



EFFECT OF ENTREPRENEURSHIP ORIENTATION ON THE PERFORMANCE OF SELECTED BUSINESSES IN ADAMAWA STATE

¹EZEKIEL ROSE, ²TENIMU ALI USMAN & ³ADAMU
CHARITY MEDUGU

¹Department of Business Administration & Management, Federal Polytechnic, Mubi, Adamawa State – Nigeria. ²Department of Business Administration & Management, Federal Polytechnic, Nasarawa, Nasarawa State – Nigeria. ³Registry Department, Federal Polytechnic, Mubi, Adamawa State – Nigeria.

Corresponding Author: rosekbezeki@gmail.com

ABSTRACT

The success of any business depends to a large extent on the level of owners, managers, and employees' entrepreneurial orientation. Thus, the aim of this study is to evaluate the direct effect of innovativeness and proactiveness dimensions of entrepreneurial orientation on business performance in terms of market share and sales volume. A quantitative research design was adopted and questionnaire used to collect data from 80 workers in 10 sampled businesses using convenience sampling technique. Simple linear regression was used

Introduction

The business environment has made it so that for a business to perform and achieve its set objectives, its owners, managers, and employees must be entrepreneurial oriented. This is due to the fact that today's business environment is dynamic in nature as it keeps on changing thus, presenting a high level of uncertainty. For instance, the frequent changes in government policies, changes in taste, choice, and ever-changing consumer needs and requirements, changes in technology. It is also profound that the current business environment is characterized by hyper-competition, together with internal and external business constraints alongside issues of globalization, thus, making creating and sustaining competitive advantage a major business challenge.

The success of any business depends to a large extent on the owners, managers, and employees' innovativeness, market proactiveness, risk-taking, competitiveness, and autonomy thereby placing entrepreneurial orientation as the central focus in discussing business performance. According to Lee and Peterson, (2000) entrepreneurial orientation is an important attribute for a business in improving performance. Hence, entrepreneurial orientation is said to reflect the managerial vision and informs the organizational efforts required to



to test the study hypotheses and the results revealed that, innovativeness has positive significant effect on market share ($\beta = 0.492$; $P = 0.000$) and proactiveness has positive significant effect on sales volume ($\beta = 0.631$; $P = 0.000$). Conclusion was made that, innovativeness, and proactiveness dimensions of entrepreneurial orientation have significant and positive effect on business performance in terms of market share and sales volume. Hence, an increase in the dimensions will improve business performance in terms of increase business market share and sales volume. The study recommends that owners, managers and employees of businesses should entrepreneurial oriented in terms of been innovative and proactive in doing business so as to increase their market share and sales volume in a competitive business environment.

Keywords: Entrepreneurial Orientation, Businesses Performance, Market Share, Sales Volume.

produce innovations that create value for customers and businesses that serve them. Furthermore, entrepreneurial orientation is centered on processes, practices, and activities used by entrepreneurs in making decisions that lead to the new entry, this denotes that, a new entry is the main focus of the process of entrepreneurs in making updates to their business, especially in entering new markets. It can be summed up that, the main objective of entrepreneurial orientation is new entry be it introducing a new product, service, technological innovation, and increase in market share. This also infers that; entrepreneurs have the crucial role of managing the decision-making process in their firm to ensure it is effective while acknowledging the important part played by entrepreneurial orientation in this process. Thus, the existence of increasingly fierce competition due to the business environment that is experiencing rapid changes has forced business people to think of the best steps to win the competition. It is demonstrated in previous studies that entrepreneurial orientation, when used in terms of its dimensions including innovativeness, proactiveness, and risk-taking, has an influence on business performance. Herlinawati, Ahman, and Machmud, 2019) empirical findings show that entrepreneurial-oriented companies have better performance than companies that are not entrepreneurial-oriented. In measuring business performance, different performance indicators are usually used resulting in different results as the effect of entrepreneurial orientation on business performance. The usage of different performance indicators in measuring business performance in relation to entrepreneurial orientation calls for more empirical studies to narrow the gap existing in literature in this area of great importance.

Statement of the Problem

The importance of entrepreneurship in the economic growth and development of a region cannot be overemphasized. However, despite the potential benefits, many businesses in Adamawa state, Nigeria, continue to struggle with poor performance and sustainability. One possible explanation for this may be a lack of entrepreneurial orientation among business owners and managers which



may be in form of poor innovativeness and lack of proactiveness among the entrepreneurs which may, in turn, affect the market share and sales volume of their businesses in Adamawa state. Implementing innovativeness in entrepreneurship can be challenging because it requires significant investment in research and development, which may not be feasible for small or new businesses with limited resources and this seems to affect the market share of most of the businesses in Adamawa state. Also, when entrepreneurs lack proactiveness in their orientation, they may be less likely to identify and pursue new business opportunities, which may limit their ability to grow their businesses and increase their sales volume. This can be especially problematic in Adamawa state, especially Mubi where competition in many industries is increasing rapidly. Additionally, entrepreneurs who lack proactiveness may be less likely to adapt to changing market conditions or consumer preferences. This may lead to a decline in sales volume as customers seek out more innovative or relevant products and services. Several studies such as Alase, Babalola, and Okusanya, (2021), Herlinawati, Suryana, and Machmud, (2019), Gilbert, (2018), Rauch, Wiklund, Lumpkin, and Frese (2018), Pihie and Bagheri (2020), Covin and Slevin (2019) have been conducted in the area of entrepreneurship orientation in the developed countries, but very few studies have been conducted in developing countries like Nigeria in the field of entrepreneurship orientation and the performance of businesses. This study covered the aforementioned structural problem by looking at the effect of entrepreneurship orientation on the performance of selected businesses in Adamawa state.

Research Questions

The study was guided by the following research questions:

- i. In what way does innovativeness affect the market share of businesses in Adamawa state?
- ii. To what extent does proactiveness affect the sales volume of businesses in Adamawa state?

Objectives of the Study

The main objective of this research is to evaluate the effect of entrepreneurship orientation on the performance of selected businesses in the Adamawa state. The specific objectives of the study are to:

- i. Established the way in which innovativeness affects the market share of businesses in Adamawa state
- ii. Ascertained the extent to which proactiveness affects the sales volume of businesses in Adamawa state.

Research Hypotheses

The following null hypotheses were formulated in line with the research question and objectives:

- H₀₁:** Innovativeness has no significant effect on the market share of businesses in Adamawa state
- H₀₂:** Proactiveness has no significant effect on the sales volume of businesses in Adamawa state



Scope and Limitation of the Study

The study evaluates the effect of entrepreneurial orientation on business performance in Adamawa State -Nigeria with specific reference to Mubi. The study was carried out in Mubi because it is a metropolitan city that houses many business activities in Adamawa state. The scope of the study is limited to two dimensions of entrepreneurial orientations, that is, innovativeness and proactiveness as independent variables and two business performance indicators, this includes market share and sales value as the dependent variable.

The study is limited to some selected businesses in Mubi metropolis as a result of the security challenge in the country and in the state; The research also encountered the following Limitations which include the uncooperative attitude of some of the employees and managers of the selected businesses to complete the questionnaires given to them for fear of official reprisal. Moreso, the study could have been very extensive if more businesses were included in which the researcher could have not afford the cost. Thus, the study was restricted to some selected businesses in Mubi also the cost of logistics, transportation to the area of study, and cost of sourcing materials relevant to the study and photocopying. However, the researcher tries to build a relationship with the employees and managers of the selected businesses by explaining the purpose of the research and assuring them of the confidentiality of their responses. This help to encourage them to participate in the study.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Conceptual Framework

Concept of Entrepreneurial Orientation

According to Kraus, Rigtering, Hughes, and Hosman, (2012) a business has to be entrepreneurial so as to achieve and sustain the business goal. And that, being entrepreneurial is an antecedent for achieving business performance. Though the term 'entrepreneurial' lacks a consensus definition in the literature, it generally involves the process of identifying problems in the market and society and transforming them into business opportunities by offering solutions with added value Entrepreneurial orientation can be referred to as a key concept when executives are crafting strategies in the hopes of doing something new and exploiting opportunities that other organizations cannot exploit. It is a process, practice, and decision-making style of organizations that act entrepreneurially. This infers that, a business or firm level of entrepreneurial orientation can be known by examining how it aligned with the five dimensions, that is, autonomy, competitive aggressiveness, innovativeness, proactiveness, and risk-taking.

Yaacob, Hasliza, and Norziani, (2020) entrepreneurial orientation refers to the process and style of a firm's practices in strategizing entrepreneurial activities. According to Covin, and Lumpkin, (2011) it is a firm-level behavioural phenomenon identified by the characteristics of its actions while making business decisions such as being innovative, taking risk, being proactive and competitively aggressive or any combination of these characteristics. It is therefore said that entrepreneurial orientation is the tendency of individuals to innovate, be proactive, and willing to take risks to start or manage a business. It deals with creative and innovative abilities and resources to find opportunities for business success. It is said that entrepreneurship-oriented companies tend to behave innovatively, take risks, and are proactive. Subsequently, this paper discusses the five dimensions of entrepreneurship orientations.



Innovativeness

The concept of innovation has received different interpretations from different authors. It is said to be a way of life for growing entrepreneurial firms. It is also said to mean doing things differently and better; and that, it happens faster and quicker in growing firms that technological innovation is introduced sooner. Referring to Eggers, Kraus, Hughes, Laraway, and Snyckerski, (2003) innovation is a process of “creative destruction” because innovation leads to the introduction of new products/services, which “disrupt the current market and cause a shift of resources.” This infers that innovativeness is the firm’s tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services or technological processes.

In other words, innovativeness represents the rudimentary willingness of a business to depart from existing technologies, products, services, or practices and venture beyond its current state or norm. It can be argued that innovativeness is a key component of entrepreneurial orientation because it reflects an important means by which a business pursues new opportunities. More so, Naldi et al. (2007) suggest that entrepreneurial orientation is regarded as inevitable for any business that intends to prosper in a competitive business environment; that there is a positive relationship between entrepreneurial orientation and business performance. Otieno, Bwisa, and Kihoro, (2012) opined that, the growth and performance of a business depend on the degree of entrepreneurial orientation, or the willingness and capability to innovate, take risks, and be proactive when faced with market opportunities.

Clausen, and Madsen, (2011) affirm that companies that put innovation at the forefront of their strategy create novel and breakthrough new products and processes and thereby put themselves in a position where they may generate extraordinary performance. Furthermore, it was revealed that entrepreneurial innovativeness has a direct positive relationship with performance of mid-sized firms (Bor, 2018).

It then suggests that, in an era of tight competition, businesses are faced with the choice to innovate or close up, therefore to sustain the survival of the business, it should choose to innovate. This is because, innovation act as a key player as a driving force in economic development, and in the context of the company is considered as a vital source of innovation for strategic change by the which a firm generates positive outcomes, including a sustained competitive advantage (Gunday, Ulusoy, Kilic, & Alpkan, 2011). This paper, therefore, examines how innovativeness as an aspect of entrepreneurial orientation influences business performance through introduction of new products and services.

Proactiveness

Ahmed, (2020) proposed that, through right customer success strategies, a business can keep a proactive approach in serving the customers. Meaning that, a business doesn’t have to wait for the customer to raise their voice when in difficulty, but the business must track their usage proactively so that it knows in advance, what solutions they need even before they realize. Hence, Miller (1983) describes proactiveness as an opportunity-seeking, forward-looking perspective characteristic of the introduction of new services and products ahead of the competition and acting in anticipation of future demand. Miller and Friesen (as cited in Qing et al., 2009) define proactiveness as acting



and anticipating with a forward-looking perspective to introduce new products or services', and risk-taking as "the degree of risky behaviour in the entrepreneurial strategic process. Similarly, Lumpkin and Dess (as cited in Qing et al., 2009) summarily describe EO as being related to the entrepreneur's methods, practices and decision-making styles.

Proactiveness refers to processes which are aimed at seeking new opportunities which may or may not be related to the present line of operations, introduction of new products and brands ahead of competition and strategically eliminating operations which are in the mature or declining stages of the life cycle (Venkatraman 1989). This dimension is therefore, centered on the importance of initiative in the entrepreneurial process. A business can create a competitive advantage by anticipating changes in future demand or even shape the environment by not being a passive observer of environmental pressures but an active participant in shaping their own environment.

Business Performance

Business performance is a multi-dimensional variable, encompassing financial and nonfinancial performance. Thus, compressing business performance into a single measure may hinder a more detailed analysis of the impact of a performance strategy. Thus, the need to, investigate the impact of entrepreneurial orientation on the various dimensions of performance to enable researchers to reveal a more detailed analysis, and thereby add a more meaningful conclusion and implication of findings to the practice. This implies that the results of the relationship between entrepreneurial orientation and business performance are largely influenced by the choice of business performance indicators used in measuring business performance.

Terpiłowski, (2022) defined business performance in general to be the company's ability to profit from the resources and achieve its objectives. In practice, the author considered the term business performance to refer to a company's achievements measured using a number of metrics known as key performance indicators, in other words, business performance is the level of achievement or achievement of a company in a certain period of time. It is a measure to determine the extent to which business activities are carried out precisely on the goals or objectives. While Jimmy Brown, (2023) opined that, in business, it usually refers to the achievement of desired goals, and is the result of the investments made in human capital and other assets.

According to Management Training Institute, (MTI, 2022), there are many ways business performance can be measured including checking customer satisfaction, employee satisfaction, track of new customers, and profitability. For the purpose of this paper, the effect of entrepreneurial dimensions is used to measure business performance in terms of new products and services offered, business market share, return on investment, and customer and employee satisfaction.

Market Share

A company's market share is the percentage it controls of the total market for its products and services. Market share is an essential metric for businesses because it's an indicator of a company's profitability and success. Market share indicates predominance in an industry and how well a company's revenue-generating efforts are working to achieve business goals, (Leslie, Jefreda, & Katrina, 2022). Adam, Khadija, and Pete, (2022) are of the opinion that, investors and analysts



monitor increases and decreases in market share carefully as this can be a sign of the relative competitiveness of the company's products or services.

Moreso, understanding market share position influences both strategic and tactical decisions to create a winning strategy, ranging from: developing a differentiated value proposition from your competition, designing a value-based pricing strategy to drive margin improvement, implementing a go-to-market approach to reach your target customers, and delivering a customer experience to create brand loyalty. This implies that market share can affect operations, pricing of products and services, and, potentially stock market performance, thus, gaining market share is a serious business goal.

Therefore, increasing market share is crucial and involves gaining a bigger share than the business has already. It implied that the business growth is greater than average and the business is outperforming its competition. It is postulated that a company can increase its market share by offering its customers innovative technology, strengthening customer loyalty, hiring talented employees, and acquiring competitors (Adam, Khadija, & Pete, 2022). Leslie, Jefreda, and Katrina, (2022) added that innovative technology can build a company's customer base with consumers new to the industry as well as consumers who leave another company for it. The authors pointed out that, innovating to gain market share can include product innovation, production method improvements, and marketing strategies.

Successful innovation results in new products and services giving rise to new markets, generating growth for enterprises, and creating customer value. Innovation improves existing products and processes, thereby contributing to higher productivity, lower costs, increased profits, and employment. Firms that innovate have higher global market share, higher growth rates, higher profitability, and higher market valuation. Based on the foregoing, it is hypnotized that:
Hypothesis one: Innovativeness has a significant effect on business market share.

Sales Volume

One of the indispensable indicators of a healthy sales volume. Sake's volume enables business to track the performance of its marketing activities ranging from marketing campaigns, evaluating the efforts of sales representatives, and choose the best places for physical stores. When a business monitored its sales volume, it looks for more effective strategy to sell more products or services. It also gives a clearer picture of the business top selling product or services and those that need either more promotional activities or should be withdrawn.

According to Indeed Editorial Team, (IET, 2023) sales volume in business is the measure of how many products a company sells. It's the number of items a business sells over a specific accounting period, whether per month, per quarter or per year. Some larger businesses may measure sales volume on a per-day basis. The sales volume metric emphasizes the number of products that consumers purchase instead of the monetary profit earned by the company. To calculate sales volume, you can use the formula: $\text{Sales volume} = \text{number of units sold} \times \text{time period}$. Indeed Editorial Team, (IET, 2023) are of the view that, sales volume is important because it can pinpoint the most successful sales methods for a company. It helps determine the most effective salespeople, marketing campaigns and business locations. Sales volume may also highlight the business best-selling items and which ones no longer sell because of a lack of interest from consumers.

THEORETICAL FRAMEWORK

Resources-Based View (RBV) Theory

This study adopted the Resources-Based View (RBV) Theory and Entrepreneurship Innovation Theory (Barney, 1991; & Schumpeter, 1949) as baseline theories for this study. These theories were selected to guide this study because their perspectives were tied to the focus of the study and the variables under investigation. The justification for these theories employed in this study were based on their theoretical explanation on the study variables; RBV states that the organizational resources and capabilities that were rare, valuable, no substitutable, and imperfectly imitable form the basis for a firm’s sustained competitive advantage and performance.

Entrepreneurship Innovation Theory on its part, explains that innovation occurs when the entrepreneur introduces a new product or a new production system, opens a new market, discovers a new source of raw materials or introduces a new organization into the industry and in the process, enhances firm superior performance. Both Resource-based Theory and Entrepreneurship Innovation Theory capture the dynamics of the independent and dependent variables in this study.

Conceptual Model

This paper conceptual framework was built to determine the effect of entrepreneurial orientation on business performance in relationship with specific entrepreneurial orientation dimension and specific business performance indicator and more so, the development of research hypotheses as presented in Figure 1 below.

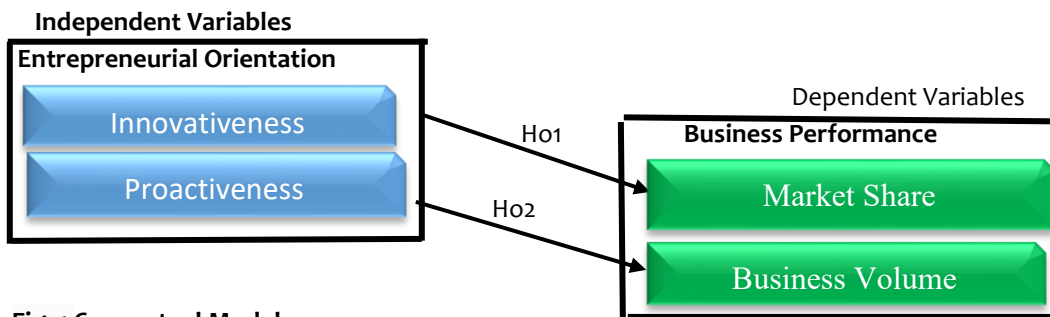


Fig. 1 Conceptual Model

Empirical Review

Alase, Babalola, and Okusanya, (2021) the study examined the interaction between entrepreneurial orientation components and sales volume of selected quoted consumer goods manufacturing companies in Nigeria. The study adopted a cross-sectional survey design. The population of the study was 1,551. Total enumeration was used to sample the entire population. A structured questionnaire was used for data collection. Data were analyzed using descriptive and inferential statistics. Findings revealed that innovativeness and proactiveness have a positive significant effect on the sales volume of selected quoted consumer goods companies in Nigeria. Herlinawati, Suryana, and Machmud, (2019) analyze the effect of entrepreneurial orientation on business performance using innovativeness, proactiveness, risk-taking, and aggressiveness, while business performance was measured through the Balanced Scorecard perspective. explanatory



methods with data collection techniques through questionnaires and interviews were used in West Java, Indonesia with a sample of 346 obtained through a proportional random sampling technique. The data that analyzed using a Likert scale system, descriptive syllogism analysis, and Structural Equation Modeling (SEM). The results showed that entrepreneurial orientation in all dimensions (innovativeness, proactiveness, risk-taking, and aggressiveness) tended to be low. Likewise, business performance (perspective: financial, customers, internal business processes, learning, and growth) are at a level that tends to be low, which illustrates entrepreneurial orientation positively influences business performance.

Gilbert, (2018) in a study tested the hypothesis on entrepreneurial innovativeness and firm performance, with responses obtained from 394 firms using questionnaire and analyzed using descriptive statistics, Pearson's bivariate correlation, multiple regression, and moderated regression analysis. Results revealed that entrepreneurial innovativeness has a direct positive relationship with the performance of mid-sized firms.

A review by Rauch, Wiklund, Lumpkin, and Frese (2018) examined the relationship between entrepreneurial orientation and business performance. The review found that entrepreneurship orientation was positively related to both financial and non-financial measures of performance, such as growth, innovation, and job creation.

Another review by Pihie and Bagheri (2020) looked at the relationship between entrepreneurship orientation and small and medium-sized enterprises (SME) performance. The review found that entrepreneurship orientation had a significant positive effect on SME performance, including measures of financial performance, growth, and survival.

A review by Covin and Slevin (2019) explored the impact of entrepreneurship orientation on firm performance across different industries and contexts. The review found that entrepreneurship orientation had a positive effect on firm performance in both developed and emerging economies, and across a range of industries.

Research Gap

Although the studies mentioned above provide valuable insights into the relationship between entrepreneurial orientation and business performance, there are several research gaps that could be addressed in future studies.

RESEARCH METHODOLOGY

This study adopted a survey research approach to collect quantitative data on the variables of interest namely; Business performance in terms of market share and sales volume and two dimensions of entrepreneurial orientation. The population of the study consist of 119 respondents consisting of owners, managers and employees of selected services providers businesses in Mubi metropolis as presented in table 1 below.

Table 1. Sample Frame

Names of Businesses	Owners	Managers	Employees	Total
Campus Shariton	2	1	10	14
Madagaska Restaurant	1	1	10	13
Jadrock Kitchen	1	1	9	11
Sikda Printing Press	3	1	11	16



Mama G Beauty Saloon	1	1	10	10
Frido Shop Right	1	1	8	9
Collins Shopping Plaza	1	1	8	10
ADSU Commercial Gest House	1	2	12	15
Bano Gest House	1	1	9	11
Valid Gest House	1	1	8	10
Total	13	11	95	119

Subsequently, census sampling technique was used in administering the questionnaire to the 119 workforces of the sampled businesses. Questionnaire were administered to the sampled respondent with the help of research assistant.

The questionnaire used to collect data for this study was adapted with modifications to fit the study area and consists of 22 questions in a statement form on a Likert-scaled items measuring innovativeness, proactiveness, market share and sales volume. The questionnaire items were presented in 5-point Likert rating scale ranging from 1 = 'strongly disagree' to 5 = 'strongly agree'. Example of items measuring entrepreneurial orientation; example of items measuring innovativeness is: Technological renewal is the top priority in this business; while example of items measuring proactiveness is: The business is constantly on the lookout for new ways of doing business. On the part of business performance; example of items measuring market share is: There is increase in market share gains by the business in the past two years; while example of items measuring sales volume is: The unit sales of the business have increased in the past two years.

To ensure the result of the instrument is stable and consistent, its reliability was determined by Cronbach's alpha (α) coefficient, which is one of the popular criteria for testing instrument reliability in research. The instrument's internal consistency for the different measures in this study yielded above 70 alpha coefficient which confirm the reliability of the instrument in this study. And the research instrument was validated through face and content validity. Both descriptive and inferential statistics used in the data analysis. The descriptive statistics such as frequency and percentage were used to analyze the demographic characteristic of the respondents while, simple linear regression was used to test the research hypotheses, establish the effect of entrepreneurial orientation on business performance with the aid of Statistical Package for Social Sciences (SPSS) version 26.

RESULTS AND ANALYSIS

Demographic Characteristics of the Respondents

The descriptive analysis revealed that male respondents were 49(61.3%) while female 31(38.8%). The age group of the respondents ranges from 20-25 to 41.45. the educational level of the respondent was also examined and it shows that respondents with SSCE were 8(10%) while the rest educational level ranges from OND/NCE to MSc/MBA. Examining the respondents' years of experience in business, results show respondents had a range of 5-10 years to 21-25 years in business as a business owner, manager or employee. The category of respondents was revealed to consist of 10 owners, 10 managers and 60 employees.



Questionnaire Response Rate

A total of 119 questionnaires were distributed to the owners, managers and employees of sampled businesses in Mubi metropolis, out of the distributed questionnaires 90 were filled and returned however, 10 were not properly filled thus were cast off, 80 duly filled making a response rate of 67% which was considered by the research adequate for further analysis as presented in Table 2 below.

Table 2. Questionnaire Response Rate

Names of Businesses	Owners	Managers	Employees	Total
Campus Shariton	1	1	6	9
Madagaska Restaurant	1	1	7	9
Jadrock Kitchen	1	1	6	8
Sikda Printing Press	2	1	6	9
Mama G Beauty Saloon	1	1	7	9
Frido Shop Right	1	1	5	7
Collins Shopping Plaza	1	1	4	6
ADSU Commercial Gest House	1	2	6	8
Bano Gest House	1	1	6	8
Valid Gest House	1	1	5	7
Total	11	11	58	80

Hypotheses testing

Hypothesis testing is an advanced stage of model evaluation to confirm the relationship between the entrepreneurial orientation dimensions that is, innovativeness and proactiveness and business performance in terms of market share and sales volume using simple linear regression with the aid of SPSS version 26. The results of hypotheses tested have been summarized in table 6 and 7 below.

Table 3. Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
1	(Constant)		3.201	.002
	EOI	.569	6.109	.000
R	.569a			
R²	.324			
F-Statistic	F (1,79) = 37.319			
P Value	.000b			

a. Dependent Variable: MS

The simple linear regression results as presented in table 3 above revealed the value of R as 0.569 demonstrating slightly above average relationship between innovativeness and market share. R² value of 0.324 signifying 32.4% change in market share is explained by innovativeness, while other factors accounted for the remaining 67.6%. The analysis revealed that data in this study fits the model well; as it was confirmed by the F-statistics of (1.79) = 37.319 and significant at P = 0.000. The Unstandardized Coefficients value of $\beta = 0.492$; P Value = 0.000 which is less than $\alpha = 0.05$ implies



that innovativeness has positive significant effect on market share. The positive and significant statistical effect shows that the higher the level of innovativeness, the higher the business performance in terms of market share. Therefore, the hypotheses one is not supported or in other words, it is accepted.

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.519	2.093		2.160	.034
	EOP	.631	.089	.629	7.059	.000
R		.629a				
R ²		.396				
F-Statistic		F (1,77) = 49.835				
P Value		.000b				

a. Dependent Variable: SV

Table 4 presents simple linear regression for the second hypothesis results having the R value as 0.631 which is also above average relationship between proactiveness sales volume. On the variability of the dependent variable as the result of changes in independent variable as represented by R² is 0.396 meaning that 39.6% variation in sales volume is explained by proactiveness. The F statistics $f(1,77) = 49.835$ with P value of 0.000 shows that the data is fit for the study. The Unstandardized Coefficients value of $\beta = 0.631$; P Value = 0.000 which is less than $\alpha = 0.05$ implies that proactiveness has positive significant effect on sales volume. The positive and significant statistical effect shows that the higher the level of proactiveness, the higher the business performance in terms of sales volume. Therefore, hypothesis two is not supported or in other words, it is rejected.

DISCUSSION OF FINDINGS

Results obtained from the statistical analyses performed shows that entrepreneurial dimensions significantly and positively influenced the business performance in Mubi metropolis. In particular, innovativeness was found to have positive and significant effect on business market share. This finding is consistent with the study of Wei-Loon, (2023) the study found that innovativeness with $\beta = 0.31, p < 0.01$ significantly and positively influenced business performance. More so, in alignment with this current study, Herlinawati, Suryana., Ahman, and Machmud, (2019; Fairuz, Hirobumi, & aml; Tanaka, 2010) findings of the studies indicate that entrepreneurial orientation has a positive and significant effect on business performance. These findings infers that to improve business performance, there is need to improve entrepreneurial orientation especially in innovativeness and proactiveness of business owners, managers and employees.

The results of the analysis also revealed that proactiveness positively and significantly affect business performance in terms of sales volume. This could be inferred by the increasing quality, new products and services offered in the market due to the ability owners, management and staff for being forward-looking and seeking new opportunities. This result is consistent with Wei-Loon, (2023; Ardhi, Mulyo, and Irham, 2021 and True, Fairuz, 2010) whose results also shows that proactiveness significantly and positively influenced business performance. This result implies that, to face the current business environment, a business is required to be able to create business opportunities as it is a way of fulfilling customer needs in market share and customer loyalty. The readiness of business owners, managers and employees to implement business strategies to deal



with current and future market trends that continue to change is prerequisite for business performance. It suggests that being proactive encourage businesses to anticipate and act before market changes occur and the direction of existing competition is formed.

CONCLUSION

The ultimate objective of any business is profitability, and this can be achieved in several ways including market share and business sales volume. Thus, the results of statistical analysis obtained in this study revealed that innovativeness, and proactiveness dimensions of entrepreneurial orientation have a significant and positive effect on business performance in terms of market share and sales volume. Therefore, an increase in these two dimensions will improve business performance in terms of increase business market share and sales volume. This, implies therefore that; entrepreneurial orientation can explain variations that occur in business performance according to the research model. The originality of this study lies in descriptive analysis in describing each dimension of entrepreneurial orientation and specific business performance indicators.

Recommendations

Results from the statistical analysis in this study demonstrated level of confidence that, there exist entrepreneurial orientation dimensions, that is, innovativeness and proactiveness exerts direct influence on business performance in terms of market share and sales volume. Thus, the study recommends that owners, managers and employees of businesses should entrepreneurial oriented in terms of been innovative and proactive in doing business so as to increase their market share and sales volume in a competitive business environment.

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