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**Influence of entrepreneurial orientation on the performance of small and medium-sized enterprises in Tafawa Balewa Local Government Area of Bauchi State - Nigeria**

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**Abstract**

*This study analyzed the Influence of entrepreneurial orientation on the performance of small and medium-sized enterprises (SMES) in Tafawa Balewa LGA Bauchi State. A primary method of data collection was used. Data were collected through the use of a structured questionnaire administered randomly to a carefully selected sample of 400 owners, managers/supervisors of SMES who have been in existence for a period of a minimum of five years and above through a multi-stage sampling technique. Statistical Package for the Social Sciences (SPSS) was used to analyses the influence of entrepreneurial orientation on the performance of SMES in Tafawa Balewa LGA Bauchi. The study results revealed that entrepreneurial orientation (with such elements as innovativeness, proactiveness, and risk-taking) has a positive and significant effect on SME performance in Tafawa Balewa LGA Bauchi State. The study concluded that entrepreneurial orientation is an integral part of SMES' owners in Bauchi Southern Senatorial Zone Nigeria to achieve optimal business performance. This means the more firms take advantage of EO constructs in the management of their small business organizations, the increase in performance could raise by 41%. This implies that in general, EO plays a crucial role in achieving an increased level of SME performance.*

**Keywords:** Entrepreneurial orientation, innovativeness, performance.

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**1. Introduction**

A country can be freed through entrepreneurial advancement, which serves as a catalyst competent of settling a few of the cutting-edge state's enduring from financial challenges, such as destitution, joblessness, breaking down living measures, and citizens' moo per capita salary, all of which have met to raise the national temperature of numerous countries to awkwardly tall levels, coming about within the development of a unused financial arrange. Besides, creators that have composed almost enterprise, counting Idam (2021) and Chaney and Martin (2019), have emphasized that entrepreneurial exercises have a positive effect on the broader open, with a greater effect on the foremost impeded divisions.

As a result of these discoveries, a more grounded sign of entrepreneurial

introduction in a creating nation such as Nigeria has been reinforced. A few of the collateral benefits of entrepreneurial action on their communities and economies as entirety incorporate the arrangement of work conceivable outcomes, gigantic item advancement, and the fortifying of the macroeconomic framework through the exportation of products and administrations. In case Nigeria needs to attain long-term entrepreneurial development, the essential partners within the arrangement, social, and commercial ecologies must work out advancement, proactiveness, and risk-taking (Edewor, Imhonopi, & Amusan, 2020). All of these variables are straightforwardly related to

how successful a corporate organization may be.

Small and medium-sized firms (SMEs) have long been recognized as basic members in financial improvement since they boost competitive resistance, efficiency, and development whereas too giving outside benefits to the broader economy. Concurring to Mohammed (2017), the extension of SMEs may be a more vital quickening agent for the creation of modern employments than the development of bigger enterprises. He went on to say that usually since SMEs are respected to require more labor than bigger firms. More particularly, the advancement of SMEs serves as a weapon for destitution easing, with the result that each nation, as well as the complete worldwide town, will make advance toward the objective of diminishing destitution levels in society.

Understanding the components that impact organizational execution is basic, particularly in light of the current financial downturn, since it permits for the recognizable proof of those components that require more consideration in arrange to move forward the organization's execution. As a result, the execution of SMEs will be explored in this inquire about, with a specific accentuation on deals volume, benefit, advertise share, and client development. Agreeing to this perspective, effective esteem creation for common partners can be likened to great SMEs' execution, and the systems can be connected more broadly. As a result, the reason of this inquire about is to see into the effect of entrepreneurial introduction on the execution of SMEs in Tafawa Balewa LGA Bauchi state.

Thus, these little exchanges confront an assortment of challenges, counting a need of financing, innovation, and social alter. To overcome these impediments, trade proprietors must adjust their current methodologies to the current advertise state in arrange to attain commercial success. As a result, there's colossal intrigued in

conducting this investigate in Nigeria. The objective of this inquire about is to see into the impact of EO on company execution in Tafawa Balewa LGA, Bauchi State, Nigeria, particularly innovativeness, risk-taking. This think about will include to the corpus of literature on business enterprise and offer assistance researchers get distant better; a much better; a higher; a stronger; an improved" a distant better get a handle on of the effect of EO on trade victory in Nigeria. It is against this backdrop that the researcher decided to undertake these statements of the research problems below.

### **Statement of the Problem**

In any case, in spite of different steps put in put by governments at all levels to assist SMEs in Nigeria, a natty gritty examination uncovers that all of these government activities show up to be inadequately to end destitute execution and by and large disappointment among SMEs in Tafawa Balewa LGA Bauchi State. A few may contend that most government intercessions have focused on monetary loans instead of taking into consideration trade owners' proclivity and basic states of mind toward business enterprise, which could be a sensible point of contention (Akingunola, 2021). As a result, numerous of these ventures are finding it troublesome to compete favorably with colossal neighborhood organizations that have benefitted from the convergence of low-cost imported things from China and other nations.

In the event that the person beneficiaries/business proprietors don't show a suitable level of great culture toward entrepreneurial introduction, with a particular intrigued in innovativeness, proactiveness, and risk-taking, budgetary mediations may be insignificant (Bisbe, 2021). To optimize the viability of such government activities and accomplish moved forward execution, it is basic to show a tall level of these characteristics (innovativeness, proactiveness, and risk-taking), which are essential fixings of

entrepreneurial introduction. As a result, this considers conducted an experimental request of the effect of entrepreneurial introduction on the execution of SMEs in Tafawa Balewa LGA Bauchi State.

## 2. Review of Literature

### Entrepreneurial Orientation

Ronstadt (2019) characterizes business enterprise as the interest of productive thoughts and ventures that result in extra riches. Scholastics and specialists have ended up curious about the concept as intrigued within the advancement of SMEs has developed. One objective is obvious: commerce victory is chosen by preparation and area, not by chance. In strategic organization writing, entrepreneurial introduction is characterized as the method of "how" a modern undertaking comes into being (Mthanti & Ojah, 2022).

Past scholastics concurred, characterizing imperative trade introduction as "the methods, activities, and decision-making activities that lead to modern trade through the preparation to revolutionize and take-risks, and a proclivity to be forceful toward competitors, and characterized by one, or more of the taking after sizes: a proclivity to act autonomously, an Dynamic relative to commercial center chances" (Lumpkin & Dess, 2020). Pearce, John, Fritz, and Davis (2018; 2021) characterized commerce introduction as "a conceptualized set of particular but related behaviors that have the makings of innovativeness, proactivity, humble viciousness, risk-taking, and freedom." This think about characterizes entrepreneurial introduction as the capacity to creatively allow goods/services to clients by allowing autonomous imagination, benefitting on beneficial up and coming thoughts by captivating hazard, and maintaining a strategic distance from future dangers.

Mill operator (2017) distinguished three components of entrepreneurial introduction: innovativeness, proactivity, and risk-taking. The capacity to supply

novel thoughts and research that seem result within the development of modern crops and facilities was classified as innovativeness. The specialized industry could be a great illustration of innovativeness, as both principal and incremental oddity happen on a customary premise. Toyota and Peugeot make unused car brands to allure clients and accomplish monetary victory. The capacity to seize chances and pick up a competitive advantage in making future weights and adapting with trade complexities is alluded to as proactivity (Lumpkin & Dess, 2020). Apple could be a brilliant case of a firm that's dynamic. Its products isolated themselves from those of competitors, and the quality of their items gives the enterprise a competitive advantage; notwithstanding of how competitors attempt to create, the Apple brand of portable phones and computers has stood out. At long last, risk-taking is characterized as the capacity to contribute assets in endeavors or thoughts with a tall probability of victory or disappointment (Mill operator & Friesen, 2016; Lumpkin & Dess, 2020). The lion's share of fruitful business visionaries is known to be hazard takers (Kuratko & Hodgetts, 2022). Agreeing to Mill operator (2017), the three EO angles of innovativeness, proactivity, and risk-taking serve as the center of any entrepreneur's key introduction.

Lumpkin and Dess (2020) displayed two unused EO measurements: independence and hostility in competition. Mill operator portrayed entrepreneurial introduction as a key pose characterized by innovativeness, proactivity, and risk-taking (Stam & Elfring, 2018). The five viewpoints, agreeing to Lumpkin and Dess, result in entrepreneurial state of mind. There are two sorts of entrepreneurial introduction: one-dimensional and multidimensional (Covin & Lumpkin, 2020). Mill operator (2017) and Covin and Slevin (2021) talked about the one-dimensional viewpoint. Entrepreneurial introduction, agreeing to

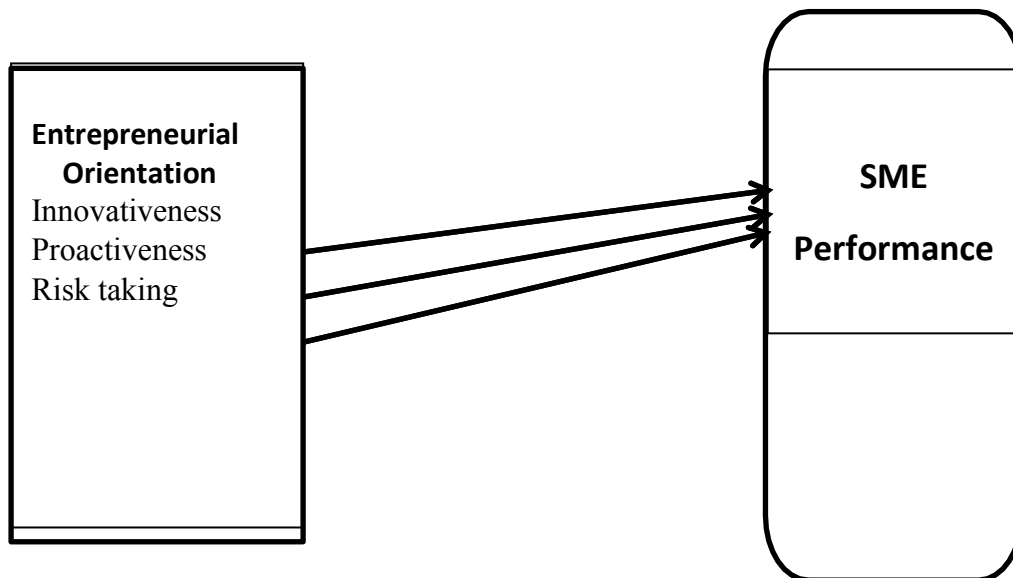
these specialists, is characterized by the capacity to show all of the traits of innovativeness, proactivity, and risk-taking. On the other hand, Lumpkin and Dess's (2020) investigate, is concerned with the multidimensional perspective.

This specialist sees the capacity to be creative, independence, proactivity, risk-taking, and competitive forcefulness as independent characteristics of entrepreneurial introduction. Within the one-dimensional point of view, entrepreneurial introduction is seen as a single quality (Krieser, Eeaver, & Marino, 2019), while the multidimensional point of view sees independence, proactivity, risk-taking, innovativeness, and competitive forcefulness as unmistakable qualities (DeepBabu & Manalel, 2021). This think about offers a comprehensive see into entrepreneurial proclivity. Since key choices shift, characterizing the measurement as a single characteristic is

incorrect, as each measurement requires particular behavioral input.

The measurement of entrepreneurial introduction shifts between firms, agreeing to William, McNaughton, and Society (2019). Since of social and work-environmental contrasts, angles appropriate in a profit-making organization may not be appropriate in a non-profit organization. Be that as it may, investigate has appeared that entrepreneurial mindset shifts among profit-making firms (Kropp, Lindsay, & Shiham, 2018 Naldi, Nordqvist, Sjoberg, & Wiklund, 2017). At long last, the victory of any trade is decided by the entrepreneur's approach to trade dealings; in this way, the concept of entrepreneurial introduction is respected as a basic component of an business person since it makes a difference adjust the fit between the person and the commerce environment (Thornberry, 2016).

### Dimensions of Entrepreneurial Orientation



#### Innovativeness

Among the highlights of innovativeness, agreeing to Lumpkin and Dess (2020), are the readiness to motivate imagination and experimentation within the presentation of unused items, novelty, and mechanical administration within the development of modern forms. Innovativeness can be

characterized as a company's capacity or want to think past the box in reaction to a particular circumstance (Hult, Hurley, & Knight, 2021). An entrepreneurial mentality is centered on the search of

openings through innovation, which could be a imperative component of the method (Lumpkin & Dess, 2020).

### **Proactiveness**

Proactivity is characterized as a forward-thinking approach that incorporates the dispatch of unused things ahead of the competition, within the estimation of future sales, in arrange to affect and capture the environment to the good thing about the company (Lumpkin & Dess, 2020). The reason of proactiveness is to outmaneuver competitors and get a competitive edge, securing a first-mover advantage whereas moreover picking up and holding client devotion (Ambad & Wahab, 2019).

### **Risk-taking**

The concept of risk-taking has been long related with business enterprise. Early definition of business enterprise centered on the readiness of business visionaries to lock in in calculated commerce dangers. Lumpkin and Dess (2020), Oscar, et al, 2021 recognized wandering into the obscure as a by and large acknowledged definition for chance taking, in spite of the fact that may be troublesome to measure. This can be since, in expansion to financial chance, it regularly involves mental and social dangers (Gasse, 1982; Lumpkin & Dess, 2020, Oscar, et al, 2021). Later investigate demonstrates that business visionaries secure higher on risk-taking than do non- business people, and are by and large accepted to require more dangers than non-entrepreneurs since the business visionary faces a less organized and a more dubious set of conceivable outcomes (Bears, 2018; Oscar, 2021).

This alludes to the proclivity to grasp dangers, such as entering modern markets and contributing huge entireties of cash in a questionable wander, as well as borrowing too much for commerce ventures with a moo level of consistency in an erratic environment (Lumpkin & Dess, 2020). The idea was characterized by Mahmood and Hafani (2018) as the think assignment of assets to ventures that have a tall potential

of conveying considerable returns but too a tall probability of coming up short. Commerce includes chance since different vulnerabilities might influence the result, which cannot be anticipated with exactness. Firms must be prepared to lose significant assets in arrange to seek after significant benefits for their activities to be considered perilous (Rauch et al., 2019).

Hazard taking is additionally seen as inclination towards unsafe ventures (Mill operator 2021, Covin & Stevin, 2022; Mario, 2019). It was anticipated that firms that have way better performance would moreover have a better level of hazard affinity (Leko-Simic & Horvat, 2019, 2020). These creators assist emphasized that risk-taking penchant can be characterized as a propensity to require or dodge dangers and it is seen as an person characteristic. The positive relationship between risk-taking affinity and hazard choice making by people is anticipated to interpret to organizations through beat administration groups. In spite of the fact that there are numerous ways of conceptualizing hazard, Forlani and Mullins (2020) cited in Kropp et al, 2021, Oscar, et al, 2021) portrayed business visionaries' discernment of hazard as the instability and potential misfortunes related with results which may take after from a given set of activities or behavior. Chance taking depends on hazard affinity and chance recognition.

### **Small and Medium-sized Enterprises**

Since each nation may have possess framework for recognizing the idea in terms of measure classification (Ogechukwu, 2019), there's no widespread definition of SMEs' estimate classification. Customary information is that SMEs are classified based on their deal's turnover, the number of full-time representatives, and the esteem of their plant and gear (settled resources) (Cunningham, 2021). The World Bank, for illustration, characterizes SMEs as endeavors with a greatest of 300 workers

and yearly deal of \$15 million (Akingunola, 2021).

This consider, on the other hand, centers on Nigeria's National SME Arrangement, as detailed in SMEDAN (2017). In this setting, micro-enterprises are characterized as those with add up to resources of less than N5 million (barring arrive and building) and less than 10 workers; little endeavors are characterized as those with add up to resources of more than N5 million but less than N50 million (barring arrive and building) and between 10 and 49 representatives; and medium undertakings are characterized as those with add up to resources of N50 million but less than N500 million (barring arrive and building) and between 10 and 49 representatives. (This incorporates directors). Within the occasion of a debate, the work prerequisite takes priority over the resources measure (NEDEP, 2013).

### **Performance of SMEs**

Agreeing to Koufteros, Verghese, and Lucianetti (2019), commerce may be an interest sought after with the objective of creating cash or benefit. A benefit inspiration and a few sorts of financial movement are required for an interest to be respected as a commerce. Sometime recently an action to be classed as a firm, it must be carried out in great confidence with the point of making a benefit, frequently known as being profit-oriented (Bisbe & Malagueo, 2021). In this setting, the taking after develops will be utilized to survey the victory of SMEs: deals volume, benefit, showcase share, and client development (Kithaka, 2016).

## **3. Methodology**

### **Research Design and Sample Size**

Descriptive survey research design was adopted in administering questionnaire to a sample of 400 SMEs owners in Bauchi Southern Senatorial Zone Nigeria; using Yamane (1967) model. From the distributed questionnaire, a total of 322 (80.5%) were completed, returned and

collated for the study. The questionnaire consisted of three sections. Section A contained the bio-data variables of the respondents. Section B adopted the three major EO dimensions (such as innovativeness, proactiveness, and risk-taking) as propounded by Covin and Selvin (1989, 1991) because they have been used by most previous studies such as Klerk, Palmer and Wyk (2021) and Anton (2014) and documented to have achieved a high level of reliability and validity in various studies (Kreiser, Marino & Weaver, 2002) while, section C contained items relating to SMEs performance; financial and non-financial performance measures such as sales growth, profitability, market share and customer growth as used by Kithaka (2016) and modified. All items of the questionnaire were measured using 5-Likert point rating scales as developed by Vagias (2006).

The questionnaire was self-administered to the 400 respondents through a proportional sampling technique to achieve fairness among all the heterogeneous categories of SMEs (manufacturing, production and services) while in each category, a basic random technique was employed to choose respondents who were only the owners, managers and/or the supervisors of the SMEs. Descriptive statistics (such as frequencies and percentages) and inferential statistics was used.

*H1: Entrepreneurial orientation does not significantly affect the performance of SMEs in Tafawa Balewa LGA Bauchi.*

## **4. Results and Discussion**

The respondents returned 322 questionnaires out of a total of 400, accounting for 80.5% of the total sample size under inquiry. These were processed, analyzed, and used in the research. Table 4.1 describes the characteristics of the respondents, 64.3% of whom are males and 35.7% of whom are females. According to the statistics, a growing proportion of men in Nigeria are involved in small and

medium-sized businesses. The respondents' age distribution demonstrates a significant range across different age categories. According to the statistics, SMEs are dominated by young people in their active age range.

According to the statistics on years of schooling, a significant number of the sample entrepreneurs have an adequate degree of education. This clearly demonstrates the importance placed on

Western education in Bauchi Southern Senatorial Zone Nigeria. The distribution of positions shows that 38.8% are business owners, 31.1% are business managers, 13.4% are supervisors, and 16.8% are employees. The descriptive data provided by the respondents reveal their ability to provide the required information on the relationship between cultural values and the performance of SMEs.

**Table 1: Demographic Characteristics of Respondents**

Variables	Description	Frequency	Percentage
Gender	Male	207	64.3
	Female	115	35.7
<b>Total</b>		<b>322</b>	<b>100</b>
Age (in years)	18-29	34	10.6
	30-35	66	20.5
	36-40	67	20.8
	41-45	60	18.6
	46-50	49	15.2
	51-55	26	8.1
	56-60	16	5.0
	61 and above	4	1.2
<b>Total</b>		<b>322</b>	<b>100</b>
Marital Status	Single	58	18.0
	Married	231	71.7
	Divorced	18	5.6
	Widow	15	4.7
<b>Total</b>		<b>322</b>	<b>100</b>
Level of Education	Primary	8	2.5
	Secondary	104	32.3
	Tertiary	210	65.2
<b>Total</b>		<b>322</b>	<b>100</b>
Position	Owner	125	38.8
	Manager	100	31.1
	Supervisor	43	13.4
	Employee	54	16.8
<b>Total</b>		<b>322</b>	<b>100.1</b>

Source: Filed Survey (2023)

**Effect of Entrepreneurial Orientation on Performance of SMES**

The results in Figure 1 show the measured effect of EO on the performance of the firms. The results show that in the

aggregate, the effect of entrepreneurial orientation (EO) on the performance of the firms is 0.41. This shows that EO can lead to 41% increase in the level of the firms' performance. The more the firms take advantage of EO constructs in the

management of their small business organisations, the increase in performance could raise by 41%.

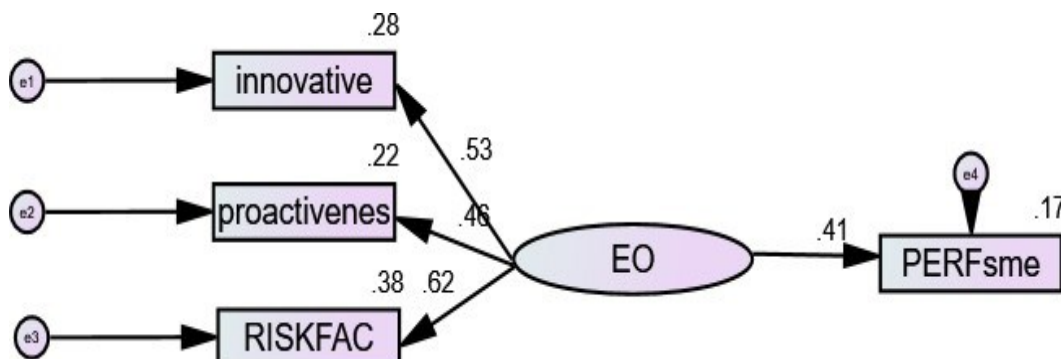


Figure 1: Measured Effect of EO on Performance

### Discussion of Findings

This study attempts to illustrate the estimated influence of EO on the performance of SMEs. Increasing a company's entrepreneurial attitude is generally a good thing because it helps to improve overall business performance. In general, the results in Figure 4.1 depict the assessed influence of EO on business performance. According to the findings, the overall effect of EO on business performance is 0.41. This demonstrates that EO can result in a 41% boost in business performance. This suggests that the more firms use EO constructs like innovativeness, proactiveness, and risk-taking in the management of their small business organizations, the greater the gain in performance. This is in conflict with the findings.

### 5. Conclusion and Recommendation

Undoubtedly, SMEs are a driving force in the economic development of developed and developing countries. SMEs in Africa and Nigeria in particular are often constrained by so many factors to survive and remain sustainable. Survival strategies have been developed, which this research has synchronized with entrepreneurial orientation and network model. These survival strategies have immensely

contributed to the growth and sustainability of the studied SMEs. They serve as the running engine through which the economy survives

By building on previous research, this study examined the Influence of Entrepreneurial Orientation on the Performance of Small and Medium-Sized Enterprises and offers a number of propositions for testing regarding this relationship. The result indicates a positive relationship between EO and SME's Performance. This is consistent with the theory that SME's with high EO outperform and have high chances of survival than SME's with low EO (Kroop, (2016).

The research result revealed that in a dense competitive Entrepreneurial Orientation economy such as Nigeria the application of strategies for SME's survival is a top most priority. For this to be achievable owners /promoters of SME should practice quality management which will play a critical role in improving the profitability of many SME's in their early years of operation. It is necessary also for SME's owners to formulate adequate proactive strategies which will help to reposition SMEs in the market place by launching new products ahead of future demand. Managers with good management experience should be able to apply appropriate financial strategies so as to be prudent in



recordkeeping which will provide SMEs with accurate financial information on which decisions are based in areas of sales projections, determining breakeven point of profits, and ascertaining other financial analyses. The implication of prevalent lack of proper accounting records has led to the closure of most SMEs thereby making it a highly significant issue for SME, survival and sustainability.

The study, therefore, recommends that there is need for orientation and strong advocacy for entrepreneurs in SMEs in Nigeria and Africa to change the mindset on how they are operating their businesses. They should inculcate the attitude of exploring modern scientific business practice and adapting to various survival strategies proposed to operate their businesses.

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