



The influence of entrepreneurial orientation on the performance of small and medium enterprises in Bauchi metropolis

Hafiz Baba

Department of Business Administration and Management, School of Management Studies, Abubakar Tatari Ali Polytechnic, Bauchi, Bauchi State, Nigeria

Abstract

Small and medium-sized Enterprises (SMEs) are crucial for the development of economies in the majority of nations. Even though SMEs make up 97% of all business establishments in Nigeria, this industry only contributes 10% or less to the GDP of the nation. The government has offered a number of supports including funding for development programs to address this disparity. Despite these efforts, many SMEs continue to struggle, largely because they lack the capacity to improve innovation performance. One of the factors affecting their performance and the competitiveness of SMEs may be the absence of an entrepreneurial orientation. In light of the foregoing, the purpose of this study was to examine the relationship between entrepreneurial orientation (EO) and the performance of SMEs in Bauchi metropolis. A survey questionnaire would be used in a quantitative research design, and it would be given to 427 owners of SMEs. To ascertain the influence of entrepreneurial orientation on the performance of small and medium firms, the Partial Least Squares (PLS) technique will be utilized. This study will make a unique contribution to EO and the performance of SMEs and will uncover evidence that business social networks, proactiveness, and risk taking are efficient ways to channel the firm's innovative performance and entrepreneurial orientation, which will improve the success of strategic firm development.

Keywords: Entrepreneurial, orientation, enterprises, Bauchi & Nigeria

Introduction

Since gaining its independence, Nigeria has made enormous strides toward becoming a rapidly developing country by working to enhance its economy, which is mostly dependent on oil and agriculture, through industrialization. The economy, which is characterized by primary products, is dominated by agriculture and the extraction of crude oil. The sector is responsible for over 80% of budgetary income, 95% of total foreign exchange earnings, and more than 90% of all exports. 79% of federal revenue and 71% of export revenue in 2011 came from the petroleum industry. In 2011, the industry provided 14.7% of GDP, while in the second quarter of 2013, it contributed 12.9%. (African Development Bank, 2013). Between January and March 2021, agriculture contributed 22.35 percent of the total Gross Domestic Product. The majority of Nigerians who labor in agriculture do so for subsistence.

The concept of attaining the status of a fully developed nation, a country that is wholly competitive, dynamic, and resilient, and a vision known as vision 2020 were proposed in 2007. (Abanikannda & Omobuwa, 2021)^[1]. According to the vision statement, Nigeria will have a sizable, robust, diverse, sustainable, and competitive economy that successfully taps into the skills and energies of its populace and responsibly utilizes its natural resources to ensure a high standard of living and high quality of life for its citizens (Abanikannda & Omobuwa, 2021)^[1]. Consequently, the development of an economy based on innovation is crucial to the competitiveness, vitality, and robustness of the nation (Aghion *et al.*, 2021). Nigeria must act now to create a more knowledge-intensive and innovation-driven economy in order to compete with other wealthy nations.

To that goal, the Nigerian government implemented several financial measures aimed at enhancing both the performance

and survival of SMEs since it was extremely concerned about transforming, developing, and supporting the SMEs sector (Alabi *et al.*, 2019). (Abiodun, 2014). For instance, since 1970, the Nigerian government has used a variety of plans, programs, organizations, and laws to support SMEs. These comprises the Small Scale Industries Credit Guarantee Scheme (1971); Rural Banking Scheme (1977); Peoples Bank (1989); Bank of Industry (BOI); Nigerian Industrial Development Bank (NIDB); Small and Medium Enterprises Equity Investment Scheme (SMEEIS); Industrial Development Centre (IDC); Microfinance Bank Institutions (MFBIs) and finally, in 2004 Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) (Alhaji *et al.*, 2022)^[3]. Furthermore, the Nigerian government lately announced other programmes such as the Subsidy Re-investment and Empowerment Programme (Sure-P) in 2012; You Win in 2012; N-power in 2016 and Youth Entrepreneurship Support (YES) in 2016 (Alhaji *et al.*, 2022^[3]; Omeje *et al.*, 2020)^[29].

An interesting fact is SMEs in Nigeria has been an avenue for job creation and empowerment of citizens proving above 60% of all job opportunities (Dabo, 2022)^[8]. As a major investing sector, the importance of the SMEs in the transformation of Nigeria has been duly recognized by the government. SMEs account for 97% of all businesses in the country. According to a recent survey in Nigeria, the MSMEs sector employs over 76% of the labor force and generates almost 50% of the country's GDP (GDP) Nigerian SMEs employ over 50% of the nation's workforce and contribute about 47% to the Gross Domestic Product (ILO, 2019^[12], 2022)^[13] (National MSME collaborative survey, 2010; Taiwo *et al.*, 2012). Despite dominating 96% of the entire economy, SMEs impact on GDP growth is very low less than 10% (Ademosu, 2022)^[2].

Small and medium-sized enterprises (SMEs) have unquestionably contributed significantly to the economic development of both emerging and established nations. This is seen in both their ability to create jobs and their Gross Domestic Product (GDP). Small and medium-sized businesses (SMEs) account for 16% of the GDP in low-income nations and 51% in high-income nations. They also account for 78% of employment in low-income nations and 66% in high-income nations (Muiruri, 2017). SME job creators are also acknowledged in developing nations (Abdissa *et al.*, 2022; Al-Haddad *et al.*, 2019; Albalushi & Naqshbandi, 2022). Because of this, regardless of the economic system's structure, SMEs provide a substantial contribution to innovation, regional development, and social cohesion, all of which have a big impact on GDP and employment (Bayraktar & Algan, 2019). But given that Nigeria aims to be one of the world's major economies by 2020, the participation of SMEs remains a significant issue. Without a question, SMEs will be essential to achieving this objective. Because of this, it's crucial to acknowledge the crucial part that SMEs play in economic progress.

Statement of Problem

Nigeria is developing into an economy that is focused on innovation in order to become a high-income country by 2020. However, 97% of all business enterprises in Nigeria fall under the category of small and medium firms (Ogunode *et al.*, 2020) ^[27]. Although the government has taken numerous steps to boost the productivity of SMEs, these businesses are still underperforming and still make up less than 10% of the GDP of the country (Bangudu, 2017; Ndumanya, 2019). Additionally, Nigerian SMEs lack innovation and competitiveness in how they run their enterprises (Ogunode *et al.*, 2020) ^[27]. Nigerian businesspeople take a while to respond to environmental changes, fierce rivalry, and new innovations. Since innovation leads to the creation of new businesses, it is clear that innovation is the path to economic growth. The fundamental engine for business growth and the survival of SMEs is the development of new innovations. SMEs must develop and implement their strategy by adopting entrepreneurial habits in order to thrive in a dynamic business environment. The competitive climate has placed restrictions on SMEs, which is the main cause of their poor innovation performance (Baum *et al.*, 2017; Shehu and Mahmood, 2017; Ogunode *et al.*, 2020) ^[27]. SMEs need innovation performance creation to help them develop new products and services and raise the standard of existing ones (Khalili *et al.*, 2013 ^[18]; Nursal *et al.*, 2022) ^[26].

It goes without saying that relying on the innovation skills and creativity of the entrepreneur is one of the methods for SMEs to become innovative. However, the sector has faced several difficulties in Nigeria, contributing to the high percentage of startup business mortality. For instance, in Nigeria, 60% of SMEs fail at this stage (Harash *et al.*, 2014) ^[11] and 80% do so early in their lifecycles (Gbandi & Amissah, 2018). The Nigerian government recognizes the value of innovation in advancing the national economy.

Nigerian SMEs' present innovation performance falls short of expectations (Aigboduwa, 2017). Due of the particular limitations and restrictions that SMEs confront, attempts are always being made to understand how their innovation performance could be improved. These initiatives are significant because it is known that this industry is one of

the key drivers of economic growth for a nation (Mubaraki & Aruna, 2019). Small and medium-sized businesses, not huge corporations, are driving the world's leading economies in today's fast-changing business environment (SMEs). SMEs have attracted more and more attention globally over the years. This is due to how important SMEs are to a nation's economic development and progress (Mubaraki & Aruna, 2019). SMEs significantly contribute to bettering economic growth and development, from reducing poverty to generating jobs. As a result, SMEs are increasingly seen as one of the key forces behind and contributors to economic growth in many nations (Gulumser *et al.*, 2018). It is argued that a number of factors contributed to the SME's poor innovation performance, including those already mentioned: the competitive environment (CE), entrepreneurial orientation (EO), and innovation performance (IP), as well as many others that have been established in the literature as having significant effects on SMEs (Mohammed and Obeleagu-Nzelibe, 2018; Udenka, 2019). The resource base view (RBV) of organizations, created by Penrose in 1959, acknowledges the significance of particular strategic resources for boosting innovative performance, including brand names, technological prowess, and effective procedures (Tokuda, 2017).

The performance of SMEs in Nigeria has not significantly improved, and the interventions' effects have only been marginally felt, despite the Federal Government of Nigeria having implemented numerous financial measures aimed at improving both the performance and survival of SMEs (Abiodun, 2016). All Nigerians and other stakeholders take the poor performance of Nigerian SMEs very seriously (Ibru, 2016). The CEO of SMEDAN, Nadada (2019), acknowledged that SMEs in Nigeria, particularly in the state of Bauchi, face a number of issues, including poor market orientation, a lack of managerial experience, poor marketing abilities, a lack of entrepreneurial spirit, a lack of workable business plans, difficulty in obtaining financing, a lack of equity capital, a high rate of enterprise mortality, poor infrastructure, and a shortage of skilled labor.

Only 5 to 10% of SMEs in the North of Nigeria survive, thrive, and reach maturity after their first five years of operation (Agwu and Emeti, 2018). This restricts SMEs' capacity to carry out their duties, such as encouraging entrepreneurship in the area. SMEs can stay up with the rapid changes and difficulties in the global business environment by adopting entrepreneurial tactics (Isichei *et al.*, 2020) ^[15]. Some of the issues facing SMEs are thought to be resolved via EO (Jebna and Bahurudin, 2018). Even while Nigerian SMEs are motivated by the potential available, performance is still lacking for a variety of reasons, such as: a lack of entrepreneurial skills, inadequate infrastructure, restricted access to raw materials, etc (Agwu and Emeti, 2018). These were further highlighted as the causes of SMEs' poor performance in Nigeria, which caught the attention of both scholars and industry professionals there (Shehu and Mahmood, 2017; Ogunode *et al.*, 2020) ^[27]

Research Objectives

1. To identify the factors of entrepreneurial orientation on the performance of SMEs in Bauchi Metropolis.
2. To examine the influence of those factors on entrepreneurial orientation on the performance of SMEs in Bauchi Metropolis.

- To propose the framework that can be used to improve entrepreneurial orientation and SMEs performance in Bauchi Metropolis.

Research Questions

- What are the factors of entrepreneurial orientation on the performance of SMEs in Bauchi metropolis.
- What influence those factors on entrepreneurial orientation on the performance of SMEs in Bauchi Metropolis.
- What framework can be used to improve entrepreneurial orientation and SMEs performance in Bauchi Metropolis.

Literature Review

1. Introduction

This chapter examines the associated literature to offer context for the relationship between entrepreneurial orientation and the performance of SMEs in Nigeria in terms of innovation. It discusses related issues such as the concept of SMEs, the development of SMEs in Nigeria, the performance of SMEs in terms of innovation, the main problems confronting SMEs in Nigeria particularly in Bauchi State, the concepts of EO and SMEs, and previous empirical studies on the constructs/variables of the conceptual model. The suitable hypotheses and conceptual framework are offered based on the review to guide the overall procedure of this investigation.

2. Definitions of SMEs

The innovation performance and growth of SMEs is a major driver and indices for the level of development; innovation; growth, profitable and important employment for all those who are able and willing to work, fair distribution of income, the welfare, and quality of life enjoyed by the citizenry (Makinde, 2019^[21]; Nnaji, 2020)^[25], SMEs contribute to employment growth at a higher rate than larger firms (Nnaji, 2020)^[25] So far, there has been no standard, and universally acceptable definition of what indicates small and medium enterprise. Within the same country, the definition varies from one institution to the next, from one state or region to another. Also, one particular government or industries may define SMEs in one way, another government or industries elsewhere may define the same SMEs in a different way (Blake, 2022)^[7].

Different studies in different economies and institutions set their own guidelines for defining SMEs, usually based on the number of employees, assets and sales, as well as the legal status and methods of production in some cases (Abor and Quartey, 2018). Literature suggests multiple criteria of defining Small and Medium Enterprises worldwide (Mgeni, 2017; Mgeni and Nayak, 2018). For example, the European Union has defined SMEs as any firm that satisfies three of the following criteria: a small firm is one that has an annual turnover and balance sheet totaling no more than £10 million; employees number fewer than 50. The medium firm has a turnover not exceeding £50 million, a balance sheet totaling not more than £43 million, and employees numbering fewer than 250. In this definition, to qualify as an SME the turnover, balance sheet and employee criteria must all be fulfilled (PWC, 2020)^[33].

However, SMEs are classified by the World Bank as companies with fewer than 300 employees, \$15 million in annual revenue, and \$15 million in assets. SMEs, according

to the Inter-American Development Bank, are companies with up to 100 employees and annual sales of less than \$3 million (Naveed *et al.*, 2022)^[24]. Manufacturing and services and other sectors make up Malaysia's definition of SMEs. Sales turnover must not exceed RM 50 million in the manufacturing sector, and there cannot be more than 200 full-time employees. In contrast, in the services and other sectors, sales turnover must not exceed RM 20 million, and there cannot be more than 75 full-time employees (Elhassen *et al.*, 2019)^[10].

Various factors, such as sales turnover, the number of workers, investments, asset base, or a combination of some or all of these, are used to categorize SMEs in Nigeria (Ogunode *et al.*, 2020)^[27]. SMEDAN suggested the current definition of SMEs in Nigeria is any business that employs ten to 49 people and has total assets of five million Naira (NGN5 million) or fifty million Naira (NGN50 million), including working capital but excluding the cost of land, is considered small scale. Medium-sized businesses are those with between 50 and 199 employees and total assets between NGN50 million and NGN500 million, including working capital but excluding the cost of land.

Whatever their exact definition, SMEs are seen as the main driver of economic growth and development, particularly in developing and underdeveloped nations. The promotion of sustainable economic development in Nigeria, as in any other nation, through wealth creation, employment generation, and poverty reduction, calls for a vibrant SME sector (Ozo *et al.*, 2019)^[30]. For the purposes of this study, SMEs are defined as any company with 10 to 199 people and total assets between NGN5 million and NGN500 million, excluding land and buildings. Whatever their exact definition, SMEs are seen as the main driver of economic growth and development, particularly in developing and underdeveloped nations. The promotion of sustainable economic development in Nigeria, as in any other nation, through wealth creation, employment generation, and poverty reduction, calls for a vibrant SME sector (Ozo *et al.*, 2019)^[30].

3. Entrepreneurial Orientation

An important factor that should be implemented for a successful entrepreneurship is entrepreneurial orientation (EO). This study's emphasis on SMEs led to a close examination of EO. The term "EO" first appeared in the 1970s (James & Josephine, 2022)^[16], and numerous investigations have subsequently been inspired by it (Ploychompoo, 2020)^[32]. According to Udum *et al.* (2022)^[37], EO is often found to be favorably associated to firm innovation performance and to closely reflect genuine entrepreneurial business behavior. Research on EO has expanded quickly and has addressed a wide range of topics. In 256 scholarly journal articles by the end of 2010 (Petković & Sorak, 2019)^[31], EO had already been cited in more than 600 scholarly journals. Despite the increased scholarly attention, the literature has a number of unanswered questions. The EO notion is conceptualized through a variety of competing methods (Basco *et al.*, 2019)^[6]; Isichei *et al.*, 2020^[15]; Mansi, 2021^[22]; Olubiye *et al.*, 2019)^[28].

EO is a dynamic process for generating money. People acquire riches by taking significant risks, including those involving their careers, finances, and social lives (Ronning, 2016). EO is seen as a higher order construct that measures

entrepreneurship in SMEs on a variety of dimensions, including inventiveness, proactivity, risk-taking, competitive aggressiveness, and autonomy. It is possible to think of EO's development as occurring in stages. The majority of academics agree that the evolution of EO occurs in four stages (see e.g. Anderson *et al.*, 2015; Basso *et al.*, 2019; Edmond and Wiklund, 2020; Miller, 2018; Wales, Gupta *et al.*, 2017). The pre-EO phase, on which EO research would be built, comes first. The majority of academics claimed that Miller (2018) had laid the groundwork first, followed by Covin and Slevin (2019), who refined it, and Lumpkin and Dess, who reconceptualized it.

According to Irobewaye *et al.* (2022) [14] perceived entrepreneurial orientation as “the entrepreneurial strategy making processes which key decision makers apply to act out their firms reason to sustains its vision and create competitive advantage to the firm. Entrepreneurial orientation (EO) can therefore be seen as firms’ decision-making processes and styles of taking actions on entrepreneurial conditioning. Lumpkin and Dess (1996) suggested that entrepreneurial behavior of firms is underpinned by five processes within an organization, referred to as entrepreneurial orientation. They suggested five dimensions of entrepreneurial orientation namely autonomy, innovativeness, risk taking, pro-activeness and competitiveness. These are the major dimensions that characterized entrepreneurial orientation.

3.1 Risk Taking

3.2 Proactiveness

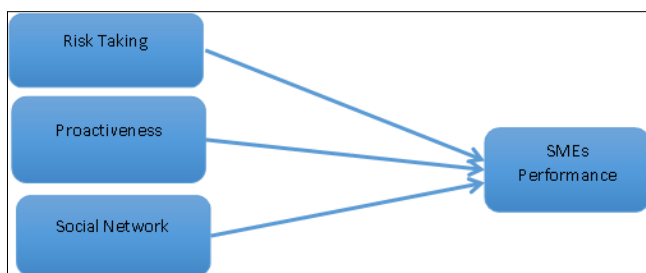
3.3 Social Network

Hypothesis Development

Risk Taking

Proactiveness

Social Network



Research methodology

Introduction

This section was designed to survey and determine the student’s perception towards entrepreneurship education on their entrepreneurial intention for converting unemployment. The essence of this section is to describe the techniques and procedure that will be used in this research in gathering the required information for the research. This section comprises research designed, population of the study, sample techniques, sample size, method of data collection, method of data analysis.

Research design

Research design is an overall plan for conducting a research Jongbo (2014) [17]. Daniel (2016) [9] defined research design as arrangement of conditions for data collection and data

analysis in a manner that aim to combine relevance to the research purpose as well with economy in procedure. Similarly, the research designed it depends on the nature of the research problem or the issues that are being addressed as well as the audiences for the research Thelwall and Mas-Bleda (2020) [36]. This research is survey design. This type of research design is normally use to observe natural behaviors without affecting them in any way. The Researcher will ensure that the questions to be asked are precise and concise and not probe into the respondents’ private life. This research is positivism for data collection, whereby quantitative approach would be used, that is survey and structured questionnaire will be used to improve for better validity of this research to guarantee that no leak from any data or information gathered (Saunders & Lewis, 2012) [34].

Population of the Study

A population is a group of individuals, objects, or items from which samples are taken for measurement. It refers to an entire group of persons or elements that have at least one thing in common (Mbewe *et al.*, 2022) [23]. The population of the study will consist of all the SMEs registered in SMEDAN in Bauchi metropolis totally to 59,148. The choice of this group of SMEs is necessitated by the fact they are registered SMEs. Different type of businesses will be selected across different SMEs within the study area. This will enable the findings to be more generalizable across different sectors than when the study concentrates on one sector.

Sample Size

Sample size is the number of items involved in the study (Lakens, 2022) [20]. The study therefore, adopted The Krejcie Table to determining the sample size for the research activities with have 95% confidence level and 5% level of precision. Samples will be taken from the two polytechnics. The Krejcie Table was used to determine the sample size for the research activities. Based on the application of the Krejcie and Morgan (1970), the sample size for this study is three hundred and eighty eight (388).

Sampling Technique

According to Sekaran (2016) [35] sampling techniques is categorized as two discrete probability and non-probability sampling. When the population component under examinations has a non-zero chance or the likelihood of been choose as a sample object, is what is called probability sampling. The simple random sample means that every case of the population has an equal chance of selected in the sample. The simple random will be used in selecting the registered SMEs in Bauchi metropolis.

Purposive sampling

This research employs a purposive sampling technique, since it fits the purpose of this research, on the influence of entrepreneurial orientation on the performance of small and medium enterprises in Bauchi Metropolis. The entire registered SMEs would be purposively sampled. The group was chosen because they are registered and would be more composed to provide suitable answers to the questionnaire. The selection of the purposive sampling is in consonant with the studies of (Ashari *et al.*, 2021 [4]; Lackéus, 2020 [19]; Ugwu & Ezeani, 2012) [38].

Data Collection

The instrument (Questionnaire) for collection of data will be in two section A, B,C,and D Section A will be information relating the demographic of the respondents, while section B to D would contains the questions related to independent and dependent variables. The data would be measured using five points likert scale structure questionnaire title “Questionnaire on the “owners manager’s perception on Entrepreneurial orientation” this questionnaire will be adopted and adapted from the existing literature. Therefore, an instrument to measure owner’s manager’s perception on entrepreneurial orientation and the other variables in the model is needed. It is based on the existing theories and empirical literature about the application of the theory Barney's (1991) ^[5] Resource Based Theory (RBT). Thus, it has been carefully checked with those instruments used by other researchers, such as Social Network (Gaudici, 2013; Stam, 2010), Risk-taking (RTK) (Chua, 2014; Piraala, 2012; Mahmood and Hafani 2013; Oscar, *et al.*, 2013) and Proactiveness (PRA) (Joshi *et al.*, 2015; Yeniaras & Unver, 2016; Dai *et al.*, 2014; Covin & Miller 2014)work has been carefully revised to solve any discrepancy that might have arisen between the different instruments. The rating scale is 5 points likert scale option as follows; strongly Agree (SA) =5, Agree (A) =4, Neutral (N) =3, Disagree (D) =2, Strongly Disagree (SD) =1.

Data Analysis

The research will cover the entire registered SMEs in Bauchi metropolis. The research will adopt the quantitative approach where quantitative data will be used. The quantitative data will be sourced through survey questionnaire that will be specially designed for the purpose of the research. The collected data will be analysed through the use analysis software such as and SPSS, and Smart-PLS (SEM).

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