

ACHIEVING SMALL AND MEDIUM-SCALE PERFORMANCE THROUGH ENTREPRENEURIAL ORIENTATION

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Abstract

This study investigated the relationship between entrepreneurial orientation and SME performance of small-scale poultry farmers. To achieve this, four object research questions and hypotheses were raised., the study used the quantitative research approach with a descriptive and causal research design. From a population figure of 669 SME business owners in Asaba, Delta, data were collected through a pilot structured questionnaire using the cross-sectional approach. Multiple regression analysis was the statistical tool used to analyze the data gathered. Findings revealed that three out of the four indicators of entrepreneurship proactiveness, entrepreneurship innovativeness, and entrepreneurship demography, have a significant positive relationship with SME performance while entrepreneurship risk-taking relationship with the dependent variable is insignificant. Based on these findings, it was concluded that entrepreneurship orientation revealed that impactful relationship with SMEs' performance, the investigation of their performance shows that entrepreneurial orientation affects small and medium scale, although the majority of the findings were concerned with the attributes of, innovativeness, pro-activeness, risk-taking and demographic factors indicates a positive relationship with SMEs performance.

Keywords: *Small & Medium Scale Enterprise, Entrepreneurial rientation, Innovativeness.*

DOI: 10.58934/jgeb.v4i15.206

1. INTRODUCTION

Government endeavors in numerous countries presently put more prominent consideration on the strengthening of its people by diverting the consideration of its able-bodied men and ladies to abuse entrepreneurial openings. These activities are most inviting, especially in the case of

creating nations where women have been considered to be domestic taking care of the family or guardians (Goliber, 2020 Boolaky and Gungaphul, 2019). Even though ladies have reacted emphatically to the government's endeavors towards them and begun joining the workforce either as paid representatives or self-employed, ladies are still an underrepresented bunch inside enterprises and higher positions in organizations (Patterson et al. 2012). As of late, the world recorded an upsurge in the number of ladies included in entrepreneurial exercises however there's still a huge crevice between the two sexes in what they are currently accomplishing in commerce (Kirkwood, 2019). It is recognized that a better rate of men are locked in entrepreneurial exercises in creating and creating economies for different reasons (Parker, 2019; Humbert and Drew 2020). Along this line, Zoltan et al (2019) contended that ladies may discover it harder to induce propelled for their commerce eagerly in set up education and are constrained to be self-motivated through working in their endeavors. The self-employment option is reverberated by a few other analysts who propose that self-employment may be the as it were accessible elective to unemployment and usually basically due to disappointment from past employments, troubles re-enter the labor showcase, the 'glass ceiling' and family-related things (Mattis, 2004; Sarri and Trihopoulou, 2004; Taylor and Newcomer, 2015). This wave of ladies joining the workforce has created genuine issues that called the consideration of researchers to see into sex contrasts over the world in different trade disciplines counting business.

The significance of small and medium endeavors plays a central part in the preparation in which an organization must successfully oversee the state of being subordinate to obtain and keep up basic assets paying specific consideration to entrepreneurial introduction which is seen as a handle reflected in repeating organizational execution (Covin and Slevin 1991) instead of the activities of people having certain traits or characteristics. From a nation's point of view, business enterprise is seen as a source of business, and advancement and this contributes to the financial advancement of a country. Indeed nations such as the United States of America recognize the significance of business enterprise and pronounced February 24 to Walk 3, 2007, Business Person Week. In common, enterprise boosts the economic development of a country by expanding the per capita yield and wage of a region

The entrepreneurial introduction is an imperative calculation for a firm's victory (Wang 2018) and it has been conceived as the method and decision-making exercises utilized by business visionaries that lead to the passage and bolster of commerce exercises (Lumpkin and Des 2011,

Kroop Lindsay and Sholam 2016). Entrepreneurial Introduction has moreover been conceived as comprising three measurements specific innovativeness, risk-taking, and pro-activeness (Naman and Slevin 1993). These three components of the business are contended by Mill operators (1983) to include an essential, unidimensional key introduction. Innovativeness includes looking for an inventive or abnormal arrangement for issues and needs. This measurement incorporates item developments, the advancement of modern markets, and unused forms and innovations for performing organizational functions. The risk-taking measurement alludes to the readiness of the administration to commit vital assets to openings within the confront of vulnerability. Not all commerce start-ups were successful and managed to outlive the future. This consideration points to get it how entrepreneurial introduction influences the execution of SM Es in Nigeria drawn from the extant writing.

The problem

The problem of the execution of little and medium undertakings has been a major issue for business researchers. A part of endeavors have been made in the past by entrepreneurial introduction and environmental components analysts to discover an enduring arrangement of how entrepreneurial introduction seems emphatically to impact little commerce execution, depending exclusively on this fundamental impact and relationship that gives a deficient understanding of little commerce execution. In a further effort toward settling this issue, a more prominent understanding is picked up by the thought of entrepreneurial introduction to capital and natural dynamism. Little and medium-scale businesses confront execution challenges, if they have a tall entrepreneurial introduction that gives businesses the capacity to find or find unused openings that can separate them from other firms and make a competitive advantage. Too, the issue of assurance of a suitable method for the choice of great ventures gets to be one of the causes of less execution of little and medium enterprises, it is vital to note that for little and medium endeavors to perform successfully within the fulfillment of their goals, they must select and contribute only in practical ventures.

Hypotheses

H₀₁: There is no significant positive relationship between the proactiveness of SMEs and performance

H₀₂: There is no significant positive relationship between the innovativeness of SMEs and performance

2. LITERATURE OVERVIEW

Concept of Business Enterprise Introduction

Entrepreneurial introduction concurring with Lumpkin and Gregory alludes to the forms, hones, and decision-making exercises that lead to the modern section (Lumpkin and Des 1996). The term entrepreneurial introduction is utilized to allude to the set of individual mental characteristics, values, traits, and states of mind unequivocally related to an inspiration to lock in in entrepreneurial exercises (McClelland 1992, Dunkelberg and Cooper 1982, Timmons 1978). The entrepreneurial introduction could be a firm-level development (Covin and Slevin 1991) that's closely connected to vital administration and the strategic decision-making handle (Birkinshaw 1997, Burgelman 1993). A major improvement within the writing has been on the conceptual show of enterprise as a firm's behavior. Mill operator (1983) gave a valuable beginning point. He saw entrepreneurial introduction as a combination of risk-taking, development, and Proactiveness. He recommended that entrepreneurial firm locks in item showcase advancements, attempts to some degree unsafe wanders, and, to begin with defining proactive development, beating competitors to the punch.

Covin and Slevin (1991) advocate the utilization of risk-taking, development, and proactiveness as the key measurements of enterprise. In any case, they allude to these as entrepreneurial stances. These creators accept that firms with such entrepreneurial stances are willing to require high-risk ventures with chances of exceptionally high returns and are strong and forceful in seeking openings. A later consideration by Wiklund (1998) found that there's a solid connection between entrepreneurial introduction and entrepreneurial behavior. In this manner, an organization with an entrepreneurial introduction might be characterized as an entrepreneurial organization. Past measures of a firm's entrepreneurial introduction have concluded pro-activeness within the interest of modern commerce openings, risk-taking affinity, and innovativeness (Kropp et al 2006). Numerous researchers have portrayed a reasonably reliable set of related exercises or processes (Wiklund & Shepherd 2003), such forms consolidate a wide assortment of exercises counting a firm's methodologies and decision-making styles that firms utilize to act entrepreneurially (Lumpkin & Dess 1996 P. 139). There's a positive affiliation between risk-taking and other angles of entrepreneurial behavior. (Wiklund, Feese & Lumpkin 2004).

Small and Medium Scale Enterprises

Little and medium-scale ventures (SMEs) are for the most part respected as the motor of financial development and evenhanded advancement in creating economies. They are labor-intensive, capital-saving, and competent in making a difference making most of the one billion unused employments the world will require by the conclusion of the century. They are moreover seen as the key to Nigeria's financial development, destitution mitigation, and work era. In any case, their unremarkable execution in a business era for a long time has produced a part of research interest in their challenges and prospects. Since Nigeria's autonomy in 1960, much accentuation has been laid on the development of little and medium-scale businesses as an implication of decreasing the rate of destitution and unemployment within the nation. Since the appropriation of the financial change program in 1986, there has been an unequivocal move from pretentious, capital-intensive, and large-scale mechanical ventures based on consequence substitution to small-scale businesses with colossal potential for creating household linkages for maintainable mechanical improvement.

The reality that the small and medium undertakings have not made the specified effect on the Nigerian economy despite all the endeavors and backs of succeeding organizations and governments gives a cause for concern. It underscores the conviction that there exist principal issues or issues, which go up against little and medium endeavors which have not been wholesomely handled.

Prospects of SMEs in Nigeria

The recognized issues of small and medium undertakings regardless of their prospects distant exceed them, given the vital part small and medium endeavors play within the mechanical and financial development and improvement of creating nations like Nigeria. Separated from the government's concerted and tireless endeavors towards patching up and maintaining the dynamic quality of this all-important sub-sector, the private segment, as well as proficient bunches and affiliations, are not related in their imperative commitments to the improvement of the subsector. The current push of the Little and Medium Ventures Improvement Organization of Nigeria (SMEDAN) gives trust, certainty, and positive thinking that going forward, the government's consideration will proceed to be pulled into the little and medium endeavors subsector. The Office is as of now about to conclude an across-the-country census/survey of smaller-scale little and medium ventures (MSMC) which it commenced.

Given its challenging command of starting and articulating thoughts for miniaturized scale, small, and medium ventures arrangement pushed as well as advancing and encouraging improvement programs, disobedient, and back administrations to accelerate the improvement and modernization of Miniaturized scale, Little, and Medium Endeavors (MSMEs), Little and Medium Undertakings Development Agency of Nigeria (SMEDAN) severely required to have a comprehensive understanding and information of the population of Smaller scale, Little and Medium Ventures (MSMEs) within the nation, their dispersion by segments such as agribusiness, fabricating, administrations, exchange, development, mining, innovation, etc and their conveyance by rustic and urban zones as well as the level of vertical and even linkages inside and between different divisions of the industry to get to the level of mechanical integration and the frequency of sub-contracting and its potential in giving a flip to mechanical improvement.

The census/survey will empower the Little and Medium Endeavors Improvement Affiliation of Nigeria (SMEDAN) to decide and survey the major working troubles of Miniaturized scale, Little, and Medium Ventures relating to both advertise capacities and approach environment because it relates to administrative, motivating forces, and back administrations. The general benefits of the census/survey would pivot on the anticipated strong information and data, which the Little and Medium Undertakings Improvement Affiliation of Nigeria (SMEDAN) would utilize as a premise for approach definition, execution, and mediation, viable formative arranging, imperative counsel on modern speculations, develop & beneficial ranges, crude materials accessibility as well as accessible innovation, accessible markets, accessible sources of reserves and help. Little and medium ventures offer assistance to economize assets such as capital, and specialized and administration aptitudes are rare and constitute the central issue of underdevelopment. Little and medium ventures have shorter development periods and as a result, abdicate faster returns on venture. They encourage adjusted mechanical advancement so that as it were such businesses can effortlessly be set up in numerous rustic regions. In this respect, they moreover display a strong implication of reducing rural-urban movement and the affiliation between urban and unemployment. Little and medium ventures advance completion and prevent imposing business models. The relative ease with which little and medium endeavors are set up and the responsiveness of entrepreneurs to developments could be a major calculation for the dominance of little and medium ventures in any economy, particularly in creating economies. Perception has it that the presence of numerous sound businesses to begin within a country constitutes an obstruction against restraining infrastructure. The significance

of a competitive showcase to the buyer in specific and the economy, in common, cannot be over-flogged.

SMEs Execution

Lumpkin and Dess 1996 demonstrate distinguishes a few execution measures counting deals development, advertise share, productivity, general execution, and partner fulfillment whereas a conventional degree of victory e.g Return on Speculation, Return on Value, Return on Resources or advertise share can be utilized for older established shapes, numerous developing businesses are private and not required to reveal monetary data, a few measures such as development rates on a little base are deluding and sporadic and modern firms may not, however, have come to break-even. Disappointment rates for innovation entrepreneurs are high (Timmon & Spinelli 2004). Given the high mortality of rising businesses, survival may be a key degree. We accept that survival could be a key execution degree for innovation business visionaries and unequivocally include it as an execution degree of the reexamined demonstration. We moreover accept that interest in innovation improvement programs will improve the likelihood of survival for start-up technology entrepreneurs. Commercialization of innovation, whether it is coordinated by the firm or through permitting is greatly vital for an innovation business visionary. It makes the revenue stream innovation firms have to survive and thrive. Innovation exchange – the utilization of the innovation for a diverse application or client, too has the potential to form income. For these reasons, commercialization and innovation exchange are expressly included as execution measures in the changed show. Considers have appeared that development is utilized as an intermediary for commerce execution (Fombum & Wally 1989 Tsal et al (1991) Vander Werf (1992) Chardler Harts (1993). Development as a degree of performance may be more precise and open than bookkeeping measures as a degree of monetary execution. In any case, a firm may select to exchange long-term development for short-term productivity (Zahre 1991).

The resource-based viewpoint contends that maintained competitive advantage is produced by the special bundle of assets at the center of the firm (Barney 1991, Conner and Prahalad 1996). In other words, the resource-based see depicts how commerce proprietors construct their trade from the assets and capabilities that they now have or can procure. (Bollinger 1999). The term "resources" was conceived broadly as anything that can be thought of as a quality or a shortcoming of the firm Wermerfelt (1984). This addresses the central issue of how predominant execution can be accomplished relative to other firms within the same advertise

and the suspicion that predominant execution comes about from procuring and abusing the interesting assets of the firm. Verifiable within the resource-based point of view is the centrality of the ventures' capabilities in clarifying the firm's execution. Assets are critical predecessors to items and eventually to performance. (Wermerfelt 1984). Agreeing to resource-based scholars, firms can accomplish maintainable competitive advantage from such assets as vital arranging (Michalism et al 1997, Powell 1992).

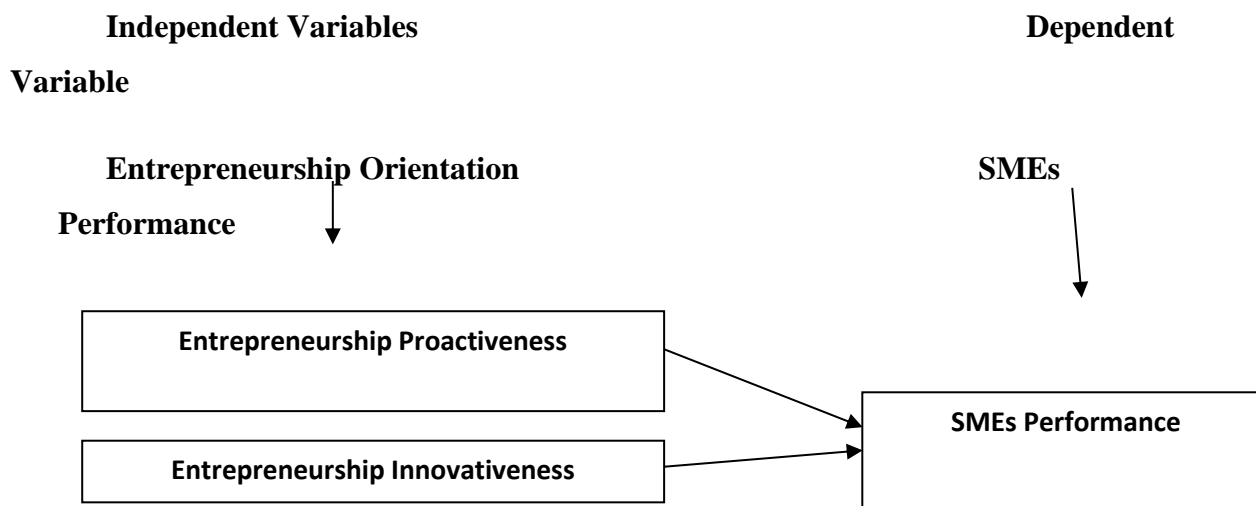
Part of Little Medium Undertakings Sub-Sector in Financial Advancement

An audit of the authentic involvement of financial development and advancement in different nations is packed with victory stories of the helpful impact and positive affect and commitments of Little and Medium Undertakings (SMEs) in mechanical improvements, mechanical advancements, and send-out advancement. The mechanical insurgency of 1760-1850 speaks to a great declaration of the inalienable imaginative soul of Little and Medium Undertakings (SMEs) which are progressively challenged within the show century especially after winds of financial charge cum innovative advancements and mechanical liberalization, have cleared different economies of the world. These challenges regardless, Little and Medium Endeavors (SMEs) have remained as important and pertinent financial catalysts in industrialized nations as they are within the creating world. In numerous developed countries, more than 90% of all undertakings are within the Small and Medium Endeavors (SMEs) sub-sector while 80% of the overall mechanical labor constrain in Japan, 50% in Germany, and 46% within the USA, little businesses contribute about 39% of the country's national wage. Comparable figures in numerous other created nations are indeed higher (Kifordu & Igweh, 2022).

Figure 1 Conceptual Framework of Entrepreneurship Orientation and SME Performance

Conceptual Framework

Fig. 2.1: Conceptual framework of major variables and their hypothesized relationship.



Source: Researcher's Proposed Model, 2023.

Entrepreneurial Proactiveness and SME's Execution

Proactiveness is the opportunity-seeking, forward-looking point of view that includes presenting modern items or administrations and acting in expectation of future requests. Lumpkin & Des (2001) portray proactiveness as a reaction to openings and competitive forcefulness as responsive to dangers, proactiveness includes a wide assortment of exercises counting distinguishing openings and advertise patterns surveying the qualities and shortcomings of openings, and shaping groups able to misuse them (Kropp, Lindsay, and Shoham (2004) it suggests an eagerness to take an interest in developing markets and acting astutely. Even though business visionaries are inclined to the arrangement of trade wanders to seek after particular targets (Kouriloff 2000), they still have to be proactive in looking for an appealing specialty and making the vital resources to facilitate modern passage (Lumpkin and Des 2001). Entrepreneurs have to create a vision and decide ways to combine previously unidentified components to capitalize on the seen commerce opportunity found that proactiveness was more vital to firms within the early stages of industry advancement than in more developed businesses. Typically specifically intrigued by innovative business people who are frequently working within the early stages of an industry. In proactiveness, firms are

forward-looking and willing to grasp help in bringing forward their developments, (Kifordu, Igweh & Aloamaka,2021).

Entrepreneurial Introduction and SME Execution

The concept of innovativeness comes from and reflects a firm's propensity to lock in and back modern thoughts, oddity, experimentation, and imaginative forms which will result in modern items administrations, and innovative forms (Lumpkin & Des 1996) Innovativeness includes cultivating a soul of imagination, supporting inquire about and improvement and experimentation, creating modern forms, presenting unused items or services and mechanical administration (Lumpkin & Des 2001, Lumpkin 2002).

An inventive and entrepreneurial organization is regularly the primary to showcase unused item offerings (Covin & Slevin 2001), innovativeness can span a continuum from a readiness to create a negligible enhancement to a major commitment to be an innovative pioneer (Lumpkin and Des 1996) advancement can be thought of as connected imagination, so also, it is the propensity to back unused thoughts, experimentation, and inventive forms. (Bolton & Thompson 2000) too, they relate advancement closely with inventiveness, in any case, they suggest that it must be connected to business enterprise on the off chance that the advancement is to end up a commercial opportunity to be abused in entrepreneurial smoothness, Kifordu, Eneh Effiong. & Etuk (2022).

Hypothetical Survey

Goal-setting Hypothesis

The goal-setting hypothesis was proposed by Edwin Locke within the year 1968. This hypothesis proposes that the identity objectives built up by a representative play a basic part in propelling him for way better execution. Aptitudes are required to incorporate the capability to utilize employees in a common objective setting, streamline part desires, and offer normal execution input. Time and vitality will moreover have to be given to giving important execution motivating forces, overseeing forms, and giving adequate assets and put of work preparing, (Kifordu, Ibegbulem, and Odita, 2023). It too prescribes that to coerce the organization to realize execution, supervisors, and administrators must put out front the person confront of their firm. The state of mind here is the human-to-human dealings through giving individualized bolster and support to each representative (Salaman et al, 2005). Employees'

execution may be a primary multidimensional construct aimed at accomplishing comes about and incorporating a solid interface with the arranged objectives of an organization (Abbas and Yaqoob, 2009). SME execution is the key multi-character calculation arranged to achieve results which includes a primary relationship with the planned targets of the organization (Sabir et al. 2012). This consideration is significant because it reveals how imagination drives business enterprise.

Empirical Reviews

Malachy Daudu Yini Olowu Ibrahim Aliyu (2015) did a think about to look at the effect of administrative aptitudes on SSB execution within the Bauchi state of Nigeria pointing at the covered calculation mindful for this insufficient performance maybe need of administrative aptitudes on the portion of their proprietors. A questionnaire procedure was utilized to gather information from 58 SSBs in the state and analyzed utilizing straightforward direct relapse to test the theory on the relationship between the two factors. The ponder found that administrative abilities have a critical effect on SSB's execution. The ponder concluded that insufficient administrative abilities are components militating against SSB execution and prescribed that government, non-governmental organizations, and SSB owners' unions ought to give satisfactory preparation and advancement programs to progress the administrative aptitudes of SSB proprietors and their administration.

Ajayi, Jegede & and Charles (2014) did a study on the Imperatives of Little and medium-scale ventures in Lagos State Nigeria intending to look at the major variables militating against the execution of the micro-small and medium endeavors subsector to the Lagos State Economy and prescribed arrangements to form the sub-sector solid and dynamic to play the significant part in Lagos State economy development and advancement. A add up to of 400 SMEs were haphazardly chosen from a cross-section of a populace of 1600 SMEs spread among all the nearby governments of Lagos State, Nigeria, and covering all shapes (association sole proprietorship open and private constrained and boundless companies and sorts (Banlema Fabricating 0.12 Gas administrations, Instructive, etc) of trade took portion within the ponder. The comes about of the think about show that SMEs have performed below expectation due to a combination of issues which ranges from money related limitation, demeanor, and propensities of SMEs themselves through visit approach changes and somersault government insecurity and Natural components. The paper concluded that the government ought to take a

down-to-earth radical approach and center on tending to the identified issues within the accessibility of administrative capacity of SMEs in Ibadan, Oyo State, Nigeria.

3. METHODOLOGY

This study adopted the survey research design method. The population is six hundred and sixty-nine (669) which was drawn from small and medium-scale enterprises in Delta State. A sample size of 250 was deemed appropriate to form the sample size, having a population of 669. For this present study, sampling was done at two stages or levels using a combination of Stratified random sampling and convenient sampling to obtain the required sample of 250. Both descriptive and inferential statistics are used in analyzing data. Multiple regression analysis was chosen because it is best suited to test the relative effect of the independent variables on the dependent variable.

4. DATA PRESENTATION

Introduction

This section presents the results of data analysis collected through questionnaires administered to the owners of small and medium-scale enterprises in Asaba, Delta State. According to Nwadinigwe (2002), data analysis is the engine room of every research. This is because if it is done properly the researcher is likely to reach conclusions that are valid and lead to a good decision.

The data presented, analyzed, and discussed in this study is categorized into three parts: the first is the descriptive analysis of respondents' demographic profiles. The second is the regression analysis, test of its assumptions, and testing of hypotheses formulated for the study. The third is the discussion of the results from the various analyses conducted.

Presentation of Data

Independence of error term (No Autocorrelation)

Autocorrelation occurs when the residuals are not independent from each other. To check this assumption, Durbin-Watson's statistic which tests the null hypothesis that the residuals are not linearly auto-correlated was employed. The rule of thumb values for the Durbin-Watson test is between 1.5 and 2.5.

Table 1: Model summary of multiple regression analysis with Durbin-Watson statistic

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.646 ^a	.418	.409	3.04315	1.960

a. Predictors: (Constant), EP, EI

b. Dependent Variable: Performance

Source: SPSS output of field survey data, 2023.

The Durbin-Watson statistic value computed in Table 1 is 1.960 which is within the acceptable region. This implies that the independence of error terms assumption was satisfied.

Normality of Distribution

Multiple regression assumes all variables to be normally distributed because non-normally distributed variables (highly skewed or Kurtotic variables) can distort relationship or significance testing. According to Hair et al. (2010), normal distribution is achieved when the value of skewness is within the range of -1 to +1. The data set was checked for normality test as seen in table 4.17. The results showed that the values of skewness ranged from 0.383 to 0.879 while Kurtosis ranged between 0.045 to 0.656.

Multiple Regression Analysis

To determine the effect indicators of entrepreneurial resilience, exert on firm performance in the poultry sector, multiple regression was conducted between firm performance (dependent variable) and entrepreneurial self-efficacy, entrepreneurial passion, proactive orientation, network capability, and leadership competencies using sample data from the field survey. The results are shown in Table 4.8, Table 4.9, and Table 4.10.

Table 2: Model summary of multiple regression analysis

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.646 ^a	.418	.409	3.04315

a. Predictors: (Constant), EP, EI,

Source: SPSS output of field survey data, 2023.

As shown in the table is 4.18, the R² (coefficient of determination) value of 0.41 shows that 41% of the variance in performance is accounted for by the joint predictive power of Entrepreneurship proactiveness, Entrepreneurship innovativeness, Entrepreneurship risk-taking, and Entrepreneurship demography while the remaining percentage is explained by factors outside the model.

Table 3: Multiple regression analysis of variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2189.574	5	370.785	35.923	.000 ^b
	Residual	3047.507	227	9.271		
	Total	5237.081	232			

a. Dependent Variable: Performance

b. Predictors: (Constant), EP, EI,

Source: SPSS output of field survey data, 2023.

The ANOVA table ($F_{(4, 162)}=35.923$, $P < 0.01$) indicates that the overall regression model is statistically significant and fits the data well. In other words, it tells us that the model allows us to predict SME's performance at a rate better than chance.

Table 4: Multiple Regression Coefficients Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.155	.463		15.454	.000
EP	.405	.131	.364	3.105	.000
EI	.394	.132	.353	2.990	.004

a. Dependent Variable: Performance

Source: SPSS output of field survey data, 2023.

The results in the Table above show that the four dimensions of e entrepreneurial orientation have positive effects on SME performance. However, entrepreneurship proactiveness, entrepreneurship innovativeness, and Entrepreneurship demography are significant predictors of firm performance. The relative importance of the significant predictors was determined by the size of the standardized beta coefficient. According to Tabachnick and Fidell (2001), beta weight is useful because it uses a unit of measurement that is the same for all variables. On this note, entrepreneurship demography is the most important predictor of SME’s performance ($\beta = 0.468$ $P < 0.01$), followed by entrepreneurship proactiveness ($\beta = .364$, $P < 0.01$).

5. TEST OF RESEARCH HYPOTHESES

Hypothesis testing, alternatively called significance testing, involves testing claims about a parameter in a population by statistical means using sample data. The P values reported in the regression coefficient table are used for testing these study hypotheses.

The Decision Rule—The condition under which the null hypothesis is rejected or accepted is stated as; “Reject the null hypothesis (Ho) if the Probability value (P-value or calculated value) is less than (<) the established significance level (critical value) and accept the null hypothesis if it is greater than (>) the critical value” (Mason et al, 1999). The P-value is the probability of the test statistic while the significance level or Alpha (α) is the tolerable error in estimation. The researcher adopts .05 (5%) which is typical in behavioral research studies”. It means that we are willing to tolerate up to 5% of type 1 error (i.e. error of rejecting true Ho).

Test of hypothesis one

Hypothesis 1 (H₀₁): entrepreneurship proactiveness has no significant positive relationship with SME performance

Based on the results, entrepreneurship proactiveness has a positive effect which is statistically significant on SME performance ($\beta = 0.364$ $P < 0.01$). The beta value of 0.364 implies that a 1 unit increase in the entrepreneurial self-efficacy variable will result in a 0.364 increase in firm performance and vice versa.

The p-value of .000 is significant and more than the acceptable 95% confidence interval. Thus, **the null hypothesis (H₀₁) is rejected and the alternate hypothesis is accepted.** This implies that sample data provided convincing evidence or proof of the claim that there is a significant positive relationship between entrepreneurship proactiveness and SME performance.

Test of Hypothesis Two

Hypothesis 2 (H₀₂): There is no significant positive relationship between entrepreneurship innovativeness and SME performance.

From the regression coefficients in Table 4.10, entrepreneurship innovativeness has a positive and statistically significant effect on SME performance ($\beta = .353$, $P < 0.01$). The beta coefficient of 0.353 implies that if entrepreneurial passion decreases by one unit, firm performance will also decrease by 0.353 and vice versa, statistically controlling for the effect of other independent variables. The p-value of .004 is significant and more than the acceptable 95% confidence interval. Thus, **the null hypothesis (H₀₄) is rejected and the alternate hypothesis is accepted.** This implies that sample data provided convincing evidence that there is a significant positive relationship between entrepreneurship innovativeness and SME performance.

6. CONCLUSION

All the entrepreneurial orientation dimensions which are innovativeness, pro-activeness, risk-taking, and demographic factors were significantly correlated with the overall SME performance from the extant literature reviewed. About the environment, these studies reveal that entrepreneurial orientation is to an extent a strategy response to a complex set of environmental factors, entrepreneurial behavior that is more innovative, proactive, and risk-

taking is significantly associated with specific attribution of the environment on the firm as well as the perceptions that firm leader have that environment and the resources available to the firm for responding to environmental conditions.

Recommendations

1. Entrepreneurship orientation should continue to ensure an impactful relationship with SMEs' performance, and the investigation of their performance shows that entrepreneurial orientation affects small and medium scale, a
2. Stakeholders should continue to ensure that all key demographic factors are considered in the business of entrepreneurship.
3. Entrepreneurs should continue to venture into capitalism and risk-taking while ensuring that they are within the ambits of the law as all the relationships showed positive effects.

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