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EFFECT OF ENTREPRENEURIAL ORIENTATION ON ENTREPRENEURIAL SUCCESS OF SMALL AND MEDIUM SCALE ENTERPRISES IN JOS METROPOLIS, PLATEAU STATE

Ibrahim Ali Tela
Department of Business Administration, Faculty of Management Sciences, University of Jos.
Email: ibrahimalitela@gmail.com Contact 08033743587

Abstract
This study examined the effect of entrepreneurial orientation on the performance of Small and Medium Scale Enterprises (SMEs) in Jos Metropolis, Plateau State, Nigeria. A cross-sectional survey research design was adopted, with a population of 2,382 SMEs. A sample size of 406 SMEs was determined using the Krejcie and Morgan table, with an additional 20% to account for non-response. Stratified and purposive sampling techniques were employed in selecting the respondents. Out of the 406 questionnaires administered, 382 were retrieved, while 363 were found usable for data analysis. Data were collected using a structured questionnaire and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS 3.0. The findings revealed that innovativeness, proactiveness, and risk-taking had positive and significant effects on SME performance. Among the three dimensions, proactiveness exerted the strongest effect on SME performance. The study concludes that entrepreneurial orientation is an important strategic resource for enhancing the performance and sustainability of SMEs in Jos Metropolis. The study therefore recommends that SME owners and managers should place greater emphasis on proactive business practices, including anticipating market changes, identifying emerging opportunities, and responding promptly to customer needs, in order to improve business performance and competitiveness.

Keywords: Entrepreneurial orientation, SMEs success, Innovativeness, Proactiveness and Risk taking.

Introduction
Business organizations are the back bone of the development of nations across the globe, that's why governments of nations are making effort to encourage small and medium scale Enterprises. Small and Medium Scale Enterprises (SMEs) sector is pivotal to the economic growth and development of any nation (including Nigeria). SMEs is now pivotal to the growth of the Nigerian economy due to declining revenue from oil as a result of falling prices. Organizations like Stanbic IBTC Bank (2016) opined that SMEs have failed to play the role it ought to play in Nigeria. Therefore, for SMEs to grow and survive in Nigeria, they need to have

vast and keen knowledge of their internal environment, such knowledge can affect the growth and sustainability of their business.

Organizational Performance refers to the ability of an organization to achieve objectives such as high profit, quality product, large market share, good financial status and survival at predetermine time using relevant strategy for action (Obiowuru, Okwu, Akpa & Kwankere, 2011). Wang. (2010) viewed performance as product accomplishment, results oriented and achievement in an organization. This is because successful organizations represent a key ingredient for developing the economy of nations. SMES is consider an engine in determining the economic, social and political progress of a country (Gavrea, Ilies & Stegerean, 2011).

However, for SMEs to be successful it requires that they are innovative, creative, proactiveness and have a risk-taking behavior (Gichira, Wanjau & Mung'atu, 2015). According to Patel and D'Souza, (2012) firm level entrepreneurship is a key that enhance the success of small businesses. Entrepreneurial orientation (EO) refers to a firm's strategic organizational posture, capturing specific entrepreneurial aspects of decision-making styles, methods, and behavior (Gupta, et al., 2013). Miller's (1983) identified three basic dimensions, innovation, proactiveness, and risk-taking while Lumpkin and Dess (1996) identified five dimensions of entrepreneurial orientation by adding two more dimension to include aggressiveness and autonomy to the first three. This present study conceptualizes entrepreneurial orientation with the first three dimension postulated by Miller (1983) and suggested by Mahmood and Hanafi (2013).

Innovation has been viewed as vital instrument to give organization competitive advantage and long-term loyalty. The importance of innovation as a key factor of economic growth and development was highlighted by Joseph Schumpeter in his Theory of Economic Development (1934) in which he considers the entrepreneur's task and capacity to realize new combinations of the production factors, and thus innovation, as the basis of his theory, according to Casals (2011). globalization of the markets and increasing international competition force SMEs to search for new, innovative, flexible and imaginative ways to survive. This provides a basis for SMEs to innovate in order to survive in business.

Consequently, Wisner (2004) argues that the dimensions of SME proactive orientation include, creating a greater level of trust throughout the customers, identifying and participating in additional innovative products, establishing more frequent contact with a firm's members, creating a compatible communication and involving all supply chain members in firm's product/service marketing plans which if properly implemented will lead to the success of organizations. Mentzer et al. (2008) noted that SMEs proactive orientation strategies depend on a close interaction with in-company marketing and sales resources, processes and skills.

Extant empirical findings show that the relationship between entrepreneurial orientation and organizational success is unclear and inconclusive (Rauch, Wiklund, Lumpkin, & Frese, 2009). Studies such as (Arief, Thoyib, Sudiro, & Rohman, 2013; Jia, Wang. Zhao, & Yu, 2014; Karacaogla, Bayrakdaroglu, & San, 2012: Mahmood & Wahid, 2012; Mokaya, 2012; Sharma & Dave, 2011; Zhang & Zhang, 2012) documented a positive relationship between entrepreneurial orientation and organizational success while studies such as (Covin, Slevin, & Schultz, 1994;

George, Woo d, & Khan, 2001; Shamsuddin, Othman, & Shahadan, 2012; Slater & Narver, 2000) documented a negative relationship between entrepreneurial orientation and organizational success.

Considering the inconclusiveness in findings it can therefore be concluded that the relationship between entrepreneurial orientation and organizational success is complex and needs to be examined especially in Nigeria as most of the study conducted were done in foreign countries which according to Li and Liu (2014) suggested differences in economies is a significant gap in the literature. Also, according to Aminu (2015) conducting a similar study in turbulence environments as the case was presently in Nigeria is another significant contribution to the body of knowledge. Similarly, the study of Aminu (2015) was conducted in Kano, Nigeria when the environment was relatively stable. Considering the changes in economy from the time frame and the scope of the study this study is conducted considering different scope to enable replication of the findings in various settings so as to extend the generalization. In view of the above-mentioned gap identified from previous literatures reviewed, this study was set out to determine the effect of entrepreneurial orientation on organizational success among SMEs in Jos. The objective of this study is to determine the effect of entrepreneurial orientation on organizational success among SMEs in Jos.

Research Hypotheses

The hypotheses of the study are stated in null form as follows:

1. There is no significant relationship between innovativeness and entrepreneurial success among Small and Medium Enterprises (SMEs) in Jos Metropolis, Plateau state.
2. There is no significant relationship between proactiveness and entrepreneurial success among Small and Medium Enterprises (SMEs) in Jos Metropolis, Plateau state.
3. There is no significant relationship between risk and entrepreneurial success among Small and Medium Enterprises (SMEs) in Jos Metropolis, Plateau state

Empirical Review

This study reviewed some past studies to give the study a strong backing. Some of the studies reviewed includes Chenues and Maru (2015) examined the relationship between entrepreneurial orientation and firm performance. Using data from 333 Small and Micro-enterprises (SMEs) in Uasin Gishu County in Kenya, the study showed that innovativeness and pro-activeness have positive effects on firm performance, however, risk-taking negatively affects firm performance. The study reveals an inverse relationship between risk-taking and SMEs performance.

Otache and Mahmood (2015) investigated the relationship between entrepreneurial orientation and performance of commercial banks in Nigeria and the mediating effect of teamwork on the relationship. Data were collected from 297 bank managers through a self-reported questionnaire The results of the structural model indicated a positive and significant relationship between entrepreneurial orientation and performance. Haider, Asad and Fatima (2017) investigated the three dimensions of entrepreneurial Orientation (EO) of manufacturing

sector SMEs in Punjab, Pakistan Questionnaire was used as the main instrument of data collection. Quantitative techniques were applied for analyzing the data Innovativeness, pro-activeness, and risk taking have a significant impact over business performance of manufacturing sector SMEs. However, the study only considered a single line of business, this study examined cross section of businesses

Perline and Araque (2015) analysed the influence of entrepreneurial orientation (integrated approach) and its dimensions (individual approach) on hotel performance. Structural equation model (SEM) was used to analysed data through Smart PLS 3.19 on a dataset obtained by means of a questionnaire emailed to 102 hotel directors. The sample size of the study is small, therefore the need to consider a wider sample size which this study intends to do.

Shiokova, Bogatyreva, Belineva and Puffer (2015) explore the relationship between entrepreneurial orientation (EO) and firm performance a different levels of environmental hostility and market growth Hierarchical regression analysis is applied for the pooled data set of 163 Finnish and Russian small and medium-sized enterprises, and supplemented with post hoc analysis of differences in regression slopes across environmental configurations Results show that EO is directly and positively associated with firm performance. The study was conducted in a different economy/country from the one this study intends to carry out its study. Since differences in economy is a giant gag the literature, therefore the need for his study.

Theoretical Framework

The study was underpinned with Resource-based theory (RBV) RBV argue that firms with valuable. rare, and inimitable resources have the potential of achieving superior success (Barney, 1991, 1995) Resources are inputs into a firm's production process (Barney, 1991) and can be separated into those that are knowledge based and those that are property-based (Miller and Shamsie, 1996) Property-based resources typically refer tangible input resources, whereas knowledge-based resources are the ways in which firms combine and transform these tangible input resources (Galunic and Rodan, 1998).

Methodology

This study was conducted as cross-sectional survey research which was designed to obtain pertinent information concerning the current state of affairs. The population of the study consists of 2,382 SMEs operating businesses within Jos. Plateau State. The number of SMEs was obtained from SMEDAN and National Borras of statistics Collaborative Survey (2013) The sample size was determined using Krejcie and Morgan's (1970) table. 338 sample size against a population of 2,382 registered SMEs. However, 20% of the minimum sample provided in the formula will be added as suggested by Israel (2013) to take care of non-response bias and improper filling of questionnaire. Bringing the total sample size to 406. Data were analyzed using Partial Least Square (Smart PLS 3) and followed the two-stage approach for sensing the measurement model and the structural model respectively. This study tested the important criteria and processes to estimate the outer and inner model.

Result Analysis

Table 1: Descriptive Statistics

The total of 406 questionnaire was distributed and 382 were retrieved. Data screening was carried out on the 382 retrieved questionnaire out of which 363 were found to be useful because of being correctly filled. Thus, the analysis was based on 363 questionnaires duly filled and returned which represent of the total questionnaire distributed.

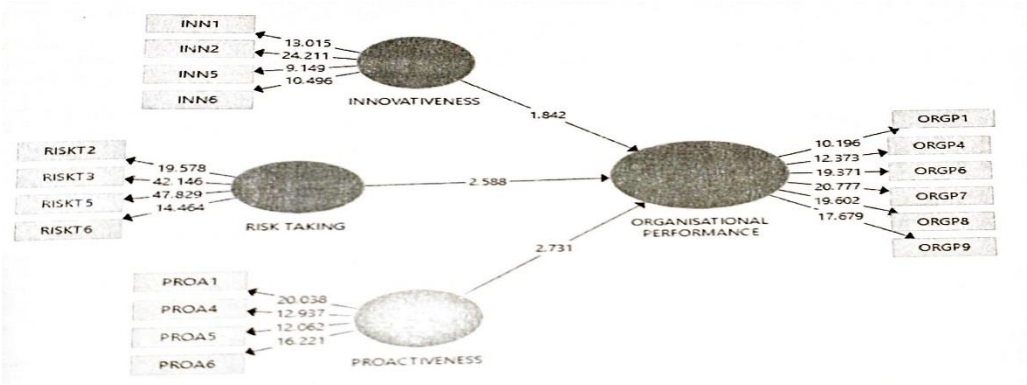
Characteristic	Frequency	Percentage	Cumulative Percentage
Gender			
Male	275	75.8	75.8
Female	88	24.2	100
Age	77	21.2	21.2
26-35	168	46.3	67.5
36-45	118	32.5	100
46 and above			
Educational Qual.			
OND/NCE	49	13.5	13.5
B.Sc./HND	284	78.2	91.7
MSc./Ph.D.	30	8.3	100

Table I above, present the gender distribution of the respondents. 75.8% the respondent was male while the remaining 24.2% were Female. This implies that there is more male respondent. The age distribution was also presented, 21.2% were of age between 26-35 years, 46.3% were of age 36-45 years and 32.5% were of age 46 years and above. This implies that most of the respondent are of age between 36-45years.

The education qualification of respondent was also presented in table 1. Most of the respondent which amount to 78.2% have B.sc/HND has their minimum qualification. 13.5% has OND/NCE as their minimum qualification while 8.3% has M.Sc./Ph.D.

Measurement Model

The measurement model in figure shows the indicators loading on their intended factors. The simple factor structure, by rule of thumb taken to mean that composite reliability should be greater than 0.7 and average variance expectation should be greater than 0.5. (Garson, 2016).



Indicators that do not met this prerequisite were removed to increase the composite reliability and average variance expectation of other items.

Figure 1: Measurement Model

Table 2: Constrict Reliability and Validity

Construct	Items	Loadings	Ave	CR	CA
Organizational Performance	ORGP 1	0.718			
	ORGP 4	0.751			
	ORGP 6	0.861			
	ORGP 7	0.858	0.653	0.918	0.93
	ORGP 8	0.809			
	ORGP 9	0.718			
Innovativeness	INN1	0.755			
	INN2	0.824			
	INN5	0.778	0.586	0.85	0.767
	INN6	0.778			
Proactiveness		0.701			
	PROA1	0.831			
	PROA4	0.841	0.653	0.882	0.824
	PROA5	0.831			
	PROA6	0.825			
Risk Taking	RISKT2	0.871			
	RISKT3	0.885	0.768	0.93	0.901
	RISKT5	0.918			
	RISKT6	0.83			

Note: AVE represents Average Variance Extracted; CR represents Composite Reliability;
CA represents Cronbach's Alpha

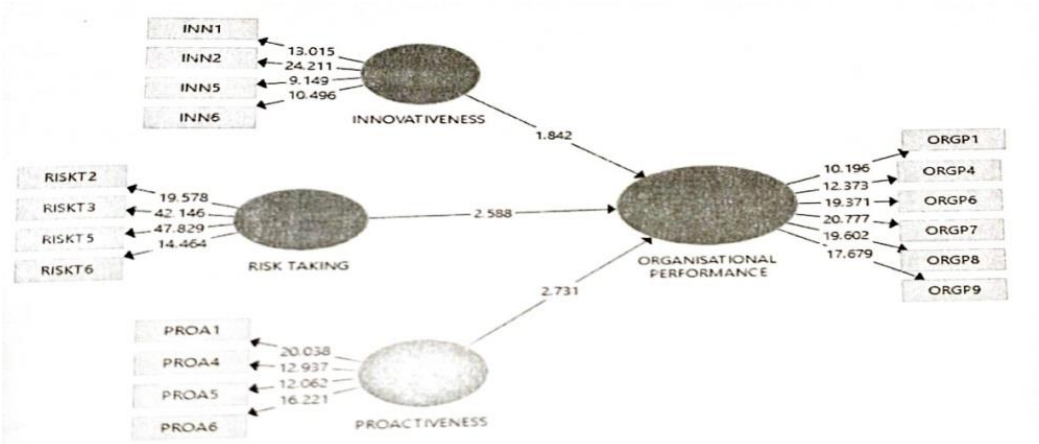
Table 2 above shows the Factor Loading, Cronbach Alpha, Composite Reliability (CR) and Average Variance Extracted (AVE) values for all latent constructs after Pooled CFA has been performed. All constructs have achieved the minimum estimation required; 0.70(Cronbach Alpha), 0.60 (CR) and 0.50 (AVE). Therefore, it can be concluded that Convergent Validity (AVE_05).

Internal Reliability (Cronbach Alpha 0.6) and Construct Reliabilay (CR_060) of all constructs had been achieved. Therefore, the model is good enough for the analysis

Table 3. Fornell-Lacker Discriminant Validity

Construct	Organization Performance	Innovativeness	Proactiveness	Risk taking
Org. Performance	0.808			
Innovativeness	0.724	0.855		
Proactiveness	0.712	0.766	**0.808**	
Risk taking	0.517	0.603	0.504	**0.877**

The Fornell-Lacker criterion (1981) is a common and conservative approach to assess discriminate validity and it can be applied in PLS-SEM. The diagonal value (in bold) is the square root of AVE. while other values are the correlations between the respective latent construct. The discriminant validity is achieved when a diagonal value (in bold) is higher than the values in its row and column. Referring to the above table 4, it can be concluded that discriminant validity for all constructs is achieved.



Bootstrapping Analysis (Structural Model)

Bootstrapping analysis is conducted to determine the direct effect. This was done by using 5000 with 363 cases as presented in figure 2

Figure 2: Structural model

Structural equation model was used to determine the relationship between innovativeness, proactiveness and risk taking on organizational success of SMEs in Kaduna State.

Table 4: Direct Path Coefficient

R Square 0.590					
Hypotheses	**Beta Value**	**Standard Deviation**	**T Stat**	**P Value**	**Decision**
INN->ORGP	0.283	0.151	1.871	0.058	Rejected
PROA->ORGP	0.356	0.13	2.748	0.006	Rejected
RISKT->ORGP	0.227	0.086	2.664	0.008	Rejected

Note INN represents Innovativeness; PROA represents Proactiveness; RISKT represents Risk Taking: ORGP represent organizational success

It can be deduced from table 4 that innovativeness has a positive and significant effect on organizational success with (p value 0.058<0.1). Proactiveness has a positive and significant effect on organizational success with (p value 0.00601) and risk taking has a positive and significant effect on organizational success with (P value 0.008< 0.1). As a result, the null hypothesis that stated; innovativeness, proactiveness and risk taking has no significant relationship on organizational success is rejected. Also, the coefficient of determination (R2) was also assessed. From the PLS Path model estimation diagram (see Figure 1), the overall R2 is found to be relatively strong. Threshold value of 0.25, 0.5 and 0.7 are often used to describe a weak. moderate, and strong coefficient of determination (Hair at el., 2013). In this case, the three constructs innovativeness, proactiveness and risk taking can jointly explain 59% of the variance of the endogenous construct organizational success.

Effect Size

The effect size of the exogenous variable on the endogenous variable was assessed by means of £2 proposed by Cohen (1988), this was analyzed in the table below.

Table 5: R-square and F-square Effect Size of Exogenous Factors

R Square 0.590		
Relationship	**F Square**	**Effect size**
INN->ORGP	0.045	Weak
PROA->ORGP	0.083	Moderate
RISKT->ORGP	0.080	Moderate

Note: INN represents Innovativeness; PROA represents Proactiveness, RISKT represents Risk Taking: ORGP represent organizational success.

Threshold value of 0.02, 0.15 and 0.35 are often used to describe a weak, moderate, and strong coefficient of determination. In this case, specifically, dropping proactiveness will lead to a greater drop in the explained variance than dropping other variables. Therefore, proactiveness is the most explanatory variable of the model.

Implication of the Study

The Small and medium Scale enterprises contribute nearly half of Nigerian GDP and accounts for 25 of employment in the country. (National bureau of statistics, 2013). The results of the study would help in identifying gaps on entrepreneurial orientation of SMEs in Jos. The study may help to craft appropriate legislation and policies to promote the growth and stability of SMEs Authorities, like Small and Medium Development Agency of Nigeria (SMEDAN), Youth Enterprise with Innovation in Nigeria (YOUWIN) and National Enterprise Development Programmed (NEDEP) may employ findings to promote entrepreneurial orientation within SMEs

Conclusion

This study concludes that there is a relationship between entrepreneurial orientation and success of SMEs, on one hand, and between each of the three dimensions that shape entrepreneurial orientation (namely, innovation, pro-activeness and risk-taking) and organizational success. This conclusion corroborate the proposed theoretical model, which was tested on a sample of 363 registered SMEs in Jos.

Recommendation for Future Study

This study considered the effect of three variables (innovativeness, proactiveness and risk taking) on entrepreneurial success of SMEs in Plateau State. Future studies can either study the effect of other variables on entrepreneurial success of SMEs or used the same constructs on bigger businesses.

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