Business Strategy and Development



Internationalization as a strategy for small and mediumsized enterprises and the impact of regulatory environment: An emerging country perspective

By Mahfuzur Rahman*, Mansura Akter & Dragana Radicic University of Lincoln, Lincoln, UK

Abstract

This study focuses on identification, categorisation and comparison of regulatory barriers to internationalisation for the SMEs from an emerging market context. Primary data were collected to develop and validate a structural model to assess the salient regulatory barriers of internationalisation with a particular attention to the SMEs in Bangladesh. Structured questionnaire has been used to collect data from 212 SMEs operating in Bangladesh. The results indicate that both administrative and economic regulatory barriers are significant for the internationalisation of SMEs whereby administrative regulatory barriers are slightly more substantial. This study provides further discussion from both theoretical and methodological aspects. By developing and validating structural model, this study contributes to the literature on small business and regulation with particular attention to the emerging markets.

Keywords: Emerging Market, Regulatory Barriers, Internationalisation, SMEs

References

- Akter, M. S., J. Rajasekera, and M.M. Rahman (2010). Serving the poor by marketing information: developing a sustainable village phone model in Bangladesh, *International Journal of Economics and Business Research* 2(3), 288-309.
- Al-Hyari, K. (2013). Identification of Barrier Factors and Potential Solutions to SMEs Development among Jordanian Manufacturing Sector, *International Journal of Business and Management* 8(24), 132-140.
- Al-Hyari, K., M. Al-Nasour, G. Al-Weshah, and B. Abutayeh (2011). Exporting Performance and Manufacturing Activities in Jordanian SMEs: External Barriers and Relationships, *International Journal of Global Business* 4(1), 44–72.
- Al-Hyari, K., G. Al-Weshah, and M. Al-nasour (2012). Barriers to internationalisation in SMEs: evidence from Jordan, *Marketing Intelligence & Planning* 30(2), 188-211.
- Amankwah-Amoah, J., Danso, A., & Adomako, S. (2019). Entrepreneurial orientation, environmental sustainability and new venture performance: Does stakeholder integration matter? *Business Strategy and the Environment*, 28(1), 79-87.
- APEC (2015). Regulatory Reform: Case Studies on Improving the Business Environment for Small and Medium Enterprises (SMEs), Asia Pacific Economic Cooperation Policy Support Unit Publication.
- Bakht, D. Z., and D. A. Basher (2015). Strategy for development of the SME sector in Bangladesh. Bangladesh Institute of Development Studies. Bangladesh Institute of Development Studies, Dhaka.
- Bathelt, H., and J. Gluckler (2014). Institutional change in economic geography, *Progress in Human Geography* 38(3), 340-363.
- Bell, J., R. McNaughton, and S. Young (2001). Born-again global' firms: An extension to the 'born global' phenomenon, *Journal of International Management* 7(3), 173–189.
- Bergthaler W., K. Kang, Y. Liu, and D. Monaghan (2015). "Tackling Small and Medium Sized Enterprise Problem Loans in Europe," International Monetary Fund (IMF) Staff Discussion Note.
- Betzold, A., Carew, A. L., Lewis, G. K., & Lovell, H. (2018). The emergence, articulation and negotiation of a new food industry initiative in rural Australia: Boundary object, organisation or Triple Helix model? *Sociologia ruralis*, 58(4), 867-885.
- Boisot, M., and M. Meyer (2008). Which Way Through the Open Door? Reflections on the Internationalization of Chinese Firms, *Management and Organization Review* 4(3), 349–365.
- Bollen, K., and R. Lennox. (1991). Conventional wisdom on measurement: a structural equation perspective, *Psychological Bulletin* 110(2), 305-314.
- Breen, M., and R. Gillanders (2012). Corruption, institutions and regulation, *Economics of Governance* 13(3), 263-285.
- Brouthers, K.D. (2013). A Retrospective On: Institutional, Cultural and Transaction Cost Influences on Entry Mode Choice and Performance, *Journal of International Business Studies* 44(2), 14–22.
- Buckley, P. J., L. J. Clegg, A. R. Cross, X. Liu, H. Voss, and P. Zheng (2007). International Expansion of Emerging Market Businesses, *Journal of International Business Studies* 38(4), 499-518.
- Cardoza, G., G. Fornes, P. Li, N. Xu, and S. Xu (2015). China goes global: public policies' influence on small- and medium-sized enterprises' international expansion, *Asia Pacific*

- Business Review 21(2), 188-210.
- Chawdhury, J. (2016). Political Instability a Major Obstacle to Economic Growth in Bangladesh (PhD thesis submitted at Centria University of Applied Sciences). Retrieved from https://www.theseus.fi/bitstream/handle/10024/120469/Thesis-Political-instability.pdf?sequence=1
- Costinot, A., A. Rodriguez-Clare, and I. Werning (2015). Micro to macro: optimal trade policy with firm heterogeneity, NBER Working Paper No. 21989, National Bureau of Economic Research, Cambridge MA.
- Dasanayaka, S., R. Kankanamge, and G. Sardana (2011). Identification of Barriers for Development of the Sri Lankan Small and Medium Scale Furniture and Wooden Products Manufacturing Enterprises, *Euro Asia Journal of Management* 21(40), 69–101.
- Dawson, C., and A. Henley (2012). 'Push' versus 'pull' entrepreneurship: an ambiguous distinction? *International Journal of Entrepreneurial Behavior & Research* 18(6), 697-719
- Descotes, R.M., B Walliser and X. Guo (2007). Capturing the relevant institutional profile for exporting SMEs: Empirical evidence from France and Romania, *International Management Review* 3(3), 16–26.
- Dusoye, M., M. J. Mahadeo, and M. A. A. Rogbeer (2013). Small Firm Internationalisation and Export Barriers: The case of Mauritius, ICITI, 1–29.
- European Commission (2015). Internationalisation of Small and Medium-sized Enterprises, Flash Eurobarometer 421.
- Farrelly, C. M., S. J. Schwartz, A. L. Amodeo, D. J. Feaster, D. L. Steinley, A. Meca, and S. Picariello (2017). The analysis of bridging constructs with hierarchical clustering methods: An application to identity, *Journal of Research in Personality* 70, 93–106.
- Fornell, C., and F. L. Bookstein (1982). Two structural equations models: LISREL and PLS applied to consumer exit-voice theory, *Journal of Marketing Research* 19(4), 440-452.
- Gerwin, E. D. (2015). The Trans-Pacific Partnership and Small Business: Boosting Exports and Inclusive Growth, Progressive Policy Institute.
- Ghauri, P. N., and V. H. Kirpalani (2015). *Handbook of Research on International Entrepreneurship Strategy: Improving SME Performance Globally*. Edward Elgar Publishing, Cheltenham, UK.
- Gongeta, S. (2016). Regulatory framework as the primary reason for (no) internationalization of SMEs, *Entrepreneurship: Antecedents and Effects* 2(2), 247-256.
- Gough, O. (2016). Small businesses feel ignored by political decision making, available at http://smallbusiness.co.uk/smes-ignored-political-decision-making-2535713/
- Gough, O. (2017). SME inflation among the highest in eight years, available at https://smallbusiness.co.uk/sme-inflation-among-highest-eight-years-2537881/
- Harvie, C., D. Narjoko, and S. Oum (2010). Economic Integration in East Asia: Production networks and small and medium enterprises (1st Edition), Routledge, UK.
- Holzner, M., and F. Peci (2011). The impact of customs procedures on business performance: evidence from Kosovo, *World Customs Journal* 6(1), 17-29.

- Hulbert, B., A. Gilmore, and D. Carson (2013). "Sources of opportunities used by growth minded owner managers of small and medium sized enterprise," *International Business Review* 22(1), 293-303.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies, *Strategic Management Journal* 20(2), 195-204.
- Hurley, J. (2011). Inflation "hits small businesses hardest, The Telegraph. Available at http://www.telegraph.co.uk/finance/businesseslub/8339253/Inflation-hits-small-businesses-hardest.html
- Hyz, A. B. (2011). Small and Medium Enterprises (SMEs) in Greece Barriers in Access to Banking Services. An Empirical Investigation, *International Journal of Business and Social Science* 2(2), 161–165.
- ILO (2105). Small and Medium-Sized Enterprises and Decent and Productive Employment Creation (Report IV). Available at http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_358294.pdf
- Irwin, D., and J. M. Scott (2010). Barriers faced by SMEs in raising bank finance, *International Journal of Entrepreneurial Behavior & Research* 16(3), 245-259.
- Jarvis, C. B., S.B. MacKenzie, and P. M. Podsakoff (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research, *Journal of Consumer Research* 30(2), 199-218.
- Javalgi, R. R. G., S. Deligonul, A. Dixit, and S. T. Cavusgil (2011). International market reentry: a review and research framework, *International Business Review* 20(4), 377-393.
- Jenkins, A. M. (1985). Research methodologies and MIS research, in Mumford, E., R. Hirschheim, G. Fitzgerald, and T. Wood-Harper (Eds), *Research Methods in Information Systems*, Elsevier Science, Amsterdam, pp. 103-117.
- Johanson, J., and J.-E. Vahlne (1990). The Mechanism of Internationalisation, *International Marketing Review* 7(4), 11-24.
- Johnson, N. D., C. L. LaFountain, and S. Yamarik (2011). Corruption is bad for growth (even in the United States), *Public Choice* 147, 377–393.
- Johnson, N. D., W. Ruger, J. Sorens, and S. Yamarik (2014). Corruption, regulation, and growth: an empirical paper of the United States, *Economics of Governance* 15, 51–69.
- Kitching, J. (2019). Regulatory reform as risk management: Why governments redesign micro company legal obligations. *International Small Business Journal*, 37(4), 395-416.
- Kitching, J., Hart, M., & Wilson, N. (2015). Burden or benefit? Regulation as a dynamic influence on small business performance. *International Small Business Journal*, 33(2), 130-147.
- Knight, G. A., and S.T. Cavusgil (1996). The Born Global Firm: A Challenge to Traditional Internationalization Theory, *Advances in International Marketing* 8, 11-27.
- Lakew, Y. D., and G. E. Chiloane-Tsoka (2015). Internationalisation Barriers of Small and Medium-sized Manufacturing Enterprises in Ethiopia: Leather and Leather Products Industry in Focus, *International Journal of Business and Economic Development* 3(3), 68-80.
- Lawrence, S. R., Collins, E., Pavlovich, K., & Arunachalam, M. (2006). Sustainability practices of SMEs: the case of NZ. *Business strategy and the environment*, 15(4), 242-257.

- Lee, S. H., Y. Yamakawa, M. W. Peng, and J. B. Barney (2011). How do bankruptcy laws affect entrepreneurship development around the world? *Journal of Business Venturing* 26(5), 505–520.
- Leydesdorff, L., & Meyer, M. (2006). Triple Helix indicators of knowledge-based innovation systems: Introduction to the special issue. *Research policy*, *35*(10), 1441-1449.
- Makino, S., T. Isobe, and C. M. Chan (2004). Does country matter? *Strategic Management Journal* 25(10), 1027–1043.
- Malhotra, N. K. (2008). *Marketing Research: An Applied Orientation*. 5th ed., Pearson Education, Harlow.
- Mandrinos, S., and N. M. N. Mahdi (2015). Theoretical Interplay of Resource Dependence and Institutional Theory in Context Bound Organisations, *Journal of General Management* 41(2), 35-57.
- Masurel, E. (2007). Why SMEs invest in environmental measures: sustainability evidence from small and medium-sized printing firms. *Business Strategy and the Environment*, 16(3), 190-201.
- McLaughlin, S. (2013). Unlocking company law, Routledge, NY.
- Mendy, J., & Rahman, M. (2019). Application of human resource management's universal model: An examination of people versus institutions as barriers of internationalization for SMEs in a small developing country. *Thunderbird International Business Review*, 61(2), 363-374.
- NCC (2015). World Bank Doing Business Rankings, Competitiveness Bulletin 15-6, October. National Competitiveness Council.
- Narayanan, V. (2015). Export Barriers for Small and Medium-sized Enterprises: A Literature Review based on Leonidou's Model, *Entrepreneurial Business and Economics* 3(2), 106-123.
- North, D. C. (1990). *Institutional change and economic performance*. Cambridge University Press, Cambridge, UK.
- North, D. C. (1991). Institutions, Journal of Economic Perspectives 5(1), 97-112.
- Novikov, I. (2014). How does institutional environment affect the internationalization of small enterprises?, paper presented at the Enterprise and the Competitive Environment 2014 conference, 6–7 March 2014, Brno, Czech Republic.
- OECD (2013). SME and Entrepreneurship Financing: The Role of Credit Guarantee Schemes and Mutual Guarantee Societies in supporting finance for small and medium-sized enterprises, report by the OECD Working Party on SMEs and Entrepreneurship.
- OECD (2015). Policy Framework for Investment 2015 Edition. OECD Publishing, Paris.
- OECD (2017a). Enhancing the Contributions of SMEs in a Global and Digitalized Economy, meeting of the OECD Council at Ministerial Level, Paris 7-8 June.
- OECD (2017b). OECD Reviews of Regulatory Reform. OECD Evaluation Report.
- Okpara, J., and J. Kbongo (2010). Export barriers and internationalization: evidence from SMEs in emergent African economy, *International Journal of Business and Globalization* 5(2), 169-187.
- Olawale, F., and D. Garwe (2010). Obstacles to the growth of new SMEs in South Africa: a principal component analysis approach, *African Journal of Business Management* 4 (5), 729-738.
- Peng, M. W., D. Y. L. Wang, and Y. Jiang (2008). An institution-based view of international

- business strategy: a focus on emerging economies, *Journal of International Business Studies* 39(5), 920–936.
- Petter, S., D. Straub, and A. Rai (2007). Specifying formative constructs in information systems Research, *MIS Quarterly* 31(4), 623-656.
- Policy Department of European Parliament (2016). Reducing Costs and Barriers for Businesses in the Single Market, available at www.europarl.europa.eu/supporting-analyses
- Rahman, M., M. Uddin, G. Lodorfos (2017). Barriers to enter in foreign markets: evidence from SMEs in emerging market, *International Marketing Review* 34(1), 68-86.
- Rahman, M., & Mendy, J. (2019). Evaluating people-related resilience and non-resilience barriers of SMEs' internationalisation: A developing country perspective. *International Journal of Organizational Analysis*, 27(2), 225-240.
- Rahman, M., Billah, M. M., & Hack-Polay, D. (2019). What is hindering change? Anticipating the barriers to the adoption of enzyme-based textile processing in a developing country. *Business Strategy & Development*, 2(2), 137-147.
- Rasheed, H. S. (2005). Foreign Entry Mode and Performance: The Moderating Effects of Environment, *Journal of Small Business Management* 43(1), 41–54.
- Rensmann, T. (2017). *Small and Medium-Sized Enterprises in International Economic Law*. Oxford University Press, Oxford, UK.
- Roy, A., C. Sekhar, and V. Vyas (2016). Barriers to internationalization: A paper of small and medium enterprises in India, *Journal of International Entrepreneurship* 14, 513–538.
- Sá, E., Casais, B., & Silva, J. (2019). Local development through rural entrepreneurship, from the Triple Helix perspective: the case of a peripheral region in northern Portugal. *International Journal of Entrepreneurial Behavior & Research*, 25(4), 698-716.
- Schou-Zibell, L., and M. Srinivasa M. (2010). Regulatory Reforms for Improving the Business Environment in Selected Asian Economies— How Monitoring and Comparative Benchmarking Can Provide Incentive for Reform, Asian Development Bank (ADB) Working Paper Series on Regional Economic Integration. No. 40.
- Serrano, F. J., and I. Romero (2014). About the interactive influence of culture and regulatory barriers on entrepreneurial activity, *International Entrepreneurship Management Journal*, 10, 781–802.
- Shams, S. M. R. (2016). Capacity building for sustained competitive advantage: A conceptual framework. *Marketing Intelligence & Planning*, 34 (5), 671 691.
- Shams, S. M. R. and Kaufmann, H. R. (2016). Entrepreneurial co-creation: A research vision to be materialised. *Management Decision*, 54 (6), 1250 1268.
- St-Jean, E., M. Radu-Lefebvre, and C. Mathieu (2018). Can less be more? Mentoring functions, learning goal orientation, and novice entrepreneurs' self-efficacy, *International Journal of Entrepreneurial Behavior & Research* 24(1), 2-21.
- Straub, D., M. C. Boudreau, and D. Galen (2004). Validation guidelines for IS positivist research, *Communications of the Association for Information Systems* 13(24), 380-427.
- TTIP (2014). The opportunities for small and medium-sized enterprises, Transatlantic Trade and Investment Partnership Publications. Available at http://trade.ec.europa.eu/doclib/docs/2014/march/tradoc_152266.pdf

- Urban, B., and L. Kujinga (2017). The institutional environment and social entrepreneurship intentions, *International Journal of Entrepreneurial Behavior & Research* 23(4), 638–655.
- Wetzels, M., G. O. Schroder, and V. C. Oppen (2009). "Using PLS path modeling for assessing hierarchical construct models: guidelines and empirical illustration", *MIS Quarterly* 33(1), 177–195.
- Wold, H. (1985). Partial Least Squares (6th edition), Wiley, NY.
- World Bank (2013). Doing Business 2013: Smarter Regulations for Small and Medium Enterprises, *World Bank* Group, Washington, DC.
- World Bank (2014). The Big Business of Small Enterprises: Evaluation of the World Bank Group Experience with Targeted Support to Small- and Medium-Size Businesses, 2006-12, World Bank Independent Evaluation Group, Washington DC.
- World Bank (2016). Doing Business 2016: Measuring Regulatory Quality and Efficiency, *World Bank* Group, Washington, DC.
- World Bank (2017). Doing Business 2017: Equal Opportunity for All, *World Bank* Group, Washington, DC.
- WTO. (2016). Levelling the trading field for SMEs, World Trade Report, World Trade Organisation Publication.
- Zhu, Y., X. Wittmann, and M. W. Peng (2012). Institution-based barriers to innovation in SMEs in China, *Asia Pacific Journal of Management* 29(4), 1131–1142.