



ENTREPRENEURIAL ORIENTATION AND PERFORMANCE OF BUSINESS ENTERPRISES

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Abstract

The study examines the effect of entrepreneurial orientation on the performance of business enterprises. Five dimensions of entrepreneurial orientation which include Innovativeness, Risk Taking, Proactiveness, Autonomy, and Competitive Aggressiveness were used in the study and their effect on business enterprises in Ogun State, Nigeria. The study used a descriptive research survey and the population of the study consists of 200 business enterprises registered in the Ijebu Ode Local Government Area of Ogun State, Nigeria, and a sample size of 132 from that population was determined using the Raosoft sample size estimator at a 5% error tolerance and 95% level of confidence. Out of the 132 questionnaires distributed, 113 were returned, giving the study a response rate of 86%. Data were analyzed descriptively and inferentially using SPSS. The findings indicated that Innovativeness, Proactiveness, Risk Taking, Autonomy and Competitive Aggressiveness had a significant effect on business enterprise performance with coefficient and p-value of $\beta_1 = 0.283$ (p-value <0.05), $\beta_2 = 0.251$ (p-value <0.05), $\beta_3 = 0.281$ (p-value <0.05), $\beta_4 = 0.180$ (p-value <0.05) and $\beta_5 = 0.153$ (p-value <0.05) respectively. It is concluded that entrepreneurial orientation is a strong factor in the achievement of the strategic aims and objectives of a business enterprise. It is recommended that businesses should continuously forecast into the future in order to identify likely market demands, pursue additional proactive measures to address those needs, and continuously be innovative and creative in order to further improve product quality and be able to introduce new products to the market that will stand the test of time.

Key words:

Innovativeness, Risk Taking, Proactiveness, Autonomy, and Competitive Aggressiveness, Performance, Business Enterprises, Entrepreneurship.

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1. Introduction

With the advent of globalization and modifications to the business environment in which businesses operate, it is essential that they acknowledge entrepreneurship as a crucial tool in the achievement of their goals. Entrepreneurship has been viewed as a driving force behind business development as it creates opportunities and also raises the level of innovation and creativity in the business environment. Every business looks for ways to improve and develop their business to [as] meet with the economic development, improvement, and stability. Gilbert (2021) asserts that an organization's ability to identify new opportunities and deal with the rapid changes and uncertainties in the business environment is made possible by its entrepreneurial orientation.

Business enterprises must embrace Entrepreneurial Orientation (EO) in order to be innovative while taking risks and using other product market approaches, as firms must make efforts to predict and anticipate the needs of their markets as well as to improve the quality of their goods and services in order to perform better. Olabanji, Edem, and Chux (2019) highlighted the importance of EO in enabling an organization to achieve both a competitive profit and a resounding victory as long as its performance continues to beat that of its primary rivals. Chen, Lin and Tsai (2020) attributes an organization's capacity to create new products, offer items that stand out from its competitors to entrepreneurial orientation.

EO plays a significant role in the establishment of a competitive edge because it boosts productivity, increases organizational resilience in the face of changing business environmental factors, and helps businesses recognize and take advantage of opportunities in their environment. This is the case because it is undeniable that knowledge is power and that an entrepreneur can only learn about their business environment through education. This is made possible through entrepreneurial orientation, and EO plays a mediating role by eventually resulting in improved business operation performance (Kiyabo & Isaga, 2020).

Entrepreneurial Orientation is represented using dimensions such as innovativeness, proactiveness, risk taking, autonomy and competitive aggressiveness (Abdelgadir & Sara, 2020; Olabanji, Edem & Chux, 2019; Igwe, Madichie & Newbery, 2019). According to Abdelgadir and Sara, (2020), entrepreneurs with a high level of orientation are known to perform better in the business environment than those who lack the orientation. This is because other researchers have made similar claims such as Gupta, Niranjan, and Markin, (2019) and Hernández-Perlines, Moreno-Garca, and Yáez-Araque (2016) as they highlighted the correlation between EO and business performance and posited that EO will help entrepreneurs survive and outperform their competitors.

There have been several theoretical and empirical discussions about whether or not EO will lead to improved business performance. While some academics have noted that business owners must embrace EO in order to perform better in their industry, others have claimed that EO has little to no impact and cannot be considered a factor in corporate success (Abdelgadir & Sara, 2020; Ahmed, 2017; Gupta et al., 2019). Additionally, this has caused certain differences in the strength of the connection between EO and business performance. In order to get a distinct perspective on whether there is a relationship between EO and business performance, it is therefore required to research the impact of EO on enterprises' performance in a different setting. In light of this, the study aims to contribute to the literature by examining how entrepreneurial orientation affects the performance of business enterprise and the following research objectives were raised:

- To examine the influence of innovativeness on performance of business enterprise.
- To evaluate the influence of pro-activeness on performance of business enterprise.
- To investigate the effects of risk-taking on performance of business enterprise.
- To determine the influence of autonomy on performance of business enterprise.
- To analyze the influence of competitive aggressiveness on performance of business enterprise.

2. Literature Review and Hypotheses Development

2.1. Entrepreneurship

Entrepreneurship is a highly researched concept, and numerous studies have highlighted its significance for economic development. It is regarded as one of the most effective ways to close the knowledge-to-market gap, as well as in the development of new products and the provision of services to the market (Laskovaia, Marino, Shirokova & Wales, 2019). In a similar spirit, Lee and Eesley (2018) defined entrepreneurship as the act of creating an original vision, establishing a business effectively and efficiently, and managing it sustainably. Njoroge and Maina (2021) explained that entrepreneurship helps with opportunity identification, evaluation, and exploitation as well as fostering innovation, job growth, and societal welfare in an economy.

2.2. Entrepreneurial Orientation

According to Kosa, Mohammad, and Ajibie (2018), entrepreneurial orientation refers to the steps, actions, or routines that result in a new entrance. They went on to define it as the degree to which managers in an organization take on business-related risk and innovation in order to gain a competitive advantage for their company, as it is their duty to develop the organization's vision and mission statements and to direct the organization towards doing so. EO, according to Abbas and Martins (2020), is an organizational concept that demonstrates to managers how they can carry out aggressive and proactive efforts to get a competitive edge.

Francisco, Gabriela, and Giovanni (2019), posits EO as a planned business-level positioning that enables a company to employ entrepreneurial-minded managerial philosophies and strategic management techniques to further expand into new markets. Similar to this, Haider, Asad and Fatima, (2017) elaborated on the concept of entrepreneurial orientation by defining it in terms of three characteristics: innovativeness, proactiveness, and risk-taking. This orientation is characterized by a desire to fully control one's own business and the adoption of an aggressive competitive stance in a challenging and hostile business environment. According to Jerome, Joseph, Luna, and Odinaka (2021), entrepreneurship (OE) is a tactical tool that businesses can use to find and seize market opportunities.

2.3. Dimensions of Entrepreneurial Orientation

Innovativeness

This can be viewed as the process of creating new concepts and practices that can be applied throughout the organization's entire production and design process, and it is related to changes in the business environment as well as the entrepreneur's willingness to adopt a new method that is completely different from the traditional method used in conducting business (Ojewumi & Fagbenro, 2019). According to Ogundipe, Obalakin, Bankole, and Eguabor (2020), an entrepreneur is considered innovative when he proposes fresh ideas, tests them, and implements them in the organization's operations before its competitors. According to Abdelgadir and Sara (2020), innovation occurs when a businessperson engages in creative activities that can ultimately result in the creation or introduction of new product ways and increased access to the market.

According to Iherobiem (2023), innovation is essential to an entrepreneur's whole activity and is a component of a business' existence. Without innovation, entrepreneurship cannot survive. As a result, innovation becomes a fundamental component of an organization's processes, services, and products. According to the RBV theory, an organization's role is to attract and retain its stakeholders. This is accomplished through innovation because stakeholders like creditors, clients, and shareholders are more likely to be concerned about an organization's capacity for innovation in order to feel secure about the financial performance of the company. As a result, a company that is performing well is considered to be more innovative (Njoroge & Maina, 2021). The need for high quality goods and services at a cheaper price as well as adapting to the changing demands of the consumer are what drive company innovation.

Research Hypothesis (RH1): Innovativeness has no significant influence on performance of business enterprise.

Pro-activeness

Entrepreneurial proactiveness is the capacity to look ahead, i.e., to search out opportunities that will allow a firm to generate goods and services both in advance of the competition and in anticipation of the need for such goods and services in the future. It can also be seen from the perspective of a commercial organization that is able to foresee the need for a product or service and introduces such using various operating technologies and administrative approaches, leading rather than following its competitors. Gilbert (2021) defines proactiveness as the ability of an entrepreneur to interact with their business environment, see opportunities, and take advantage of those opportunities by satisfying customer needs.

A proactive business uses equal zeal to focus on the past, present, and future, using historical happenings or events to fully understand and explain the present and leveraging that in creating the possible future. By doing this, they are able to predict when a product or service will no longer be useful to customers or necessary, and they can then develop a new one to satisfy their changing needs and demand. When defining proactiveness, Ifeanyi, Kanayo, and Miracle (2021) define it as the ability to recognize change and the readiness to act on it before rivals in an effort to further penetrate the company market and increase profits. An organization can take initiative and aggressively dominate its business environment if it is proactive (Lahiru & Samarakoon, 2021).

Research Hypothesis (RH2): Proactiveness has no significant influence on performance of business enterprise.

Risk-Taking

Risk-taking is simply the willingness to convert resources into possibilities. It also involves the ability to recognize business prospects and accepting uncertainty even when the potential for success isn't assured (Al Mamun, Kumar, Ibrahim, & Bin, 2017). There is a thin line between reward and consequences for proposed acts, and this thin line is ascribed to success in the subject of also accepting the repercussions of failure. According to Lee, Zhussupova, Khalid, and Ahmed (2019), organizational preparedness is the capacity to commit significant resources while disregarding risk and the possibility of costly failure. This demonstrates even further how the ideas of uncertainty, opportunity, reward, and repercussions are all interconnected with the concept of taking risks.

When it comes to entrepreneurship, taking a risk is essentially doing something bold and dedicating valuable resources in an uncertain environment. It can also be viewed as the willingness of managers to commit significant amounts of resources at risk (Gilbert, 2021). Jerome, Joseph, Luna, and Odinaka (2021) contend that a company must take calculated risks and deal with uncertainty in order to gain dominance of the market. This could entail the company borrowing a significant amount of money and committing a significant number of resources to a venture into an unpromising market. Due to their ability to seize opportunities and successfully use them to their advantage, risk-taking businesses perform better than those that don't (Jerome, Joseph, Luna, & Odinaka, 2021; Mustapha & Abubakar, 2020).

Research Hypothesis (RH3): Risk-Taking has no significant effect on performance of business enterprise.

Autonomy

Autonomy is the ability to self-direct one's actions in chasing a market opportunity; it enables a business to quickly and decisively decide to build new markets with goods or services that are in line with the opportunity that has been recognized. This autonomy varies depending on the ownership structure, the management style, and the size of the firm. Most of the time, organizations can help people make decisions by demonstrating their competency in connection to the success of the organization. As a result, there is an increase in the delegation of power and accountability to individuals within the organization, enabling organizations to respond quicker and more effectively to the needs and demands of their clients. Individuals are then free to express their ideas and vision for the development of the organization.

Individuals within an organization are encouraged to perform at the highest level as well as share and put into practice their ideas in order to improve the performance of the organization when they are given the autonomy to influence the strategic decision-making process within the organization. According to

Meekaewkunchorn, Szczepańska-Woszczyzna, Muangmee, Kassakorn and Khalid, (2021), autonomy in an organization fosters individual creativity and innovation, which in turn empowers the organization to solve issues and provide innovative results. The degree of autonomy inside an organization also affects how well it performs, as flexibility within the organization will foster more creativity and originality in organizational products and services, both of which have a positive impact on the company's performance (Abbas & Martins, 2020).

Research Hypothesis (RH4): Autonomy has no significant influence on performance of business enterprise.

Competitive Aggressiveness

This relates to the ability of the business to allocate its resources, make ongoing attempts to compete in the business environment, and surpass its rivals. Ishaq and Attar, (2019) interpret this as an organization's tendency to fight the competitiveness in the business environment as well as the enhancement of their goods and services in order to take a more prominent position in the market. Every company needs to be competitive in order to be able to develop novel responses to market demands and outperform their rivals, especially when it comes to the ability to make strategic decisions that can directly and favorably impact their activities and operations in order to achieve improved performance in the business environment (Francisco, Gabriela, & Giovanni, 2019).

According to Abbas and Martins (2020), being aggressive aids a company's level of competitiveness as well as its focus on out-maneuvering the strengths of its rivals. This allows the company to gain an advantage over its competitors, strengthen its position in the market, and establish itself as a market leader. However, given that the business environment is known to offer opportunities and that there are typically few resources available to meet these demands, it is acceptable for a response known as competitive aggressiveness to occur in order to help the organization capitalize on its advantages and outperform its rivals (Ojewumi & Fagbenro, 2019). Ishaq and Attar, (2019), sees competitive aggressiveness as a means in defending and growing the existing resources of an organization and enabling them to respond to threats.

Research Hypothesis (RH5): Competitive Aggressiveness has no significant influence on performance of business enterprise.

2.4. Business Performance

According to Meekaewkunchorn et al (2021), business performance can be defined as the degree to which a firm uses its resources effectively and efficiently to achieve its strategic goals and objectives. Mustapha and Abubakar (2020) states that the evaluation of an organization's performance involves examining how well it performs in respect to its corporate goals and objectives, and this performance can be expressed in three ways: as financial performance, market performance, or shareholder value performance. Additionally, Uchenna, Sanjo and Joseph (2019) employed four distinct perspectives to measure business performance: the financial perspective, the customer perspective, the growth perspective, and the internal processes perspective. According to Lahiru and Samarakoon (2021), an organization ability to meet its goals like an increased market share, high-quality products, substantial profits, and favorable financial outcomes is referred to as its business performance.

2.5. Entrepreneurial Orientation and Business Performance: The Nexus

Prior research, such as Al Mamun et al. (2001), has demonstrated that entrepreneurial orientation continues to play a significant role in improving business performance. This is the case because entrepreneurial orientation helps a business to remain flexible, allows it to plan ahead, and gives it insight into how to effectively manage changes in the external environment and deal with any uncertainty in the environment. According to Lahiru and Samarakoon (2021), the dimensions of entrepreneurial orientation which are autonomy, risk-taking, innovativeness, competitive aggressiveness, and proactiveness, determine's an organization's capacity to create new products, offer products with unique value, and modify its offerings in response to market demands.

Kiyabo and Isaga (2020) asserts that businesses that display EO seem to succeed better than those with a conservative orientation. Additionally, the study on entrepreneurial orientation by Ifeanyi, Kanayo and Miracle (2021) found that an organization with a high level of EO will be able to innovate in its processes, services, and products, which will increase performance and help the business grow and survive especially in this competitive business environment. According to Ranasinghe, Yajid, Khatibi and Azam (2019), the importance of EO lies in its capacity to help managers clearly define the organization's goals and make sure that its resources are handled effectively and efficiently in order to give the company a competitive edge.

2.6. Theoretical Framework

Schumpeter's Innovation Theory

In 1942, Schumpeter described innovation and underlined the significance of innovation in the growth of a corporation because it is the agent of change. Schumpeter dubbed the process of change "creative destruction," explaining that whenever there is a change, it causes the disruption of existing processes in all of the goods and services the organization has offered in the marketplace. According to Schumpeter, innovation is both a crucial component and a tool for entrepreneurship that enables a company to take full advantage of its chances to develop novel goods and services in response to consumer demand. According to Liu and Fang (2016), an entrepreneur is a part of change because they adapt to changes in the business environment and take advantage of resources that are available.

The focus of Schumpeter's Innovation Theory is on how businesses can use entrepreneurial orientation as a chance to provide high-quality goods and services and give the company an advantage over rivals in seizing possibilities. A new product or method developed through innovation gives a company a competitive advantage over its rivals in the market. Fu, Okumus, Wu and Köseoglu (2019) went on to argue that Schumpeter's innovation theory is crucial to improving corporate performance through innovation.

Resource Based View (RBV) Theory

According to the RBV theory, a company's available resources will and may be used as a means of securing a long-term competitive advantage. The entrepreneurial orientation of innovation, proactive risk-taking, autonomy, and competitive aggression is supported by this idea (Wernerfelt, 1984). The theory goes on to say that an individual is a vital resource in the organization that cannot be readily bought with money, thus the nature and quality of the resources the entrepreneur has will decide the long-term success of the business. According to this theory, a firm can utilize possibilities in the business environment and develop a Sustainable Competitive Advantage (SCA) by using resources that are valued, dependable, uncopiable, and incomparable.

A company is expected to acquire a competitive edge, and EO is a technique for the company to efficiently manage its resources and operations (Asad, Sharif, & Hafeez, 2016). The idea is practical in that it emphasizes how a firm can acquire resources, make use of them to achieve growth, and fully exploit those resources in order to gain a competitive edge. Insofar as an entrepreneur is capable of doing so, having specific knowledge (EO) will increase the firm's resources and capabilities and improve business performance.

3. Methodology

The study population consisted of 200 registered business enterprises in the study area (Ijebu Ode local government area of Ogun state). With the use of the Raosoft sample size estimator the sample size for the study was estimated at 132 with a 5% error tolerance and a 95% level of confidence, and the purposive sampling technique was used in selecting the respondents for the study. The study used a descriptive research survey to answer the research questions and test the hypothesis because it was deemed appropriate since it would allow the researchers to get first-hand knowledge from the respondents and let them reach a big audience quickly.

In order to collect data, the study used a questionnaire, which was divided into two sections. The first section collected demographic information about the respondents, and the second section, which consists of

closed-ended questions using a five-point Likert scale was used to gather data that are pertinent to the study phenomenon and will help with the testing of the research hypotheses. The dependent variable was business performance because it included the profitability and expansion of enterprises. The independent variables (EO) were composed of five dimensions: innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness. Utilizing content and face validity as well as a pilot research, the instrument's validity and reliability were tested, and their suitability for the study was established. The data was collected and coded in a software (Statistical Package for the Social Sciences version 25) and analyzed using the descriptive statistics and the inferential statistics in explaining the relationship between the study phenomenon.

Model Specification

The model used is the multiple regression analysis and the explanatory variables are

$$BEP = \beta_0 + \beta_1PRO + \beta_2IN + \beta_3RT + \beta_4AUT + \beta_5CA + e... (1)$$

Where: BEP = Business Enterprise Performance

β_0 = constant β_1-5 = Is coefficient of the explanatory variable

PRO = Proactiveness

IN = Innovation

RT = Risk Taking

AUT = Autonomy

CA = Competitive Aggressiveness

e= Error term

4. Results and Discussion

The questionnaire was distributed to the purposively selected business enterprises in the study area and out of the 132 questionnaires distributed, 113 were fully filled and returned and this denoted 86% response rate as demonstrated in table 1 below

Table 1:

Response Rate

Variable	Frequency	Percentage
Response	113	86
Non - Response	19	14
Total	132	100

Source: Field Survey, 2023

Table 2:

Socio-demographic Profile of the Respondents

Characteristics	Classification	Frequency	Percentage
Gender	Male	64	56.6
	Female	49	43.4
	Total	113	100.0
Age	Below 30 years	23	20.4
	30-40 years	31	27.4
	40-50 years	45	39.8

Characteristics	Classification	Frequency	Percentage
	Above 50 years	14	12.4
	Total	113	100
Educational Qualification	OND/HND/BSC	31	27.4
	M.Sc. / MBA	67	59.3
	Others	15	13.3
	Total	113	100.0

Source: Field Survey, 2023

Table 2 above showed that there were 56.6% male respondents and 43.4% female respondents, indicating that men made up the bulk of the participants. Additionally, the age distribution revealed that 20.4% of the population was under 30 years, 27.4% was between 30 and 40 years, 39.8% was between 40 and 50 years, and 12.4% was above 50 years. According to information about the respondents' educational backgrounds, 27.4% of the population are OND/HND/BSC degree holders, 59.3% had M.Sc. or MBA degrees, and 13.3% had other degrees.

Table 3:

Descriptive Statistics- Innovativeness

Statements	Mean	STD
We encourage and support research and innovative ideas.	2.61	.967
We regularly scan our business environment to come up with new products	3.19	.964
We apply creativity in solving problems regarding our products and services	3.18	.894
We adopt the use of latest technology	3.65	.808

Source: Field Survey, 2023

Table 3 above revealed the respondent's response regarding innovativeness in the organization and they emphasized that they encouraged and supported research and innovative ideas (mean=2.61, SD=0.967). The respondents also concurred that they regularly scan their industry to develop new items (mean=3.19, SD=0.964) and that they use creativity to address issues with their goods and services (mean=3.18, SD=0.894). Additionally, it was discovered that the majority of respondents (mean=3.65, SD=0.808) reported that they employ the most recent technologies.

Table 4:

Descriptive Statistics- Pro-Activeness

Statements	Mean	STD
We ensure that our business is the first in terms of products improvement	3.09	1.065
We introduce new products first before others	4.05	.637
We monitor and respond quickly to market demands	3.55	.803

Source: Field Survey, 2023

Table 4 above revealed that majority of the respondents confirmed that they ensure that our business is the first in terms of products improvement (mean=3.09, SD=1.065), they introduce new products first before others (mean=4.05, SD=0.637) and they monitor and respond quickly to market demands (mean=3.55, SD=0.803).

Table 5:

Descriptive Statistics- Risk Taking

Statements	Mean	STD
Most cases we sacrifice our profit for market share	3.69	.846
We have a strong inclination for low risk	4.21	.553
We do not hesitate in taking risk	3.54	.791

Source: Field Survey, 2023

Table 5 above revealed the findings on risk taking and showing that the respondents agreed that most cases they sacrificed their profit for market share (mean=3.69, SD=0.846), they have a strong inclination for low risk (mean=4.21, SD=0.553) and they do not hesitate in taking risk (mean=3.54, SD=0.791).

Table 6:

Descriptive Statistics- Autonomy

Statements	Mean	STD
We encourage individuals to be creative in solving problems	3.12	.715
We allow members to deviate from procedures when necessary.	3.09	.613
We encourage individuals to work without supervision	3.42	.675

Source: Field Survey, 2023

Table 6 revealed that the respondents agreed that they encouraged individuals to be creative in solving problems (mean=3.12, SD=0.715), they allowed members to deviate from procedures when necessary (mean=3.09, SD=0.613) and they encourage individuals to work without supervision (mean=3.42, SD=0.675).

Table 7:

Descriptive Statistics- Competitive Aggressiveness

Statements	Mean	STD
Our business is intensely competitive	4.12	.589
We take an aggressive approach in business operations	3.98	.612
We undo and out-manuever our competitors	3.11	.711

Source: Field Survey, 2023

From the table 7 above it was revealed that majority of the respondents confirmed that their business is intensely competitive (mean=4.12, SD=0.589), they take an aggressive approach in their business operations (mean=3.98, SD=0.612) and they undo and out-manuever their competitors (mean=3.11, SD=0.711).

Table 8:

Descriptive Statistics- Business Performance

Statements	Mean	STD
We have recorded an increase in the number of our customers	2.83	.916
We have recorded an increase in our production volume	3.00	.780
Our business capital has increased over the years	3.29	.910
There has been an increase in our product sales	3.71	.799

Source: Field Survey, 2023

From the table 8 above it was revealed that the respondents agreed that they have recorded an increase in the number of their customers (mean=2.83, SD=0.916) and that they have recorded an increase in their production volume (mean=3.00, SD=0.780). Similarly, the majority of the respondents indicated that their business capital has increased over the years (mean=3.29, SD=0.910) and there has been an increase in their product sales (mean=3.71, SD=0.799).

Hypotheses Testing

Table 9:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.566	.33412

Source: Field Survey, 2023

The table 9 above revealed the relationship between the study variables. The R2 value was 0.572, indicating that changes in the independent variables (innovativeness, risk taking, proactiveness, autonomy, and competitive aggressiveness) affected the dependent variable (business performance) by a variation of 57.2%.

Table 10:

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.09	5	1.218	213.211	.000 ^b
Residual	11.663	107	.109		
Total	17.753	112			

a. Dependent Variable: Business Performance

b. Predictors: (Constant), innovativeness, risk taking, pro-activeness, autonomy, competitive aggressiveness

Source: Field Survey, 2023

The table 10 above also included the ANOVA results for the comparison of the variables, and the results showed that there is a significant link between them. The F-score was 213.211 and the P-value was (0.000), which is less than 0.05.

Table 11:

Coefficient of Organizational Performance

Unstandardized Coefficients		Standardized Coefficients				
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.124	.072		15.431	.000
	Innovativeness	.283	.066	.427	.792	.000
	Pro-Activeness	.251	.051	.051	.583	.001
	Risk Taking	.281	.033	.121	.882	.003
	Autonomy	.180	.101	.042	.913	.000
	Competitive Aggressiveness	.153	.033	.036	.846	.010

Source: Field Survey, 2023

The table 11 above revealed the regression results and it indicated that innovativeness positively and significantly has an effect on business performance (Beta= 0.283, P= .000). The implication of the result is that a unit change in innovativeness results in 0.283 significant increase in business performance. The regression results also revealed that proactiveness positively and significantly has an effect on business performance (Beta= 0.251, P= .001). The implication of the result is that a unit change in proactiveness results in 0.251 significant increase in business performance. The result further show that risk taking positively and significantly has an effect on business performance (Beta= 0.281, P= .003). The implication of the result is that a unit change in the risk taking results in 0.281 significant increase in business performance. Also, the regression results show that autonomy positively and significantly has an effect on business performance (Beta= 0.180, P= .000). The implication of the result is that a unit change in the autonomy results in 0.18 significant increase in business performance. The regression results shown in the table revealed that competitive aggressiveness positively and significantly has an effect on business performance (Beta= 0.153, P= .010). The implication of the result is that a unit change in the competitive aggressiveness results in 0.153 significant increase in business performance.

Discussion of Findings

Regression analysis was used to investigate the connection between EO and BP, and it was discovered that the two are positively and significantly connected. The justification is that every entrepreneurial orientation empowers business owners to engage in specific activities such as innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness, all of which are known to help them improve the quality of their goods and services. By doing this, they are able to draw customers to buy their goods, which in turn boosts the performance of their companies as a whole. Orientation is a useful contribution to organizational strategy and a crucial construct of company performance (Chowdhury & Audretsch, 2021).

The findings of the present study concur with those of earlier investigations, such as those by Gilbert (2021), who discovered a strong relationship between EO and BP. The same findings—that entrepreneurs' learning orientation positively influences their performance in the organization and improves the performance of the latter—were made by Ibrahim and Abu, (2020), Jerome, Joseph, Luna and Odinaka (2021), Kiyabo and Isaga, (2020), and Mustapha and Abubakar (2020).

5. Conclusion and Recommendations

This study focused on the connection between entrepreneurial orientation and business performance, and it was discovered that the two variables have a positive and substantial association. It can be concluded that EO is crucial to an enterprise's success and survival, and very small businesses in particular, need to view this as a necessity in this very competitive and hostile business environment. It was then recommended that businesses should constantly forecast their future because doing so will help them determine the expected demands in the market and search out further proactive methods to address the needs for the organization's better performance, businesses should constantly be innovative and creative in order to improve the quality of their products as well as introduce new products to the market that will withstand the test of time and business enterprises should take more calculated risks, which are likely to be more advantageous to the business and will help in gaining a competitive advantage.

Limitations and Future Research

The study is faced with certain limitations which are to be addressed in future studies. The first is that the sample size used in this study was limited to one region in Nigeria, which creates a generalization issue of the collected data. It is recommended that future researchers collect data from different regions where small businesses operate. Also, the study only focused on five dimensions of entrepreneurial orientation; other dimensions of EO that may have an impact on business enterprise performance could be studied and included. Additionally, to provide a more comprehensive view of how entrepreneurial orientation affects firm performance future researchers should conduct their studies using industries such as manufacturing, banking, oil and gas, and many more.

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