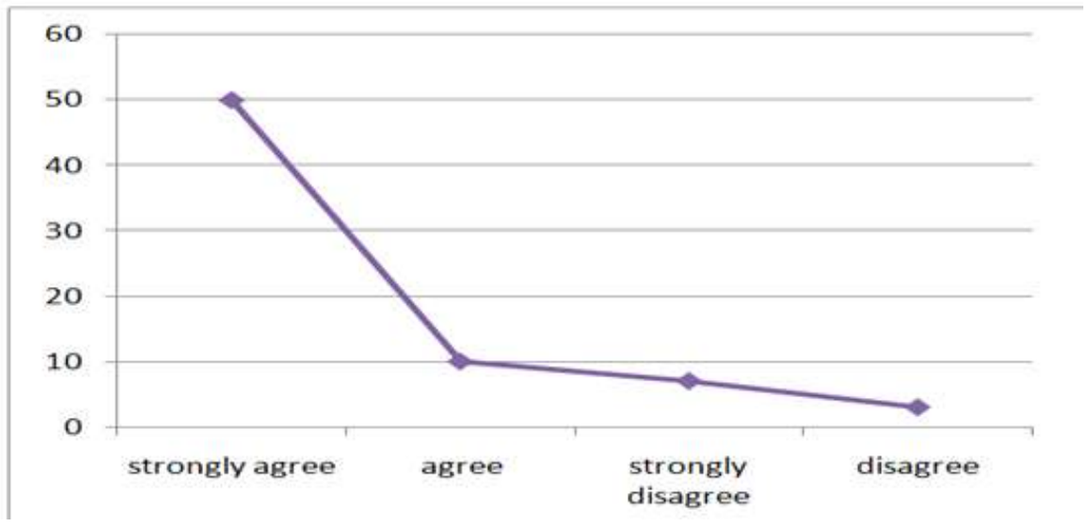
	Coefficient	Std. Error	Z	p-value	
Delegating	-2.95946	0.0419804	-70.4963	<0.00001	***
Structure	1.28941	0.0371269	34.7299	<0.00001	***
Competencies	0.0405405	0.0606837	0.6681	0.50409	
Change Management	3.57883	0.0684883	52.2546	<0.00001	***
Training and Development	-0.959459	0.0659532	-14.5476	<0.00001	***
Networking	0	0.0550987	0.0000	1.00000	

Log-likelihood	60.99966	Akaike criterion	-105.9993
Schwarz criterion	-77.89189	Hannan-Quinn	-94.68434

Sigma = 0.189209 (0.00849572)
Left-censored observations: 0
Right-censored observations: 0

Results of Tobit analysis on the relationship between Intensification of MSMEs (dependent variable) and various entrepreneurial management concepts (Independent variables) indicated that entrepreneurial managerial concepts have significant variables that had potential to catalyze intensification of MSMEs ($p<0.05$) (Yin, 2014;Wangombe, 2013;Kotter,2012).

Extend of Managerial Concepts on the intensification of Productivity of Agrarian MSMEs



The majority of respondents agreed that to a great extent entrepreneurial management concepts have a positive effect on the intensification of the MSMEs agrarian MSME (Kotter, 2012). This was also the same understanding as indicated by the respondents themselves. Participants in this research were of the opinion that effective management increases productivity (Wong, 2015). The participants were of the opinion that skills mattered more than theoretical knowledge. It is implied that indigenous knowledge by some of the MSMEs plays a role in successful running of the enterprises. The statements also strongly suggest that there are always managerial and proper accounting procedures inadequacies among MSMEs that retard their intensification from small scale to large scale entities (Kotter, 2012). Thus, it can be inferred that MSMEs rely mostly on management to influence their intensification.

Conclusions and Recommendations

Given the entrepreneurial management concepts and intensification of agrarian MSMEs paradigm interconnectedness, it is critical to correct the whole anomalies obtained in poor management of MSMEs to improve their productivity in Zimbabwe. Modern management approach process must not discriminate any SME as a means to encourage agricultural intensification across the divide to sustain livelihoods. Implement management concepts using an SME monitoring and implementation framework on productivity scales to encourage MSME growth .It can be observed lately that agrarian MSME are becoming more and more conscious of the need for use of entrepreneurial managerial concepts .It also can be concluded that with increasing use of management concepts there is an improvement on their productivity. There is relative intensification of agrarian MSMEs since management concepts have shown to be useful.

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