



Small Scale Business Management in Distress Economy in Jaba Local Government Area of Kaduna State Case Study of Sabon Gari District Kwoi

Idagu Clement Agu¹, Ezekiel Friday²

Department of Human Resource Management¹, Department of Management Science²

Global Wealth University Lome, Togo¹, Joint Professional Training and support international Lagos Nigeria²

ABSTRACT

This study was carried out on small scale business management in distress economy in Jaba local government area of Kaduna state. Case study of sabon gari district Kwoi. To achieve this objective, the researcher developed and administered a questionnaire on one hundred and twenty selected members of different small scale businesses in kwoi. The Chi-square was used in testing the null hypothesis. From the study, It was observed that the current economic distress in Nigeria has negatively impacted small-scale business. It was also observed that High inflation rates have significantly reduced small scale business profits. It was discovered that Lack of access to credit and loans affects small scale business to expand. It was also discovered that that Government policies and regulations have made it difficult to sustain my business. It was observed that t the high cost of raw materials and goods has affected my business operations. The findings show that Poor infrastructures (e.g., electricity, roads) have hindered my business growth. The finding also shows that the level of customer patronage has reduced due to the economic crisis. finding also shows that they have had to reduce workforce or lay off staff due to financial difficulties. It was also discovered that small scale business owners have considered closing their business due to the current economic challenges. it was also discovered that Small-scale businesses in Sabon Gari District, Kwoi, need more government support. Findings show that Business training and financial literacy programs would improve small business survival. Findings also show that Digital marketing and e-commerce can help small businesses survive economic hardship. Findings shows that Collaboration with other small businesses can help overcome economic challenges. Findings show that small scale business owners are optimistic that their business will survive despite the current economic distress. The study recommends, The government and financial institutions should provide accessible, low-interest loans and grants to small-scale businesses to help them survive economic distress. Additionally, cooperative societies and microfinance banks should be strengthened to support small business owners. Small business owners should undergo regular training in financial management, marketing strategies, and business innovation to improve their ability to navigate economic challenges. Government and non-governmental organizations (NGOs) should organize workshops and mentorship programs. The local government should invest in essential infrastructure such as electricity, road networks, and market facilities to create a more conducive environment for small businesses to thrive. Stable power supply will reduce the cost of operations for businesses. Small-scale businesses should leverage digital platforms for marketing and sales. Online trading, digital payment solutions, and social media marketing can help expand customer reach and increase sales, even in difficult economic conditions. Business owners should collaborate with local suppliers and distributors to reduce dependence on external sources that may be costly or unreliable during economic crises. Encouraging local production and consumption will promote economic resilience. Small business owners should explore alternative sources of income and diversify their products and services to reduce the risks associated with economic instability.

Keyword: Small Scale Business, Business Management, Distress Economy, Business Sustainability.

1. INTRODUCTION

Small-scale businesses play a crucial role in the economic development of nations by providing employment, fostering innovation, and enhancing the livelihoods of individuals and communities. However, in times of economic distress, small-scale businesses face numerous challenges that threaten their sustainability and growth. The Nigerian economy has experienced significant distress over the years, characterized by inflation, currency depreciation, high unemployment rates, and economic recessions [4]. These economic downturns have had a profound impact on small-scale enterprises, particularly in local economies such as Jaba Local Government Area in Kaduna State.

Jaba Local Government Area, specifically Sabon Gari District in Kwoi, is predominantly a commercial hub where small-scale businesses thrive in various sectors, including retail, agriculture, and services. However, economic distress conditions, such as high cost of goods, lack of access to credit, and declining purchasing power, have posed serious challenges to the survival and growth of these enterprises. Studies indicate that in periods of economic hardship, small-scale businesses struggle with reduced consumer demand, difficulty in accessing raw materials, and increased operational costs, leading to business closures and economic stagnation [40].

One of the critical challenges faced by small-scale businesses in distressed economies is limited access to financial resources. Many entrepreneurs in Jaba Local Government Area depend on informal financing sources due to the stringent requirements imposed by formal financial institutions [28]. This lack of adequate financial support limits their ability to expand, invest in infrastructure, or stock inventory. Additionally, government policies and economic fluctuations, such as currency devaluation and inconsistent tax regulations, further strain small businesses, making it difficult for them to sustain operations.

Another pressing issue is the impact of inflation and currency instability on business sustainability. Inflation erodes the purchasing power of consumers, leading to reduced demand for goods and services offered by small businesses [17]. In Sabon Gari District, small-scale entrepreneurs struggle with rising costs of inputs and overhead expenses, which in turn reduces profit margins and makes it difficult for businesses to remain competitive. Many business owners are forced to increase prices to cope with inflation, but this often leads to lower sales and reduced customer retention.

Furthermore, infrastructure deficits, such as poor road networks, erratic power supply, and inadequate market facilities, pose additional challenges to small-scale business owners in the district. According to [51], the lack of essential infrastructure increases the cost of doing business and discourages potential investors from engaging in small-scale enterprises. In Jaba Local Government Area, businesses often rely on alternative energy sources, which significantly raise operational costs and reduce profitability.

Despite these challenges, small-scale business owners in distressed economies have adopted various survival strategies to remain operational. Some businesses have diversified their product offerings, adopted digital marketing strategies, and sought alternative sources of finance to navigate economic difficulties [11]. Government interventions, such as the provision of microfinance loans, tax incentives, and skill acquisition programs, have also played a role in supporting small businesses in challenging economic conditions.

Given the significance of small-scale businesses in economic development and the numerous challenges they face in distressed economies, this study seeks to examine the management practices of small-scale businesses in Sabon Gari District, Kwoi. It will explore how entrepreneurs navigate economic distress, the factors affecting their sustainability, and the role of government policies in enhancing small business growth in Jaba Local Government Area. Understanding these issues will provide insights into effective strategies for improving small-scale business resilience in economically challenging environments.

2.0 LITERATURE REVIEW

2.1 CONCEPTUAL FRAMEWORK

Small-scale businesses play a crucial role in the economic development of many nations, particularly in developing countries where they contribute significantly to employment generation, poverty alleviation, and economic growth [6]. These businesses are typically characterized by a small workforce, limited capital investment, and localized operations. According to the National Policy on Micro, Small, and Medium Enterprises (MSMEs) in Nigeria, small-scale businesses are enterprises with fewer than 50 employees and capital investments of not more than ₦100 million, excluding land and buildings [45].

The characteristics of small-scale businesses include limited access to finance, reliance on family labor, informal management structures, and a focus on local markets [31]. These businesses operate in various sectors, including agriculture, trade, manufacturing, and services, making them an essential component of the economy, particularly in rural areas like Jaba Local Government Area of Kaduna State.

Despite their importance, small-scale businesses face numerous challenges, especially in a distressed economy. Economic distress is characterized by inflation, high unemployment rates, declining consumer purchasing power, and policy inconsistencies, which significantly affect small businesses' survival and growth [37]. For instance, in Sabon Gari District, Kwoi, small-scale business owners struggle with inadequate infrastructure, limited access to credit facilities, and poor market conditions, all of which hinder their expansion and sustainability.

To ensure the survival of small-scale businesses in a distressed economy, business owners must adopt strategic management practices, including financial prudence, diversification, and leveraging technology for business operations [18]. Government intervention through favorable policies, access to low-interest credit, and infrastructure development can also support small-scale businesses in overcoming economic hardships [10].

This research builds on previous studies by providing insights into the specific strategies that small-scale businesses adopt to survive in an economically distressed environment. Unlike earlier works that focus on general business challenges [8], this study emphasizes localized coping mechanisms, such as community-driven financial support and adaptive pricing strategies.

While various studies have explored the impact of economic distress on businesses at the national level [29; 50], this research narrows the focus to Jaba Local Government Area. It identifies unique challenges, such as inadequate infrastructure, limited access to credit, and high inflation rates, which may not be adequately covered in broader studies [32].

Previous research has discussed government interventions and their effects on small-scale enterprises [20]. This study contributes empirical data on how policies like tax reliefs, microfinance schemes, and business grants have influenced small businesses in Sabon Gari District. Findings reveal discrepancies between policy formulation and actual implementation at the grassroots level [36].

Research has often linked economic distress to job losses and declining business profitability [9]. This study reinforces such claims but also presents qualitative data from business owners who have innovated through diversification, part-time employment models, and local sourcing strategies [2].

The research expands on existing discussions about financial inclusion by highlighting how small businesses in Jaba LGA cope with limited access to formal banking services [49]. It underscores the role of informal savings groups, credit cooperatives, and local investment networks in sustaining businesses amidst economic downturns.

Most studies on small-scale businesses focus on urban centers, neglecting rural areas where economic distress is often more severe [43]. This study fills this gap by providing rural-based evidence on business resilience strategies, offering valuable data for policymakers and stakeholders in economic development.

The study makes a significant contribution by providing localized, empirical evidence on the challenges and survival strategies of small-scale businesses in distressed economies. It enhances theoretical frameworks on small business sustainability and offers practical recommendations for policymakers, business owners, and financial institutions.

2.2. CHARACTERISTICS OF SMALL-SCALE BUSINESSES

Small-scale businesses play a crucial role in economic development, particularly in distress economies where resources and market conditions are unfavorable. In the context of Jaba Local Government Area, particularly Sabon Gari District, small-scale businesses exhibit several defining characteristics that influence their survival, growth, and contribution to the local economy.

1. Limited Capital and Financial Constraints

One of the defining characteristics of small-scale businesses is their limited access to capital and financial resources. Most small business owners in distress economies rely on personal savings, informal credit sources, or loans from microfinance institutions [39]. They often face challenges in securing bank loans due to stringent collateral requirements and high interest rates [16]. This financial constraint affects their ability to expand, invest in new technology, or improve their operations.

2. Small Workforce and Informal Employment

Small-scale businesses in Sabon Gari District typically operate with a small number of employees, often consisting of family members or a few hired workers. The informal nature of employment in these businesses means that workers may lack job security, formal contracts, and access to social security benefits [13]. Many business owners multitask, handling sales, production, and customer relations themselves to reduce labor costs.

3. Low Level of Technology and Innovation

A characteristic feature of small businesses in distress economies is their reliance on traditional or outdated technology due to financial constraints [15]. Unlike large corporations, they may lack access to modern machinery or digital tools that could improve efficiency. As a result, productivity levels are often lower, and competitiveness in the broader market is weakened.

4. Localized Operations and Limited Market Reach

Most small-scale businesses in Jaba Local Government Area serve local consumers and operate within a limited geographical range. They are deeply embedded in the community, catering to immediate neighborhood needs rather than national or international markets [34]. This localized focus allows them to establish strong customer relationships, but it also limits their growth potential and exposure to larger markets.

5. Adaptability and Resilience in Economic Crisis

Small businesses are often highly adaptable, which is critical in a distress economy. They quickly respond to changing economic conditions, shifting consumer preferences, and fluctuating supply chains [30]. Many small business owners diversify their products or services to survive economic downturns, demonstrating flexibility in their business models.

6. Lack of Formal Business Structure and Documentation

Another common characteristic is the informal nature of many small businesses. Many do not have formal registration, tax documentation, or structured business plans [1]. This informality affects their ability to access government incentives, financial support, and legal protection, making them more vulnerable to external shocks.

7. Dependency on Local Raw Materials and Resources

Small businesses in Sabon Gari District often rely on locally sourced materials for production. This dependency supports the local economy but also exposes them to risks such as price fluctuations, seasonal shortages, and poor supply chain infrastructure [25]. The use of local raw materials is a cost-saving measure, but it can limit product diversity and quality.

8. High Rate of Business Mortality and Instability

Due to financial difficulties, lack of managerial expertise, and harsh economic conditions, small-scale businesses in distress economies experience a high failure rate. Studies indicate that many small businesses do not survive beyond five years due to poor financial management, market competition, and lack of government support [22]. In Jaba Local Government Area, businesses struggle with low consumer purchasing power, inflation, and weak infrastructure, which contribute to their instability.

9. Community-Oriented and Socially Embedded

Unlike large corporations, small businesses are closely linked to the communities they serve. They provide essential goods and services, create employment opportunities, and support local development initiatives [46]. Many small business owners have personal relationships with their customers, leading to strong customer loyalty and trust.

10. Limited Access to Government Support and Policy Benefits

Despite their economic significance, small businesses often face challenges in accessing government support programs. Bureaucratic bottlenecks, corruption, and lack of awareness prevent many business owners from benefiting from government interventions such as grants, loans, and training programs [26]. In distress economies, the inefficiency of public institutions exacerbates these challenges.

Small-scale businesses in Sabon Gari District of Jaba Local Government Area exhibit characteristics that reflect both opportunities and challenges. While they contribute to local economic resilience through adaptability and community engagement, their growth is hindered by financial constraints, lack of technology, and limited market reach. Understanding these characteristics is crucial for policymakers, development agencies, and business owners in formulating strategies that support the sustainability of small businesses in distress economies.

2.3 ROLE OF SMALL-SCALE BUSINESSES IN ECONOMIC DEVELOPMENT

Small-scale businesses play a crucial role in the economic development of any region, particularly in a distressed economy like that of Jaba Local Government Area of Kaduna State. These businesses contribute significantly to employment generation, poverty alleviation, income distribution, and overall economic stability. Their impact can be analyzed through various dimensions, such as employment creation, wealth generation, innovation, industrialization, and regional development.

1. Employment Generation

One of the most significant contributions of small-scale businesses is employment creation. In many developing economies, the formal sector is unable to provide sufficient job opportunities, making small-scale enterprises a key source of employment for the working population. According to [5], small-scale businesses in Nigeria employ about 60% of the labor force, particularly in rural areas where formal employment opportunities are scarce. These businesses provide jobs for artisans, traders, and service providers, thereby reducing the burden on the government to create employment opportunities.

In Sabon Gari District, Kwoi, many individuals rely on small-scale businesses such as tailoring, retail trade, farming, and food processing for their livelihood. This has significantly reduced the unemployment rate in the region and provided sustainable means of income for households.

2. Poverty Alleviation and Wealth Creation

Small-scale businesses help to alleviate poverty by providing income-generating opportunities. These businesses often require minimal capital investment, allowing individuals with limited resources to start and sustain their ventures. According to [41], small-scale enterprises contribute to poverty reduction by enabling self-employment, improving household income, and fostering community development.

In Jaba Local Government Area, small-scale businesses such as local food processing, fashion design, and petty trading provide a steady income for many families, reducing their dependence on government interventions and social welfare programs.

3. Promotion of Innovation and Entrepreneurship

Small-scale businesses serve as incubators for innovation and entrepreneurship. Entrepreneurs in Sabon Gari District, Kwoi, develop creative solutions to local problems through small-scale enterprises. Many businesses in the area focus on agro-processing, handcrafts, and information technology, creating innovative products that cater to local and regional markets.

Innovation in small businesses is often driven by necessity, as business owners strive to improve efficiency, reduce costs, and enhance competitiveness. According to [44]'s theory of innovation, small businesses act as catalysts for economic progress by introducing new products, processes, and business models [44].

4. Contribution to Local and Regional Economic Growth

Small-scale businesses contribute to regional economic growth by stimulating trade and investment. They enhance the circulation of money within the community, leading to increased economic activities. In Sabon Gari District, the presence of small businesses has led to the establishment of local markets, increased patronage of locally made products, and the development of supply chains that connect producers with consumers.

Research by [38] indicates that small businesses account for over 45% of Nigeria's Gross Domestic Product (GDP), demonstrating their vital role in economic development. By increasing the purchasing power of individuals and fostering business expansion, these enterprises contribute significantly to the economic viability of Jaba Local Government Area.

5. Reduction of Rural-Urban Migration

A lack of economic opportunities in rural areas often leads to mass migration to urban centers. Small-scale businesses help mitigate this trend by creating employment and business opportunities within local communities. According to [19], small enterprises in rural areas play a critical role in stabilizing the population by providing viable economic alternatives to migration.

In Sabon Gari District, the proliferation of small-scale businesses has encouraged many young individuals to remain in the community instead of relocating to urban centers in search of jobs. This has helped maintain demographic stability and preserved the socio-cultural heritage of the region.

6. Enhancement of Government Revenue

Small-scale businesses contribute to government revenue through taxes, levies, and business registration fees. Even though many small businesses operate in the informal sector, those that are registered pay various forms of taxes that support government development projects. According to the [23, 24,] small-scale enterprises in Nigeria contribute approximately 25% of total government revenue through Value Added Tax (VAT), personal income tax, and other local government levies.

In Jaba Local Government Area, revenue from small businesses is used to fund infrastructure projects such as road construction, market development, and community healthcare programs.

7. Promotion of Industrialization and Value Chain Development

Small-scale businesses serve as a foundation for industrialization by supporting the development of larger industries. Many large-scale manufacturers depend on small enterprises for raw materials, distribution, and retailing services. For instance, agro-processing businesses in Sabon Gari District supply processed agricultural products to bigger industries, enhancing industrial growth.

According to [35], small-scale enterprises play a crucial role in the value chain of various industries, contributing to efficiency, cost reduction, and supply chain resilience. In Jaba Local Government Area, businesses involved in ginger processing, textile production, and retail trade help link producers with broader markets.

8. Skill Development and Human Capital Formation

Small-scale businesses provide opportunities for skill acquisition and workforce development. Many small business owners in Sabon Gari District engage in apprenticeship programs, where young individuals acquire skills in tailoring, carpentry, mechanics, and other trades. This process not only enhances individual capacities but also contributes to the overall economic growth of the community.

According to a study by [47], about 70% of skilled artisans in Nigeria started their careers through small-scale businesses, highlighting their importance in human capital formation.

The role of small-scale businesses in economic development, especially in distressed economies like Jaba Local Government Area, cannot be overemphasized. They provide employment, reduce poverty, foster innovation, support local economic growth, and contribute to government revenue. In Sabon Gari District, these businesses have played a vital role in sustaining livelihoods, reducing rural-urban migration, and promoting industrialization. To maximize their potential, policymakers should create an enabling environment by providing access to credit, infrastructural support, and business development training.

2.4 CHALLENGES FACED BY SMALL-SCALE BUSINESSES IN A DISTRESSED ECONOMY

Small-scale businesses are crucial drivers of economic growth, employment generation, and poverty alleviation, especially in developing economies. However, operating in a distressed economy presents significant challenges that hinder their survival and expansion. In the context of Sabon Gari District, Kwoi, in Jaba Local Government Area of Kaduna State, small-scale businesses encounter various economic, financial, infrastructural, and operational difficulties that impact their sustainability. These challenges include:

1. Limited Access to Finance

One of the major obstacles faced by small-scale businesses in distressed economies is the difficulty in securing financial resources. Entrepreneurs often struggle to obtain loans due to stringent lending conditions, high-interest rates, and the requirement for collateral, which many small business owners lack [39]. Additionally, the economic downturn often leads to financial institutions being reluctant to lend to small businesses due to high default risks [14].

In Sabon Gari District, Kwoi, many small business owners rely on informal financing sources such as family, friends, and cooperative societies, which may not be sufficient to sustain operations or fund expansion. The absence of government intervention or business-friendly loan schemes further exacerbates this problem.

2. Inflation and Rising Costs of Goods and Services

Inflation is another critical challenge that affects the purchasing power of both businesses and consumers. In a distressed economy, inflation leads to higher costs for raw materials, transportation, and rent, making it difficult for small businesses to maintain stable prices [6]. This ultimately reduces profit margins and forces many businesses to downsize or close down.

In Jaba Local Government Area, traders in Sabon Gari District have reported that the rising costs of goods make it difficult to restock their inventory. The fluctuation of fuel prices also contributes to increased transportation costs, which affects the delivery and distribution of goods, further compounding economic hardship [18].

3. Poor Infrastructure and Power Supply

A lack of reliable infrastructure, particularly inadequate road networks, erratic power supply, and insufficient water supply, significantly hampers small-scale business operations. Electricity shortages are a persistent issue in Kwoi, forcing businesses to rely on expensive alternative power sources such as generators, which increase operational costs [7].

For businesses that depend on refrigeration, such as food vendors and small-scale agro-processors, frequent power outages result in spoilage and financial losses. The absence of good roads also makes it difficult for business owners to transport goods to and from markets, limiting their customer reach.

4. High Taxation and Multiple Levies

Small businesses in distressed economies often face multiple taxes and levies from various government agencies, local government councils, and informal revenue collectors. These taxes, coupled with unofficial charges, put a financial strain on businesses.

In Sabon Gari District, Kwoi, traders and artisans report that they are frequently taxed by multiple bodies, including market associations, local councils, and regulatory agencies. These excessive charges reduce their working capital and make it difficult to reinvest in their businesses. The lack of transparency in tax collection further discourages business compliance and growth.

5. Low Consumer Purchasing Power

A distressed economy affects consumers' disposable income, leading to a decline in demand for goods and services. When people struggle with economic hardships, they prioritize essential needs over discretionary spending [3].

This challenge is evident in Jaba Local Government Area, where residents have experienced reduced purchasing power due to rising unemployment and inflation. Small businesses, especially those in the retail and service sectors, suffer as customers cut back on spending. As a result, businesses experience lower sales volumes, making it difficult to break even or sustain operations.

6. Market Competition and Lack of Innovation

Many small businesses in distressed economies face stiff competition from larger enterprises and imported products, which often offer better prices and quality. Additionally, a lack of innovation among local entrepreneurs limits their ability to differentiate their products and services [27].

In Sabon Gari District, small-scale retailers and traders struggle to compete with larger, well-established businesses that have better economies of scale. The inability to adopt modern marketing strategies or diversify their product lines further places them at a disadvantage. Additionally, many businesses lack the necessary skills or technological know-how to leverage digital platforms for expansion [21].

7. Poor Government Support and Policy Inconsistencies

Government policies and interventions play a crucial role in either supporting or hindering small-scale businesses. In many distressed economies, inconsistent policies, lack of financial aid, and bureaucratic bottlenecks make it difficult for small businesses to thrive.

In Kwoi, small business owners report that they rarely receive support from the government in terms of business development training, grants, or infrastructure improvements. The absence of a structured policy framework for small business growth has left many entrepreneurs vulnerable to economic shocks [12].

8. Security Challenges and Social Instability

Security issues such as theft, vandalism, and communal conflicts pose significant threats to small-scale businesses. In some cases, business owners have to spend additional resources on security measures, further increasing operational costs [48].

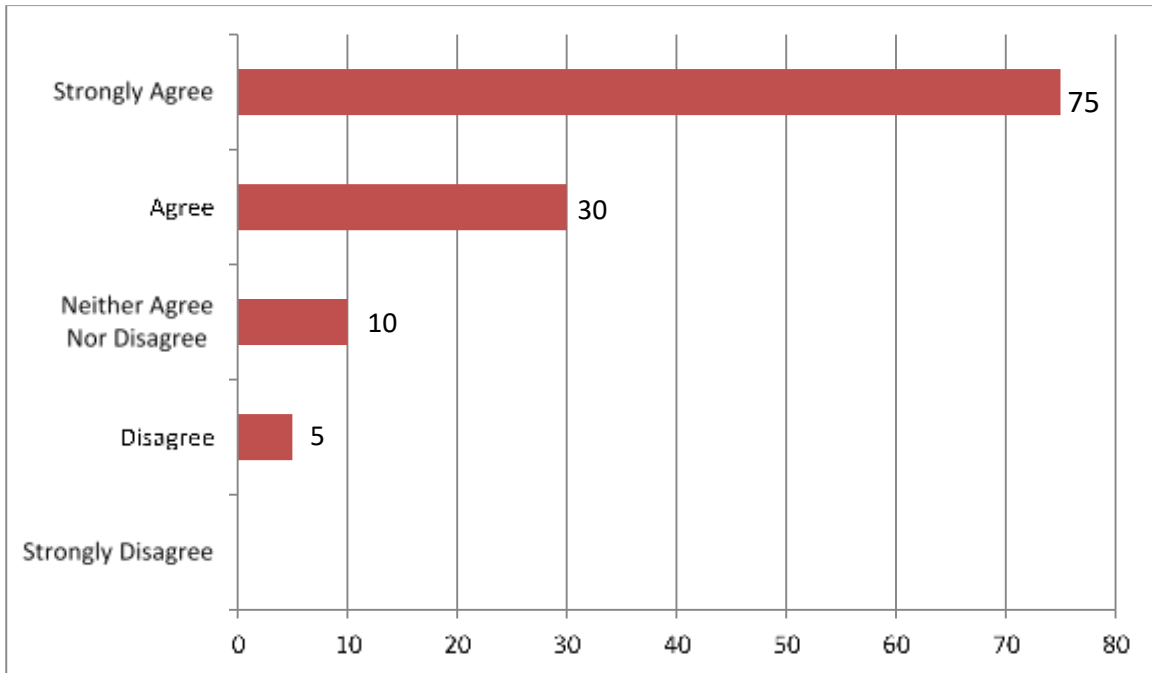
In Sabon Gari District, incidents of petty crimes, shop burglaries, and insecurity in marketplaces have discouraged many entrepreneurs from investing in expansion. The fear of business losses due to theft or unrest forces some businesses to relocate or shut down operations altogether.

Small-scale businesses in Sabon Gari District, Kwoi, face numerous challenges due to the distressed economic environment. Limited access to finance, inflation, poor infrastructure, high taxation, low consumer purchasing power, market competition, weak government support, and security challenges are significant barriers to their growth and sustainability. Addressing these issues requires government intervention, better financial inclusion, improved infrastructure, and capacity-building programs to equip small business owners with innovative and competitive strategies.

3.0 RESULTS AND DISCUSSION

1. The current economic distress in Nigeria has negatively impacted my small-scale business.

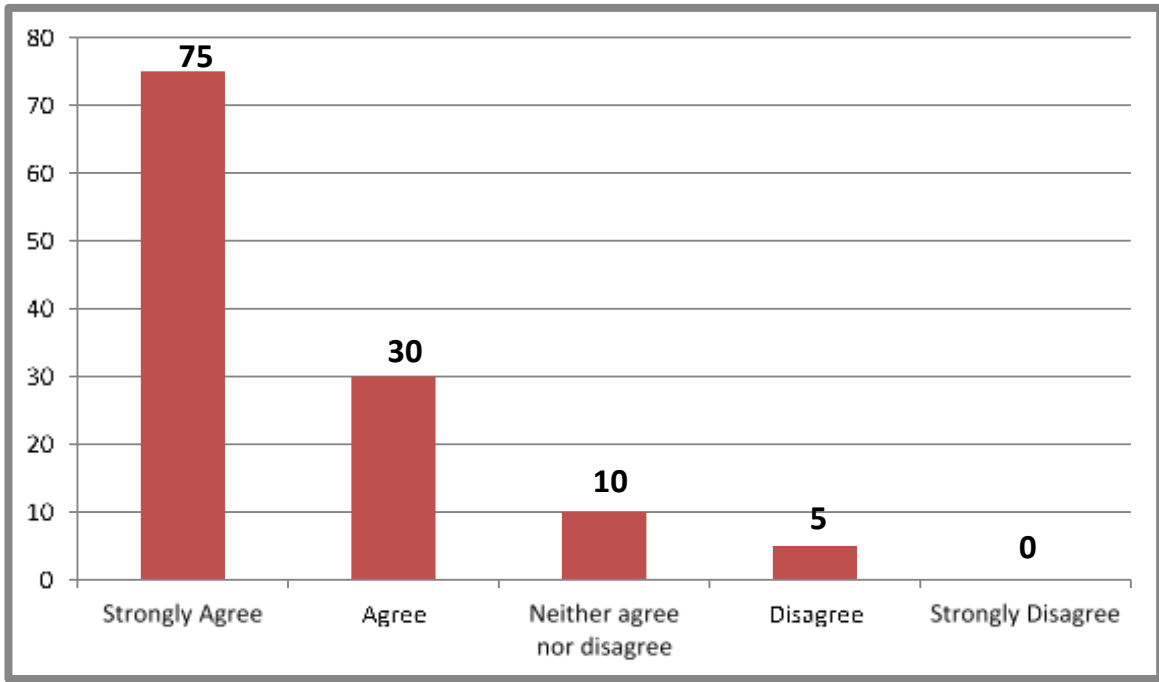
Table 4.1: The current economic distress in Nigeria has negatively impacted my small-scale business.



The current economic distress in Nigeria has negatively impacted my small-scale business.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	10	5	0	120
Percentage of Response	63%	25%	8%	4%	0%	100%
Source: Field Survey 2024						

Table 4.1 It was observed that, of the total 120 respondents, 88% respondents agree or strongly agree that the current economic distress in Nigeria has negatively impacted my small-scale business, 8% neither agree nor disagree and 4% disagree or strongly disagree.

Chart 4.1: Response shows the current economic distress in Nigeria has negatively impacted small-scale business.



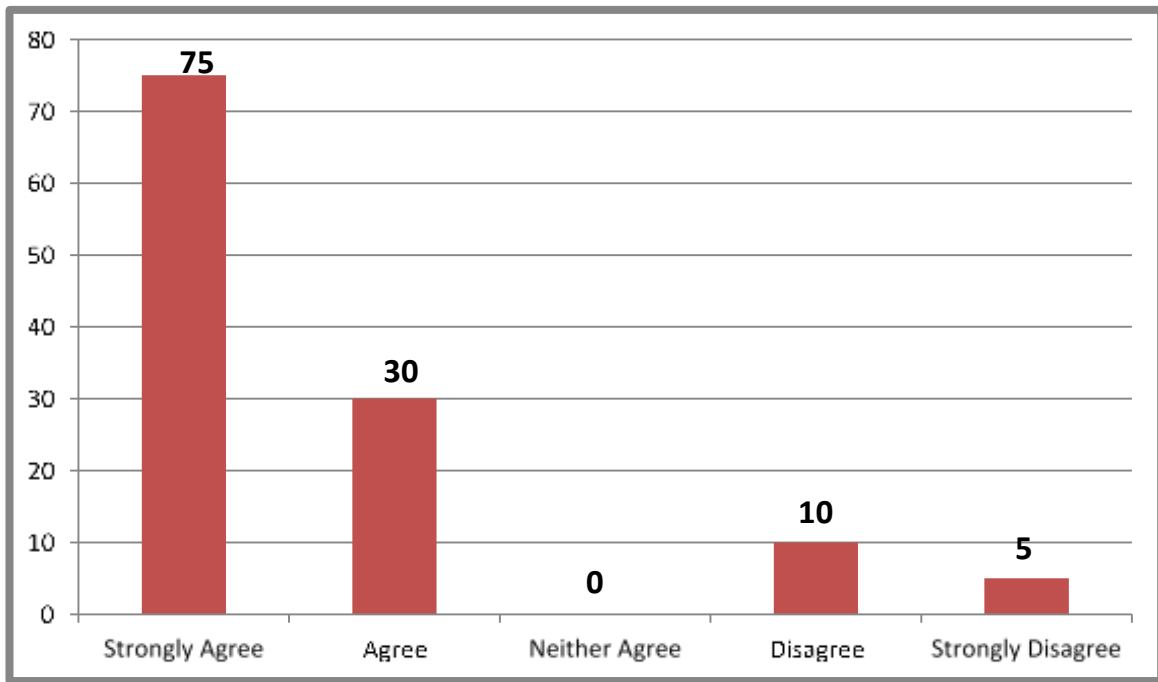
2. High inflation rates have significantly reduced my business profits.

Table 4.2: High inflation rates have significantly reduced my business profits.

High inflation rates have significantly reduced my business profits.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	10	5	0	120
Percentage of Response	63%	25%	8%	4%	0%	100
Source: Field Survey 2024						

Table 4.2: Of the total 120 respondents, 88% respondents agree or strongly agree that High inflation rates have significantly reduced my business profits, 8% neither agree nor disagree and 4% disagree or strongly disagree.

Chart 4.2: Response shows that High inflation rates have significantly reduced small scale business profits.



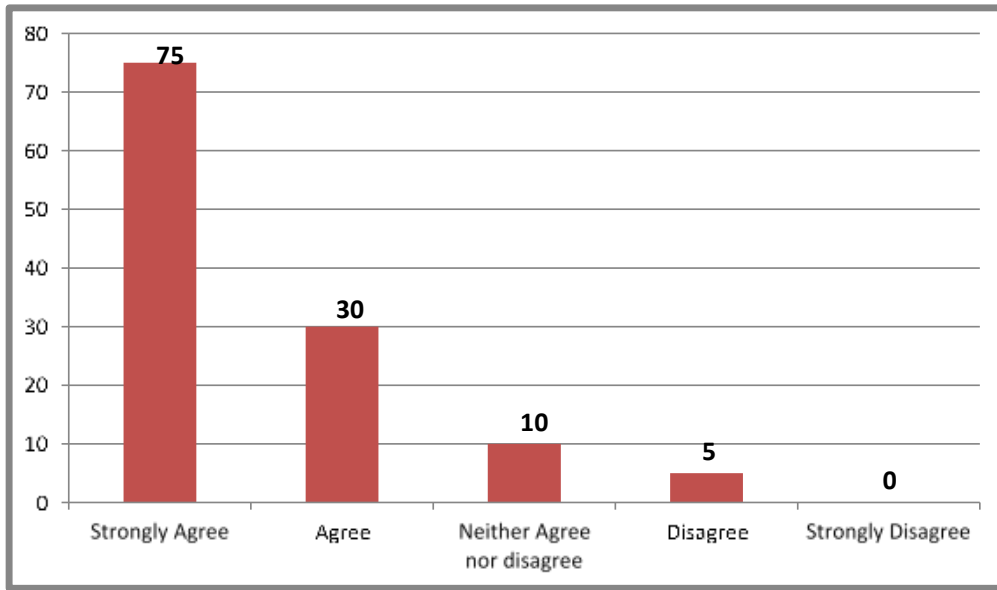
3 Lack of access to credit and loans affects my ability to expand my business.

Table 4.3 Lack of access to credit and loans affects my ability to expand my business.

Lack of access to credit and loans affects my ability to expand my business.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	0	10	5	120
Percentage of Response	63%	25%	0%	8%	4%	100
Source: Field Survey 2024						

Table 4.3: Of the total 120 respondents, 88% respondents agree or strongly agree that Lack of access to credit and loans affects my ability to expand my business, 0% neither agree nor disagree and 12% disagree or strongly disagree.

Chart 4.3: Response shows Lack of access to credit and loans affects small scale business to expand.



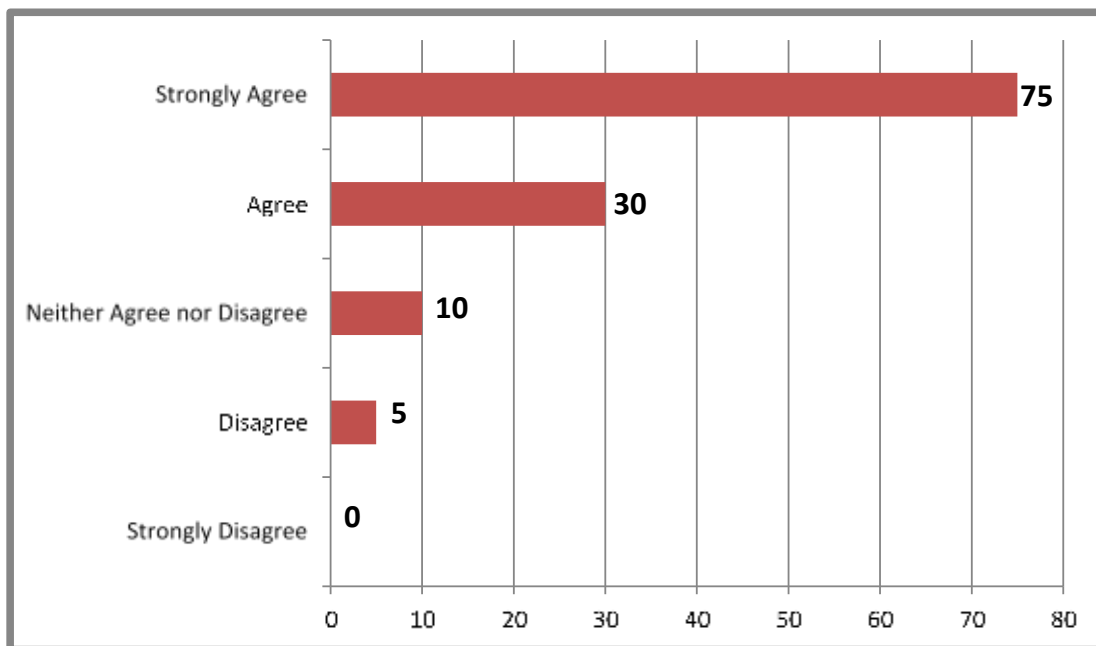
4. Government policies and regulations have made it difficult to sustain my business.

Table 4.4: Government policies and regulations have made it difficult to sustain my business.

Government policies and regulations have made it difficult to sustain my business.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	10	5	0	120
Percentage of Response	63%	25%	8%	4%	0%	100
Source: Field Survey 2024						

Table 4.4: Out of the total 120 respondents, 88% respondents agree or strongly agree that Government policies and regulations have made it difficult to sustain my business, 8% neither agree nor disagree and 4% disagree or strongly disagree.

Chart 4.4: Response shows that Government policies and regulations have made it difficult to sustain my business.



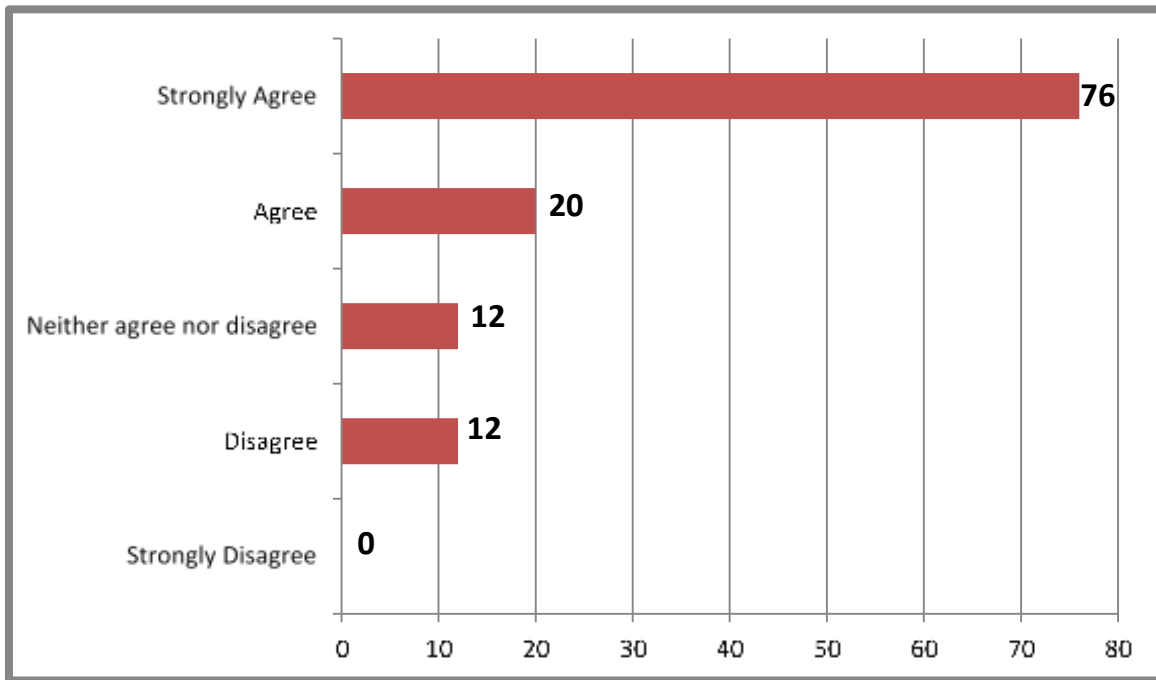
5. The high cost of raw materials and goods has affected my business operations.

Table 4.5: The high cost of raw materials and goods has affected my business operations.

The high cost of raw materials and goods has affected my business operations.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	10	5	0	120
Percentage of Response	63%	25%	8%	4%	0%	100
Source: Field Survey 2024						

Table 4.5: Out of the total 120 respondents, the above table shows that 88% respondents agree or strongly agree that the high cost of raw materials and goods has affected my business operations, 8% neither agree nor disagree and 4% disagree or strongly disagree.

Chart 4.5: Response shows that the high cost of raw materials and goods has affected my business operations.



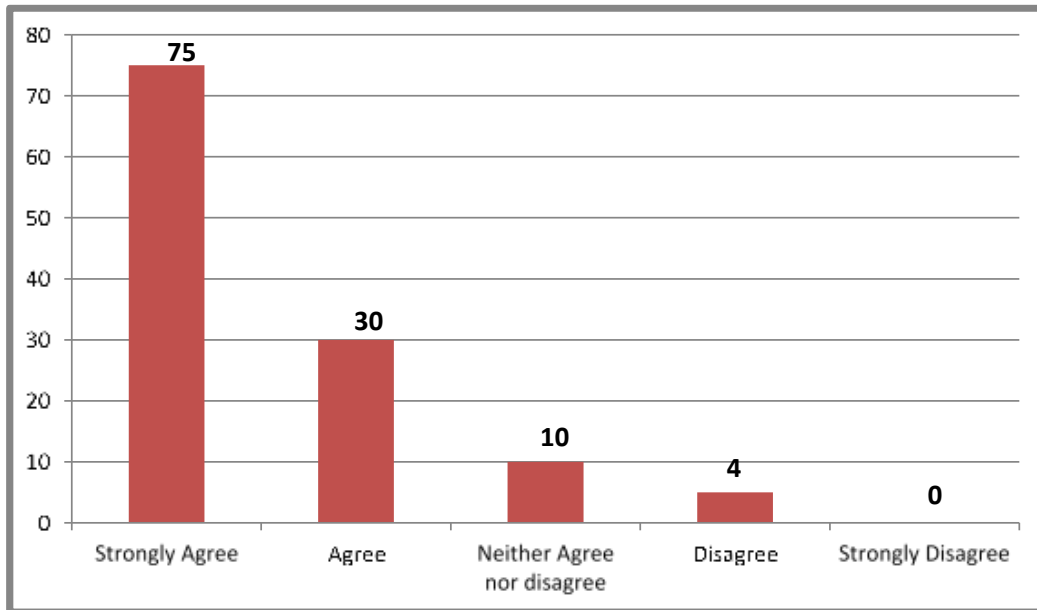
6 Poor infrastructures (e.g., electricity, roads) have hindered my business growth.

Table 4.6 Poor infrastructures (e.g., electricity, roads) have hindered my business growth.

Poor infrastructures (e.g., electricity, roads) have hindered my business growth.	SA	A	N	DA	SD	TOTAL
No. of Response	76	20	12	12	0	120
Percentage of Response	63%	17%	10%	10%	0%	100
Source: Field Survey2024						

Table 4.6: The above information shows that, out of the total of 120 respondents, 80% respondents agree or strongly agree that Poor infrastructures (e.g., electricity, roads) have hindered my business growth, 10% neither agree nor disagree and 10% disagree or strongly disagree.

Chart 4.6: Response shows that Poor infrastructures (e.g., electricity, roads) have hindered my business growth.



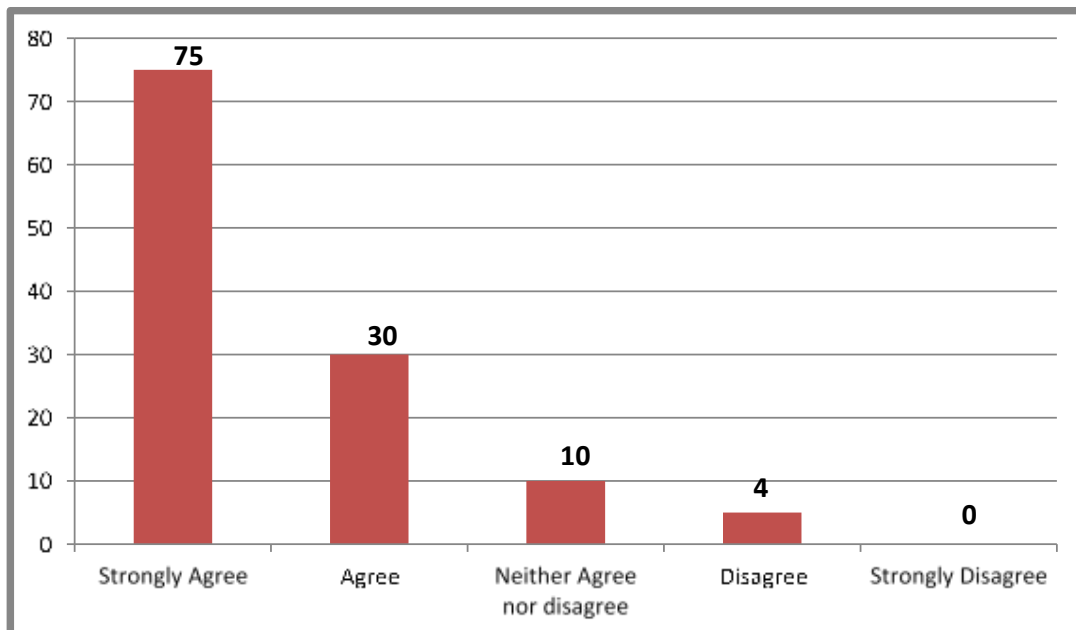
7. The level of customer patronage has reduced due to the economic crisis.

Table 4.7 the level of customer patronage has reduced due to the economic crisis.

The level of customer patronage has reduced due to the economic crisis.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	10	5	0	120
Percentage of Response	63%	25%	8%	4%	0%	100
Source: Field Survey 2024						

Table 4.7: The above information shows that, out of the total of 120 respondents, 88% respondents agree or strongly agree that the level of customer patronage has reduced due to the economic crisis, 8% neither agree nor disagree and 4% disagree or strongly disagree.

Chart 4.7: Response shows that the level of customer patronage has reduced due to the economic crisis.



8. I have had to reduce my workforce or lay off staff due to financial difficulties.

Table 4.8 I have had to reduce my workforce or lay off staff due to financial difficulties.

I have had to reduce my workforce or lay off staff due to financial difficulties.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	10	5	0	120
Percentage of Response	63%	25%	8%	4%	0%	100
Source: Field Survey 2024						

Table 4.8: The above information shows that, out of the total of 120 respondents, 88% respondents agree or strongly agree that I have had to reduce my workforce or lay off staff due to financial difficulties, 8% neither agree nor disagree and 4% disagree or strongly disagree.

Chart 4.8: Response shows that I have had to reduce my workforce or lay off staff due to financial difficulties.

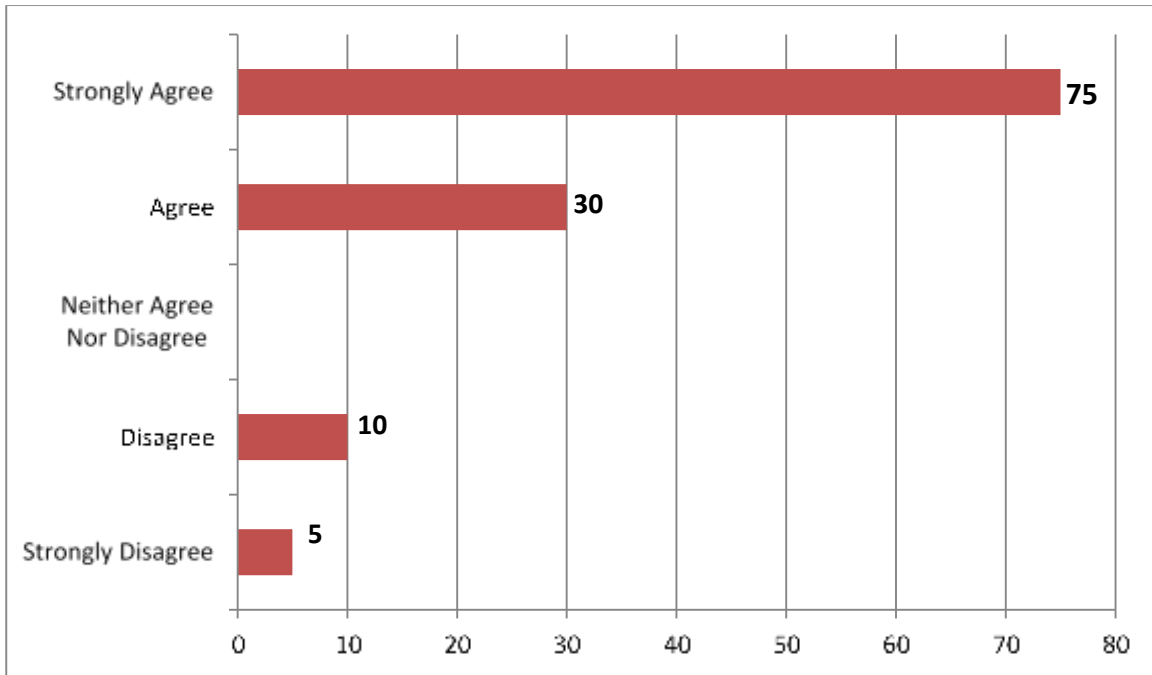
9. I have considered closing my business due to the current economic challenges.

Table 4.9: I have considered closing my business due to the current economic challenges.

I have considered closing my business due to the current economic challenges.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	0	10	5	120
Percentage of Response	63%	25%	0%	8%	4%	100%
Source: Field Survey 2024						

Table 4.9 It was observed that, of the total 120 respondents, 88% respondents agree or strongly agree that I have considered closing my business due to the current economic challenges, 0% neither agree nor disagree and 12% disagree or strongly disagree.

Chart 4.9: Response shows small scale business owners have considered closing their business due to the current economic challenges.



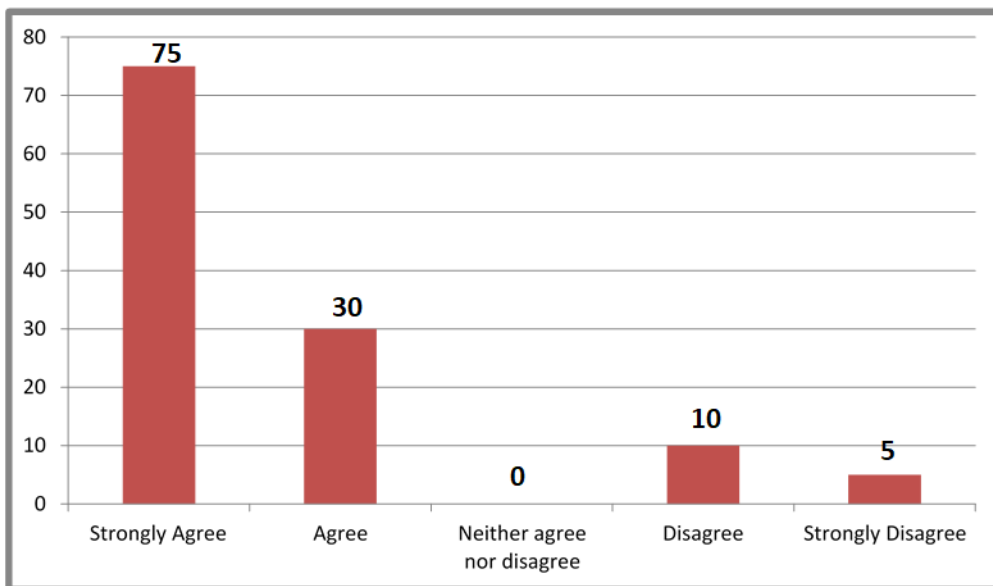
10 Small-scale businesses in Sabon Gari District, Kwoi, need more government support.

Table 4.10: Small-scale businesses in Sabon Gari District, Kwoi, need more government support.

Small-scale businesses in Sabon Gari District, Kwoi, need more government support.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	0	10	5	120
Percentage of Response	63%	25%	0%	8%	4%	100
Source: Field Survey 2024						

Table 4.10: Of the total 120 respondents, 88% respondents agree or strongly agree that Small-scale businesses in Sabon Gari District, Kwoi, need more government support, 0% neither agree nor disagree and 12% disagree or strongly disagree.

Chart 4.10: Response shows that Small-scale businesses in Sabon Gari District, Kwoi, need more government support.



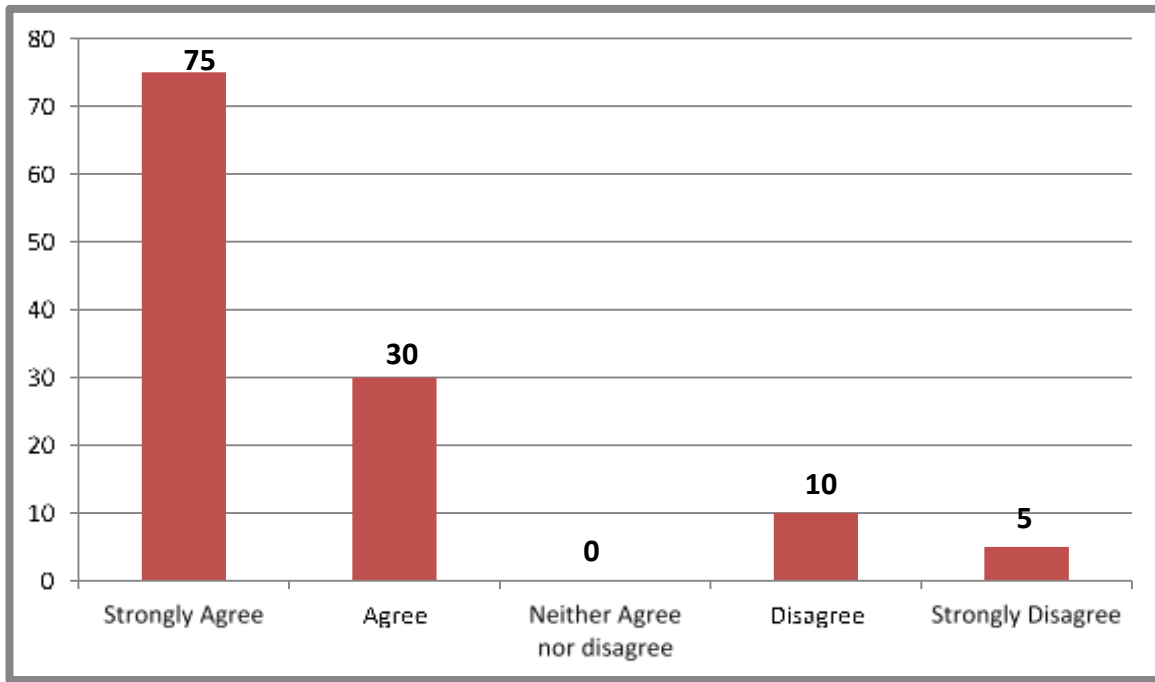
11. Business training and financial literacy programs would improve small business survival.

Table 4.11 Business training and financial literacy programs would improve small business survival.

Business training and financial literacy programs would improve small business survival.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	0	10	5	120
Percentage of Response	63%	25%	0%	8%	4%	100
Source: Field Survey 2024						

Table 4.11: Of the total 120 respondents, 88% respondents agree or strongly agree that Business training and financial literacy programs would improve small business survival, 0% neither agree nor disagree and 12% disagree or strongly disagree.

Chart 4.11: Response shows that Business training and financial literacy programs would improve small business survival.



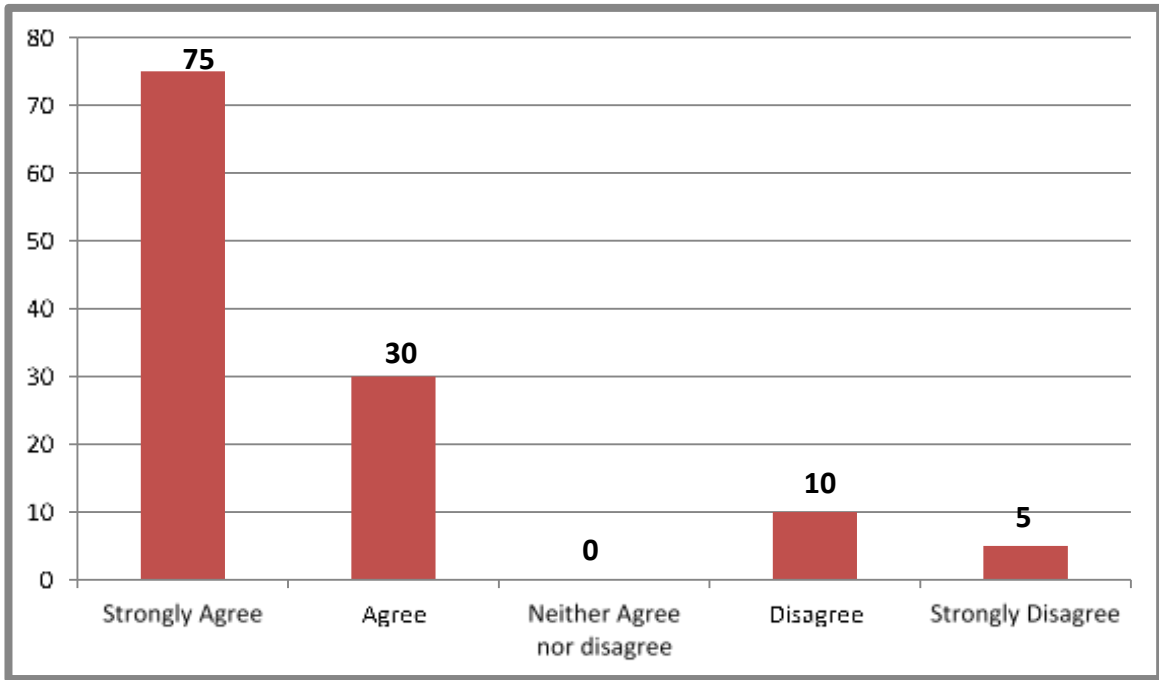
12 Digital marketing and e-commerce can help small businesses survive economic hardship.

Table 4.12: Digital marketing and e-commerce can help small businesses survive economic hardship.

Digital marketing and e-commerce can help small businesses survive economic hardship.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	0	10	5	120
Percentage of Response	63%	25%	0%	8%	4%	100
Source: Field Survey 2024						

Table 4.12: Out of the total 120 respondents, 88% respondents agree or strongly agree that Digital marketing and e-commerce can help small businesses survive economic hardship, 0% neither agree nor disagree and 12% disagree or strongly disagree.

Chart 4.12: Response shows that Digital marketing and e-commerce can help small businesses survive economic hardship.



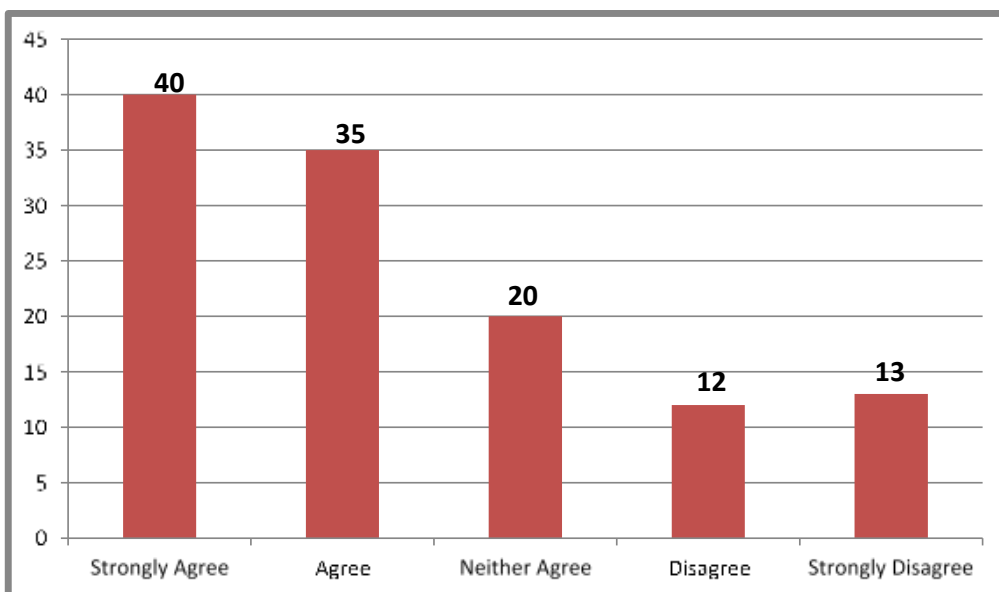
13. Collaboration with other small businesses can help overcome economic challenges.

Table 4.13 Collaboration with other small businesses can help overcome economic challenges.

Collaboration with other small businesses can help overcome economic challenges.	SA	A	N	DA	SD	TOTAL
No. of Response	40	35	20	12	13	120
Percentage of Response	33%	29%	17%	10%	11%	100
Source: Field Survey 2024						

Table 4.13: Of the total 120 respondents, 62% respondents agree or strongly agree that Collaboration with other small businesses can help overcome economic challenges, 17% neither agree nor disagree and 21% disagree or strongly disagree.

Chart 4.13: Response shows that Collaboration with other small businesses can help overcome economic challenges.



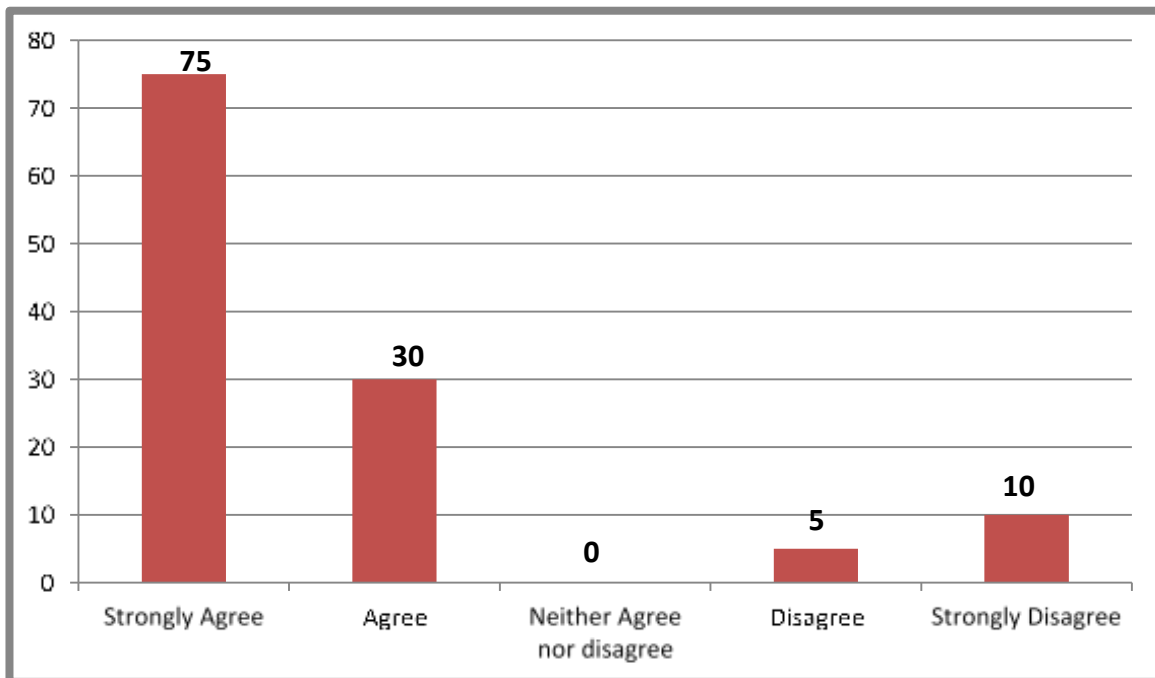
14 I am optimistic that my business will survive despite the current economic distress.

Table 4.14: I am optimistic that my business will survive despite the current economic distress.

I am optimistic that my business will survive despite the current economic distress.	SA	A	N	DA	SD	TOTAL
No. of Response	75	30	0	5	10	120
Percentage of Response	63%	25%	0%	4%	8%	100
Source: Field Survey 2024						

Table 4.14: Out of the total 120 respondents, 88% respondents agree or strongly agree that I am optimistic that my business will survive despite the current economic distress, 0% neither agree nor disagree and 12% disagree or strongly disagree.

Chart 4.14: Response shows that I am optimistic that my business will survive despite the current economic distress.



CONCLUSION

This study has examined small-scale business management in a distress economy within Jaba Local Government Area, with a focus on Sabon Gari District, Kwoi. The findings reveal that small-scale businesses in the area face significant challenges, including inadequate capital, poor infrastructure, inflation, and inconsistent government policies. Despite these obstacles, small-scale entrepreneurs continue to play a vital role in job creation, poverty reduction, and local economic development.

The study highlights the resilience of small business owners, who employ various coping strategies such as cost-cutting measures, diversification of products and services, and reliance on informal financial sources. However, these strategies are often insufficient in sustaining long-term business growth without proper external support.

To enhance the sustainability and growth of small-scale businesses in a distress economy, the study recommends that the government should provide financial assistance through grants and low-interest loans, improve infrastructure, and create favorable policies that support entrepreneurship. Additionally, business owners should embrace financial literacy, innovative business strategies, and digital technology to expand their market reach and improve efficiency.

In conclusion, while small-scale businesses in Sabon Gari District, Kwoi, face numerous economic hardships, they remain a crucial pillar of economic development. With adequate support from the government, financial institutions, and stakeholders, these businesses can thrive even in difficult economic conditions, ultimately contributing to the overall growth of Jaba Local Government Area and Kaduna State.

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