ISSN: 4034 – 4285
Volume 15, Number 1, 2025
Calabar Journal of Management Science Research
Faculty of Management Science, University of Calabar, Calabar, Nigeria

ENTREPRENEURIAL ORIENTATION AND PERFORMANCE OF SELECTED HOSPITALITY FIRMS IN YENAGOA, BAYELSA STATE NIGERIA.

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ABSTRACT
The practice of entrepreneurial orientation facilitate the achievement of high input in many organization worldwide, This study deals on entrepreneurial orientation and performance of selected hospitality firms in Yenagoa Bayelsa state, Nigeria. Survey research design was adopted for the study with a population of 326 employees and a sample size of 180 from selected 10 indigenous SMEs Hospitality firms in Yenagoa Bayelsa state. The sample size utilized was determined by using Cronbach Alpha coefficient. The data collected was analysis using descriptive and inferential statistics. Findings revealed that there is positive relationship between entrepreneurial orientation and performance of selected hospitality firms in Yenagoa Bayelsa state, Nigeria. This study also establishes a conclusion and recommendation by creating awareness to managers and owners of hospitality firms on the importance of entrepreneurial orientation to the success of any business setting. Therefore, recommend to operators of hospitality firms to be proactive in innovation and risk taking as constructive risk and innovativeness is an engine that propel business success.

Keywords: Competitiveness, Innovation

INTRODUCTION
There is an increased awareness in the global community about the important role that entrepreneurship plays in fostering the establishment and management of industry in both the developing and developed countries of the world. By this entrepreneurship has contributed tremendously to the advancement of the economics of nations in areas of research and development (Shirokova, Bogatyreva, Beliaeva, & Puffer, 2016) and recognizing the importance of its social and cultural dimensions in business management research (Ferreira et al., 2019). Nevertheless, entrepreneurship have contributed in no small measure to the growth and development of Nigerian economy as evident in the Small and Medium Enterprises that has risen to a level of providing employment for about 84.02% of the total labor force, represent 96% of the businesses in Nigeria (Aigboje, 2020) Similarly, entrepreneurship generally have contributed 48.47% to the nation's Gross Domestic Product (GDP) Nigeria Bureau of Statistics, 2017.
The drive of the future of any economy, largely depends on entrepreneurial activities (Azlin & Amran, 2013) as cited in (Aigboje, 2020) In Nigeria, before the 1980s, the concept of entrepreneurship had risen to a level of national discourse and policy formulation as it is a major pivotal and indices for the level of progress, modernization, expansion and meaningful employment generation for all those who are willing to work (Adeyemi & Aremu, 2011). Entrepreneurship since then is considered to be a driver to national industrial development and poverty alleviation. Similarly, Entrepreneurship has developed globally and has contributed tremendously to national development and growth. Different economies both nationally and internationally have benefited from the entrepreneurial activities in various fields. Among these are Agricultural/ agro allied activities, restaurant, transportation, cargoes haulages, passengers, fast-food vending, solid minerals and the hospitality industry.
Entrepreneurial orientation is a term that addresses the mindset of management of firms that engage in pursuit of business activities (Covin & Wale, 2011). However, despite the effort by the

government to promote entrepreneurship by removing regulatory barriers, and establishment of institutions like poverty alleviation scheme (PAS), Capacity enhancement scheme (CES), Small and medium development scheme SMEDEM) and Community banks, many small and medium scale businesses or entrepreneurial activities have barely performed Abdalla, A. & Mohamad S. (2020). According to Abdalla and Mohamad (2020) The effect of entrepreneurial orientation on firms' performance of hospitality firms in Bayelsa state have so declined resulting to poor customers satisfaction

However, some of the sectors in Nigeria where there is a booming entrepreneurial activity are the hotels and hospitality firms and the manufacturing sector of small and medium enterprise. Hospitality industry globally spans through hotels, bars, restaurants, theme parks and a host of other related businesses (Njoku, 2015). Nigeria has a high volume of human movement, connecting people moving from one city to another. Bulk movement of people has increased because information technology has not been completely advanced as it should have been (Ajake, 2015). Communication would have been done easily through the Internet, as an alternative of much physical movement of people from one endpoint to another within the country. So, the hospitality industry like the hotels is having good patronage not from only international tourists but also from the internal mass movement of people who travel to solve their day to day needs (Toni, 2008). Entrepreneurship is considered to be the essential factor facilitating national industrial development and has equally be serving as the architect of job opportunity both in the rural and urban centers particularly for the young school leavers and graduate alike. Additionally, Poverty alleviation to the citizen has equally be facilitated by entrepreneurial operational activities (Alaka, Okogu, 2022).

Bayelsa state which is the domain of this study is housing high concentration of the hospitality industry are provision of accommodation and restaurants which apparently is the honey pot for practitioners of hospitality firms in Nigeria (Njoku, 2015). The provision of accommodation is only a component of this hospitality sector. The main operational activities of this hospitality firm includes hotels, restaurants, and catering places, night clubs, guest houses, self-catering accommodation apartment, take away food bars, catering places and pubs (Ogbonnikan, 2012). Hospitality firms in Bayelsa State are faced with a myriad of problems such as poor power supply, multifarious government agencies, insufficient capital (Ajake, 2015). This limitation has led to a fall in the profit level of the firms. In Bayelsa State, getting workers to remain long in employment in a particular hotel is a management strategy which can boost the performance of the hotel Ogbonnikan (2012). But this is difficult to realize as many of the workers indulge in gross disobedience to supervisors and flout the firm's rules and regulations and these eventually affect the firm's bottom line profit. The challenges in hospitality industry have led to managers of the firm staking a number of aggressive stands to ensure that the firm stay buoyant and be profitable (Adeola, 2016). Given the entrepreneurial context in which hotel firms operate, they tend to be competitively aggressive to rivals in order to ensure that their organization is profitable (Kukoyi & Iwuagwu, 2015). The satisfaction of workers is essential to the success of any business especially in the hospitality firms in Bayelsa State. EO have been contributing to the success of small and medium enterprises which increases the state income, absorb labor, improve welfare evenly invariably supporting better business performance. (Nuelokoli, Nwosu &, Okechukwu, 2021). According to Njoku (2015) no business can survived without the satisfaction of the employee. Hence, poor salary of hotel staff is directly related to a low turnover in their performance. (Kukoyi & Iwuagwu, 2015). These factors include high stress level, long working hours, lack of open communication within the company, lack of recognition, or non-implementation of existing agreement between the hotel managers and the hotel staff members. This scenario has contributed to lower the expansion power of the firms.

Statement of the Problem

Given the growing importance of entrepreneurial firms especially those into hotel services in Yenagoa it is important to evaluate the possible reasons for decline in entrepreneurial performance mostly those in hotel businesses. Unarguably, there is an increased awareness in the global community and Nigeria in particular about the important role that entrepreneurship plays in promoting the establishment and management of industry in both the developing and developed countries of the world. Entrepreneurship has been considered a pivotal to national industrial development and has equally served as the facilitator of job creation and poverty alleviation globally. However, despite the effort by the government to promote entrepreneurship by strengthening stock markets, establishment of institutions like poverty alleviation scheme (PAS), Capacity enhancement scheme (CES), Small and medium development scheme SMEDAM) and Community banks, many small and medium scale businesses or entrepreneurial activities have barely performed leading to decline in profitability outlay of the firms.

Several researches have been conducted in developed and developing countries of the world with identified challenges such as insufficient capital outlay, inadequate market research, inexperience, lack of proper book keeping, poor infrastructural facilities, difficulties in accessing financial institution for credit and multifarious government agencies which has led to dearth in profitability base of entrepreneurship firms especially those into hospitality operations (Mahmood, & Hanafe, 2013)
In the small medium enterprises (SMEs) sub –sector in Yenagoa Bayelsa State which is the focal point of this study, hospitality firms has been facing myriad of problems emanating from poor energy supply, multifarious government agencies, insecurity, insufficient capital and poor customer service which has led to decrease in bottom line (profit) of the firms. According to Fatoki and Garwe (2010) multifarious taxes from government agencies and poor infrastructural facilities among others, seem to be the primary reason for poor expansion in size and growth.
In Yenagoa Bayelsa state getting workers to remain long in employment in a particular hotel is a management strategy which can boost the performance of the hotel Ogbonnikan (2012).
Most of the hotel managers in Yenagoa find it difficult to venture into risk. Unknown to them that risk taking is a tool that facilitates firm performance. Failure to take risk has not only impeded the profitability base of the firm, it has equally leaded to decline in customer’s patronage of the hotels (Kukoyi, 2015).

Objective of the Study

The overall objective of this study is to determine the extent to which entrepreneurial orientation relates to the performance of hospitality firms in Yenagoa Bayelsa State, Nigeria.
The specific objectives of the study are to:

i. Determine the relationship between entrepreneurial orientation dimensions competitive aggressiveness and profitability in hospitality firms in Yenagoa Bayelsa State,
ii. Find out the relationship between entrepreneurial orientation dimensions innovativeness and profitability in hospitality firms in Yenagoa Bayelsa State,

Research Questions

Sequel to the objective of the study, the following research questions will serve as guides for the research.

i. What is the relationship between entrepreneurial orientation dimensions competitive aggressiveness and profitability of hospitality firms Yenagoa Bayelsa State?
ii. Determine the relationship between entrepreneurial orientation dimensions and profitability of hospitality firms in Yenagoa Bayelsa State?

Hypotheses

The hypotheses to be tested are in logical flow with the research objectives and the research questions. They are stated in null form as follows:

H_{01}: There is no significant relationship between entrepreneurial orientation dimensions competitive aggressiveness and profitability in hospitality firms in Yenagoa Bayelsa State.

H_{02}: There is no significant relationship between entrepreneurial orientation dimensions innovativeness and profitability of hospitality firm in Yenagoa Bayelsa State,.

Scope of the Study

This study will focused on entrepreneurial orientation and performance of hospitality firms in Yenagoa Bayelsa State Nigeria. The scope of the study will included selected hospitality firms in Bayelsa state Nigeria. The constructs of entrepreneurial orientation will be competitive aggressiveness, innovativeness and risk taking. Similarly, the study will employed the construct of performance as profitability, customers' satisfaction and firm size. The targeted hospitality of the study will be registered hotels with the Nigeria Hotels Association (NHA) Yenagoa Bayelsa State Chapter. Yenagoa, is the operational base of most of the modern hospitality firms in Bayelsa State, Therefore, the study will be restricted to those indigenous hospitality firms operating in Yenagoa Bayelsa state. The justification for the selection of Yenagoa is because Yenagoa is a commercial center that house most of the hospitality firm in yenagoa

The Hospitality businesses employed for this study are domiciled in yenagoa the capital city of Bayelsa State. The study chose 25 SMEs hospitality firms operating in yenagoa. The targeted respondents for this study will be the senior officers, supervisors and managers who are in various responsible positions to be able to ascertain the performance level of the firms

Significance of the Study

The study will have immense benefit to managers in the hospitality industry as well as operators of hotels, as it will highlight the usefulness of entrepreneurial orientation as a panacea to firm performance. It will also assist managers of SMEs to more positively improve their organizational performance. This study will also create awareness for future investors, especially those who are into hospitality businesses. The study will also educate the investors about the contribution of entrepreneurial orientation to business performance as it has helped in job creation, poverty alleviation, and generation of wealth, capacity building, and uplifting the welfare of people through provision of goods and services and education. It would be of great significant importance to both business and non-business professional that entrepreneur orientation would lift SMEs profitability base if they imbibed it in the rule of the game of their business activities. Others stakeholders who would find this study useful are,

The government and policy makers will be informed with regards to what possible support and incentive that can be provided to entrepreneurs to facilitate their entrepreneurial vision and mission. The research will also assist the government to improve the standard and operational efficiency of SMEs in the hospitality sector as they would take advantage of the important role entrepreneurship plays in fostering the establishment and management of industry in both the developing and developed countries of the world. The larger society will also derive much benefit from the study as it will identify what drives entrepreneurship is crucial to increasing the number of entrepreneurs thereby contributing to an entrepreneurial driven society.

Operational Definitions of Terms

Entrepreneur: This concept is defined as an individual that exploit the oppoertunities as well as co coordinating factors of production in his environment in order to make profit.

Entrepreneurial Orientation: Entrepreneurial orientation is defined as the processes, practice and decision making styles of an organization that act entrepreneurially.

Firms: This is defined as individual companies or organizations established to produce goods and services.

Innovativeness: It is defined as the ability of a firm to engage in new ideas, creative processes and experimentation which lead to new products, services or technological processes.

Conceptual Framework

The view of various researchers, scholars and authors on the concept of this study are elaborately presented The sub-variables of entrepreneurial orientation has dimensions such as competitive aggressiveness, innovativeness and risk taking, while the dependent variable, firm performance, has as its proxies profitability,

Conceptual Models

The Conceptual model of Hospitality Firms in Yanagoa Bayelsa State

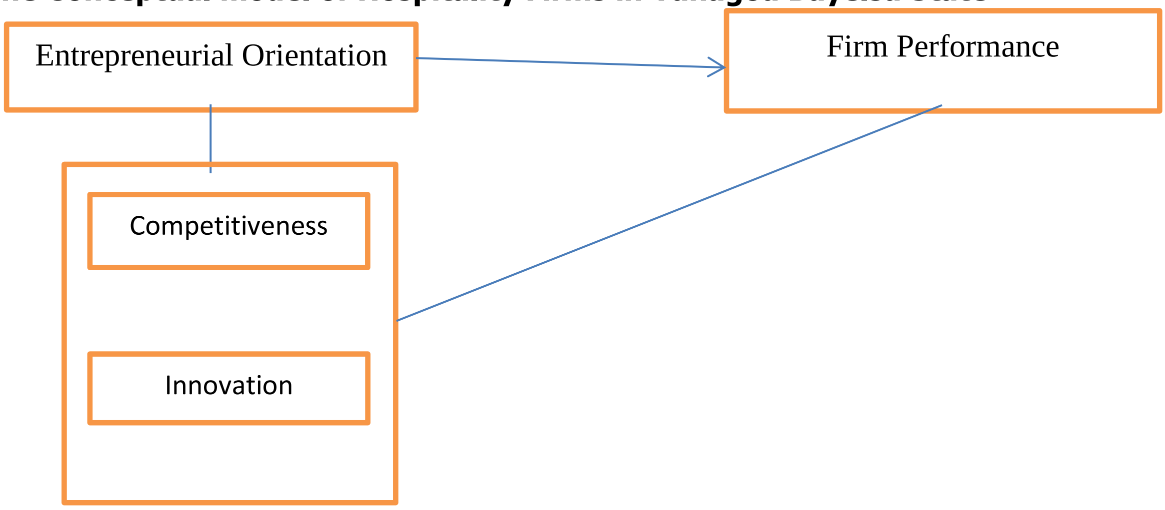

Fig 2.1 Source: Researcher Conceptual Model (2025)
Adapted from Abbas (2018)

Entrepreneurial Orientation

Countries, particularly developing countries of the world, have accepted the importance of small and medium size enterprises. Lumkin and Dess (2011) argued that entrepreneurial orientation (EO) is a key idea when executives are making plans in the hopes of doing something new and taking advantage of opportunities that other firms cannot achieve. Entrepreneurial orientation described the processes, practices, and decision-making styles of firm's executives that act entrepreneurially (Lumpkin & Dess 1996). Entrepreneurial orientation has become a central theme of the discipline ofW entrepreneurship in both the developed and developing nations of the world (Haruna, Isa, Shua, & Marcel 2021)

One ongoing topic is the definition of entrepreneurial orientation (EO). There is no one widely accepted conceptualization of this construct by the scholarly community, but rather, different degrees of acceptance for certain conceptualizations (Covin & Lumpkin, 2011). Schwatz (2012) defined entrepreneurship as a visualizer and actualizer. An entrepreneur can visualize something and when he visualizes it, he sees exactly how to make it happen. He is an individual who reinvests himself to rethink an entire project and possibly start all over again if he finds that something is not right. The definition of entrepreneurial orientation rendered by Miller (1983) and Lumkin and Dess (1996) was adopted in this study. This subjection was borne out of the fact that they are related to the topic under investigation. This definition was based on the aspects of innovativeness, risk taking, proactivenes and competitive aggressiveness.

Competitive Aggressiveness

Competitive aggressiveness refers to the efforts a business makes to outperform its rivals. It enhances firm performance. It is the firm's propensity to directly and forcefully challenge its competitors to achieve entry or improve position to outperform industry rivals in the market place. This is characterized by responsiveness in terms of confrontation or reactive action (Deakins & Freel, 2012).

According to Deakins and Freel, (2012), the relationship between entrepreneurial orientation dimensions of proactiveness, innovativeness, competitive aggressiveness, and risk taking on business performance are mostly remarkably evident in manufacturing organization. Moreno and Casilla (2010), states that competitive aggressiveness refers to the intensity and propensity to be aggressive to competitors or rivals. It involves face-to-face posture where new contestants participate with current competitors. It could be established that, proactiveness relates to market opportunities.

Lee and Lim (2009) opined that for a firm to be successful in its business endeavor, it must be competitively aggressive, in order to beat competitors to the punch. Lee and Lim (2009) used sales growth as performance indicator and discovered that competitive aggressiveness significantly relates to firm performance. (Li, Huang & Tasai 2010) argued that competitive aggressiveness relate to firm performance.

Li, Huang and Tasai (2010) argued that it is a terminology that indicates a struggle to overcome the competitors. It is characterized by a combative attitude or aggressive response. (Li, Huang & Tasai 2010). Lumpkin and Dess (2011) characterized the concept innovativeness as threat responses. Covin and Slevin (2009) posited that some evidences of competitive aggressiveness can be reached when evaluating the management attitude in term of designing business operations. It is the propensity to directly contest with rivals instead of trying to elude them.

Innovativeness

Innovativeness is the propensity to pursue opportunities that have to do with creativity and testing. Some innovations are built on current talents to tract incremental developments, while more drastic innovative ideas need brand-new skills which will render the old talents outdated. Kraus (2013) argued that innovativeness, proactiveness and risk taking using numbers of employee and growth as turn over performance indicator discovered that innovativeness proactiveness and risk taking positively relate to firm performance. Miller (1983) initiated the first idea of entrepreneurial orientation. He is known as the pioneer of the concept entrepreneurial orientation comprising three components of proactiveness, risk taking and innovativeness. His argument portrayed a firm or organization as entrepreneurially inclined if "it is an organization that involve its business activities on product market innovation, as well undertakes somewhat ventures that have the likelihood of future uncertainty and is first to come up with the initiative, thereby defeat rival. Covin and Slevin (1989) opined that innovativeness is a mechanism firm used to develop new products and services. Those firms that are fruitful in pursuing innovative ideas tend to enjoy high level of business stability and performance than those that do not.

Lumpkin and Dess (1996) as cited by Kowo Solomon Akpoviroro, Popoola Mufutau Akanmu (2021) argue that creative destruction was a business idea that was initiated by an entrepreneur, which makes innovation a significant feat within entrepreneurial business activities. Moreover, the relationship between entrepreneurship and innovativeness is in agreement with the results of (Shane, Kolvereid & Westhead, 1991) which revealed that there is positive linkage between the two variables of EO and firm performance. Innovativeness involved a quest for creativity or uncommon way to solving problems and needs of the business. This comprises product innovations, the growth of new market and new technology to enhance firm performance.

Firm Performance

This section discussed the concept of profitability, employee satisfaction, customer satisfaction and firm size as sub variables of firm performance. Covin and Lumkin (2011) posited that entrepreneurial orientation can lead to improved firm performance of both new and old firms hence there is growing interest in entrepreneurial activities. Hamel, (2000) and (Rauch, Wiklund, Lumpkin & Frense, 2009) stressed that entrepreneurial orientation could be activated through the activities of both the new and old employees as a result of drastic changes in the present business location, where both manufactured goods and business model life phase get shorter and future profits from current activities are indetermined. It is important for Firms or organization to always look for new opportunities and improve more on entrepreneurial plans. Thus, it may be helpful to embrace an entrepreneurial orientation, since entrepreneurial plans are viewed to be related to enhance firm performance. (Kraus & Frese, 2015); (Rauch, Wiklund, Lumpkin & Frense, 2009); Szilagi & Walter, 2006) posited that firm performance is an instrument used to assess whether a firm makes use of it resources efficiently and effectively.

Adeoye and Elegunde (2012) stressed that performance is an approach that is used in assessing the progress made towards achieving organizational goals. Performance is defined as a rise in efficiency, efficacy and the working ability of employees in an organizational setting. Furthermore, an organization's entrepreneurial mindset and firm performance can serve as a guide for future resource allocation and a reflection of how it achieves its objectives (Lin, 2005).

Theoretical Review

Theory of Disruptive Innovation

This theory was developed by Christensen(1997), and stated that there are two types of innovation a firm can practice. They are: disruptive and sustaining innovation. Disruptive innovation produces radical or revolutionary change in the market while sustaining innovation leads to incremental change. Tushman and Reiling (1996) applied the technical term to describe innovation which creates new potential market that attracted new customers through application of current technologies. These models include product innovation, development of new market and new processes and technologies for performing organizational functions. The theory leads to the creation of new markets and new business model. Disruptive innovation is the identification and exploitation of entrepreneurial opportunities through different components of resources to enhance new capabilities that lead to competitive advantages. According to (Yang & Chandra, 2011) Disruptive innovation reflect the boom and bust of market economy. In practice, disruptive innovation is the introduction of new product or services in place of the existing one

Multidimensional Theory

This theory was propounded and developed by Lumpkin and Dess (1996). According to the hypothesis, a company's performance might be improved by adopting an entrepreneurial mindset. In this sense, entrepreneurship is understood to be defined by certain procedures or traits pertaining to the search of opportunities for individuals or businesses. According to Lumpkin and Dess's (1996) multidimensional approach, the entrepreneurial orientation (EO) aspects of proactiveness, competitive aggression, innovativeness, risk-taking, and autonomy exist separately from one another. There are two ways to define entrepreneurial orientation: as a collection of distinct behavioral scores ranging from low to high across domains, or as a composite profile or composition made up of these factors. Lumpkin and Covin (2011) A business can have an entrepreneurial orientation even if only some of the characteristics are functioning, according to Lumpkin and Dess (1996), even though all dimensions may be present in a new entry circumstance. According to the multi-dimensional hypothesis, the elements of entrepreneurial orientation are distinct from one another. Both internal and external factors, including the company culture and business climate, influence how effectively these aspects describe the nature and success of a new entry. (Lumpkin & Dess, 1996).

Proactiveness, competitive aggression, innovativeness, risk-taking, and autonomy are the elements of entrepreneurial orientation that the proponents of Lumkim and Dess's (1996) multi-dimensional theory identified. The empirical supporters are Kreiser, Marino and Weaver (2002); (Runyan, Ge, Dong & Swinney, 2010); Lee and Lim (2009). These scholars agreed that EO exists independently from each other and the components are competitive aggressiveness, proactiveness, innovativeness and risk taking. Others are Li, Huang, Tai, and Tajeddini (2010); Casillar and Moreno (2010) also supported the theory as propounded by Lumkin and Dess (1996).

This theory's link to the current study is predicated on the fact that the researcher used five key aspects of entrepreneurial orientation—autonomy, risk-taking, innovativeness, competitive aggression, and proactiveness—that are pertinent to the current investigation. Additionally, if performance is to be acknowledged, hospitality business owners cannot ignore these crucial dimensions. Assessing the importance of this theory to the present research work, the researcher unequivocally decided to anchor the study on this theory as propounded by Lumpkin and Dess (1996)

Review of Empirical Literature

In this section, a review is done on the findings of various scholars and researchers who conducted empirical researches relating to entrepreneurial orientation and firm performance.

Gathenya (2011) carried out a study on how entrepreneurial approach affects business performance. Using the spearman rho correlation analysis, the researcher found that entrepreneurial orientation was significant at the 0.05 level. This suggested that there is a favorable correlation between business success and entrepreneurial orientation. Based on the Hofstede (1980) and Trompenaars (1994) cultural aspects, Lee and Peterson (2000) conducted a research on entrepreneurial orientation in the context of culture. They demonstrated how a society that is weak in uncertainty and low in power distance will naturally produce an efficient entrepreneurial orientation (EO), whereas a culture that is individualistic, achievement-oriented, and universalistic will do the same. Autonomy, initiative, aggression in competition, inventiveness, and risk-taking are all components of this EO. When combined with the above described aspects, this type of entrepreneurial mindset improves business performance.

According to research by Callaghan (2009) in South Africa, entrepreneurial orientation was linked to higher profits for unofficial street vendors, indicating that it played a substantial role in the informal sector. Earnings are increased by orientation through learning. The results demonstrate that elements like education provide a means for individual unofficial street vendors to grow by gaining more money and contentment in the business environment through training in the street dealing process, which raises their earning potentialby inspecting two hundred and twenty one independently owned and operated manufacturing firms that employed more than one hundred and fifty employees in Istanbul as a sample to identify the relationship between entrepreneurial orientation and performance of manufacturing businesses. The results showed a high correlation between business success and entrepreneurial orientation. However, Richard, Wu, and Chadwick (2009) investigated how company performance and entrepreneurial inclination affected 579 US banks. They found a significant and favorable correlation between the business performance of US banks and their entrepreneurial approach.

Wiklund and Shepherd (2005) conducted an investigation in Swedish small and medium businesses from knowledge intensive manufacturing, labor-intensive manufacturing, professional services and retail industry in a longitudinal study. The data were collected from the managers of the firms through telephone interviews. During the first year of study, the data collected comprised only the independent variable data. After one year the data concerning the dependent variable was collected. The results supported the widely accepted notion of the link between entrepreneurial attitude and performance by demonstrating a universally favorable impact of entrepreneurial orientation on small business performance. But they also discovered that, as Lumpkin and Dess (1996) suggested, depending solely on this direct relationship does not give a complete picture of the relationship. In their research, Wiklund and Shepherd (2005) also found that their findings did not agree with those of Zahra and Covin (1995), who examined the relationship between EO and firm performance while taking environmental factors into account. The results showed that EO performs better in harsh settings.

The research also showed a favorable correlation. Fotoki (2012) found a substantial positive correlation between EO and the performance of SMEs in the United States. Using survey questionnaires and the regression approach for analysis, Hanafi and Mahmood (2013) empirically examined the impact of competitive advantage on EO and perform. The results of the investigation demonstrated a robust and positive relationship between EO and performance. This is also similar to Alarape's (2013) study on the relationship between EO features and the performance of SMEs. Additionally, the findings demonstrated a robust and positive relationship between entrepreneurial orientation and business performance.

A research on the connection between entrepreneurial oriented aspects and profitability was carried out in the USA at different times by Lee and Lim (2009) and Lumpkin and Dess (1996). It was shown that business performance is significantly influenced by autonomy and competitive aggressiveness. This aligns with the other key elements of risk-taking, inventiveness, and proactivity. Bird (1993) conducted a research on the profitability of organizations and entrepreneurial mindset. The findings showed that competitive aggression has a favorable relationship with an organization's development and profitability.

This conclusion is in line with the findings of Lumkin and Dess (1996). The ability to make quick judgments and use personal leadership to see a vision through to completion is the first type of autonomy. Conversely, individual entrepreneurial endeavors and decision-making at the lowest level of businesses are referred to as the second form of autonomy. Using sales growth as a performance metric, Casillas and Moreno (2010) investigated the relationship between entrepreneurial orientation and firm performance in a manufacturing and services company. They found that innovativeness, proactiveness, competitive aggressiveness, risk-taking, and autonomy all had a positive correlation with firm performance.

Palalic, Ramo, and Busatlic (2015) and Casillas and Moreno (2010) conducted studies on the relationship between EO characteristics such as risk-taking, innovativeness, competitive aggressiveness, and poroactivity and business performance in small and medium-sized businesses in Bosnia and Herzogovina that were expanding both slowly and rapidly. Results indicate a favorable relationship between company success and competitive aggression. Competitive aggressiveness has a positive relationship with company success, according to a study by Li, Huang, and Tasai (2010) that used sales growth, employee growth, market share growth, return on sales, net profit margin, and gross profit margin as performance measuring factors.

Tajeddini (2010) conducted a study on the relationship between innovativeness and business performance in Switzerland's services sector. There is a favorable correlation between business performance and innovativeness. Wanjiku and Gatherya (2015) investigated the impact of EO on the operations of Kenyan women-owned enterprises. The study discovered that entrepreneurial attitude and its innovativeness aspects have an effect on the success of women-owned firms. Additionally, the study discovered that the primary elements of an entrepreneurial mindset—autonomy, proactiveness, risk-taking, innovativeness, and competitive aggressiveness in a variety of contexts—help organizations function better, as seen by their steady cash flow and growing market share.

The findings demonstrated that while the market share of the companies either grew or stayed the same, indicating success, the cash flow stability improved from 40.5% in 2010 to 61% in 2011. Hughes and Morgan (2007) conducted a research on the established association between entrepreneurial orientation and performance, measuring the effects of individual entrepreneurial orientation factors on business performance. The managing directors of the companies served as key informants in a postal survey that Hughes and Morgan (2007) utilized to gather data. The data included young, up-and-coming high-tech companies based in the United Kingdom.

RESEARCH METHODOLOGY

This section covers research design, population of study, sampling technique, method of data collection, measurement of variables, reliability and validity of the research instrument, method of data analysis and limitation of the study

Research Design

The study will adopt a survey research design. According to Sullivan (2001) survey research design is a data collection technique in which information will be gathered from individuals by having them respond to questions or statements. It also allows for the use of both questionnaire and other data collection techniques like informal discussion, interview and so on. The justification for the choice of research design is informed by the fact that the researcher does not have perfect control of the variables that could affect the study. Another justification for the choice of survey research design in this context is various scholars such as Basaltic (2015); Li, Huang and Tasai (2010); Allem (2011) have used it in their studies of entrepreneurial orientation similar to this study.

Population of the Study

A population is made up of all conceivable elements, subjects, or observations relating to a particular phenomenon of interest to the researcher Asika (2000). In this study, the population is 326 employees' from twenty five (10) medium sized indigenous hospitality firms in Yenagoa Bayelsa State. The table 3.1 below shows the list of firms and their respective population.

Table 3.1 Data of Hotels that make up the Population
Nigeria Hotel

S/N	Names of Hotels and Suites	No employees
1	Peretimi Hotels	42
2	Hoil and Suit	29
3	Ayala Hotel Nikon	39
4	Mathol Cristal Hotel	27
5	Top Rank Hotel	31
6	De Brass Suit	18
7	De Prize Hotels	18
8	Green Vila Suit	38
9	Parkis Suit Hotels	41
10	Amber Hotels	43
Total		326

Association (NHA) Bayelsa State Chapter (2024)

Sample and Sampling techniques

According to Ngouakam (2009), sample size depends largely on the degree to which sample population approximates the qualities and characteristics of the general population. The study population will include senior staff, managers and directors of selected hotels in yenagoa Bayelsa state. However, in doing the sample size of this study, Tayo Yaneni formula will be employ. The calculated figure as employed is

n = Size
N = Population (326)
e = Desire level of precision (0,5*2) or 5%
(0.05*2) = 0.0025

n = 326/(1+326(0,05)2
1 + 326(0.005) = 1+0.815=1.815
n = 326/1.815
n = 180
Therefore the sample size of this study is 180

Method of Data Collection
The instrument that will be used for primary data collection is the questionnaire. Primary data are found in their original or natural states and will be collected specifically for this study. In this study, copies of questionnaire will be physically administered directly by the researcher to the employees of the hospitality firms. The filled questionnaire will be collected for analysis. The respondents will be briefed on the purpose of the study, and their consent was obtained. The questionnaire will be administered and retrieved accordingly. The justification for the adoption of questionnaire is on the perception that many scholars like (Kukoyi & Ewuagwu, 2015); (Agbonikkan, 2013) used it in their study similar to this research.

Instrument for Data Collection
The research instrument that will be employed for this study is the questionnaire. A self-structured questionnaire designed instrument was employed. They are questionnaire structured by the researcher purposely for this study. The questionnaire will be structured into three sections A, and B. This section deals with the independent and dependent variables, respectively. The questions will be designed or structured in a simple format for easy administration. Multiple choice methods will be adopted in framing the questions and the questions will be structured using Likert summated six point rating scale of Strongly Agree (SA), Agree (A), Partially Agree (PA), Partially Disagree (PD), Disagree (D), Strongly Disagree (SD), and these will be applied to help answers to the questions from the respondents.

Validity of the Research Instrument
Before subjecting the instrument to reliability test the instrument will go through validity test. The objective was to standardize the questionnaire by ensuring that the questionnaire was not misunderstood by respondent (Face validity). The content validity is the extent to which a test or instrument adequately measure the entire possible domain it supposed to measure. In ensuring instrument validity a thorough literature review of the construct will be done. Items will be carefully written in such a manner that the items on the questionnaire relate to the subject matter. The degree to which a test measured what it claims or purports to be measure (Construct validity). For a data set to be regarded as adequate and appropriate for statistical analysis, the value should be greater than 0.5 (Field, 2000; Kaiser, 1974). Also, the validity test will be initiated by giving a sample of the questionnaire to the researcher's supervisor and to other senior lecturers in the field of business administration and entrepreneurship for their expert opinion and input. If the value is less than 0.50, the results will not be very useful. hence , the result of the this work is above 0.5 which indicated that the instrument is valid

Reliability of the Research Instrument
A reliable instrument relates to that which is consistent in measuring a particular variable Nwankwo (2010). To obtain the reliability of the instrument, an internal consistency (Cronbach Alpha) test

will be carried out on the questionnaire. The Cronbach Alpha test will be employed using statistical packages for social sciences (SPSS). Thirty six (36) questionnaire copies were distributed and (36) retrieved in the field and the internal consistency Cronbach alpha coefficient confirms the reliability of the instrument. Cronbach coefficients was 0.97 for the entire questionnaire which was greater than 0.7. According to Waithaka (2012) 0.70 is the minimum acceptable reliability coefficient.

Model Specification
Y = f(X)
Where
Y = Firm performance
X = Entrepreneurial Orientation
Y = (y_1, y_2, y_3,)
Y_1 = profitability
Y_2 = Customer satisfaction
Y_3 =firm size
While
X = (x_1, x_2, x_3,)
X_1 = competitive aggressiveness
X_2 = Innovativeness.
X_3 = Risk Taking.
While:
Y = Firm performance
Y = (y_1, y_2, y_3)
y_1= Profitability
y_2 = Customer Satisfaction
y_3 = firm size
Decision Rule
Accept H_0 if the p- value is greater than the 5% level of significance. Otherwise reject $H_{0.}$ In other words reject the null hypothesis if the critical value is less than the calculated value. I.e. $P<0.05$

Method of Data Analysis
The data collected will be analyzed with the use of statistical instrument. Precisely, simple regression analysis was adopted. The simple regression analysis enables the researcher to estimate the relationship among the dependent and independent variables. The correlation coefficient will be used to analyze the research hypotheses in order to discover if there is any underlying relationship between the dependent and independent variables. The justification for the use of correlation coifficient is on the perception that allows the researcher to breakdown the respondent into different groups. The grouping will make it easier for the researcher to analyses the respondent responses as fast as possible

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS
This chapter is concerned with data presentation, analysis and the interpretation of the result. The analysis of the data is based on the research objective and hypothesis. Statistical package for social sciences (SPSS) was applied to process the data and the result obtained was analysed and discussed section by section.

Presentation of Data

Table 4.1: Administration and Retrieval of Questionnaire

	Number of Cases	Percentage
Copies of Questionnaire Administered	424	100
Copies of Questionnaire Retrieved/Returned	410	96.69
Copies of Questionnaire Returned but not Usable	10	2.35
Completed and Usable Copies of Questionnaire	400	94.33

Source: Field Work (2024)

The above table 4.1 shows that a total of four hundred and twenty-four (424) copies of questionnaire were distributed to the respondents, out of which a total of two hundred and forty (240) copies were retrieved, representing 97.95%. However, five (5) copies of the questionnaire returned representing 2.04 percent were not suitable for analysis while 235 copies of questionnaire representing 95.91 percent were suitable for the data analysis.

Demographic Data Analysis

Analysis in this section focused primarily on the use of frequency and percentage distributions in the presentation of the data; this is based on the discrete nature of the items; hence a nominal and ordinal scaling.

Table 4.2 Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	271	67.8	67.8	67.8
	Female	129	32.3	32.3	100.0
	Total	400	100.0	100.0	

Source: Field Survey 2024 and SPSS Output

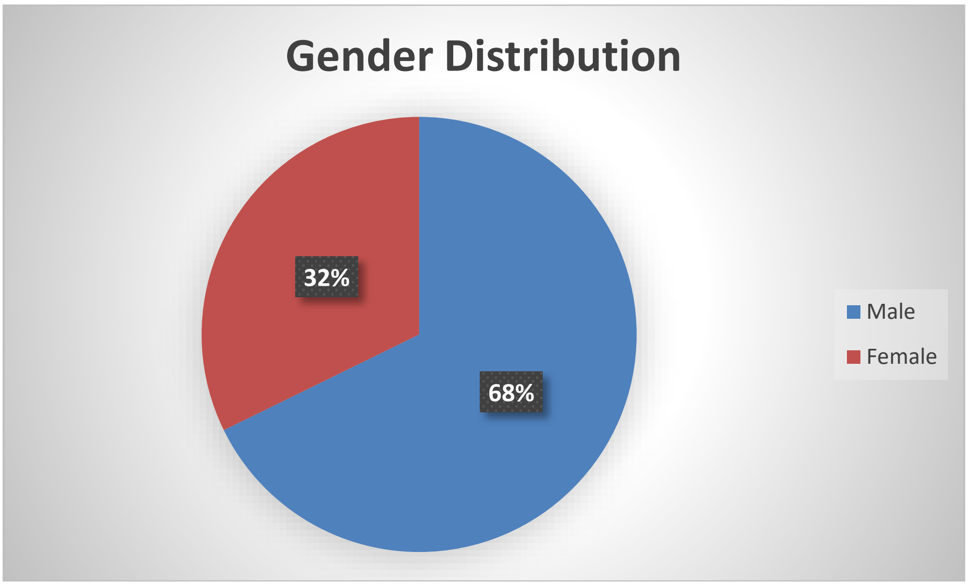

Fig 4.1 Chart showing gender distribution of respondents

From the data in Table 4.2, it is observed that 271 representing 67.8 percent of the respondents are males while 129 representing 32.3 percent of the respondents are females. This implies that most of the respondents are males.

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	120	30.0	30.0	30.0
	Married	280	70.0	70.0	100.0
	Total	400	100.0	100.0	

Source: Field Survey 2022 and SPSS Output

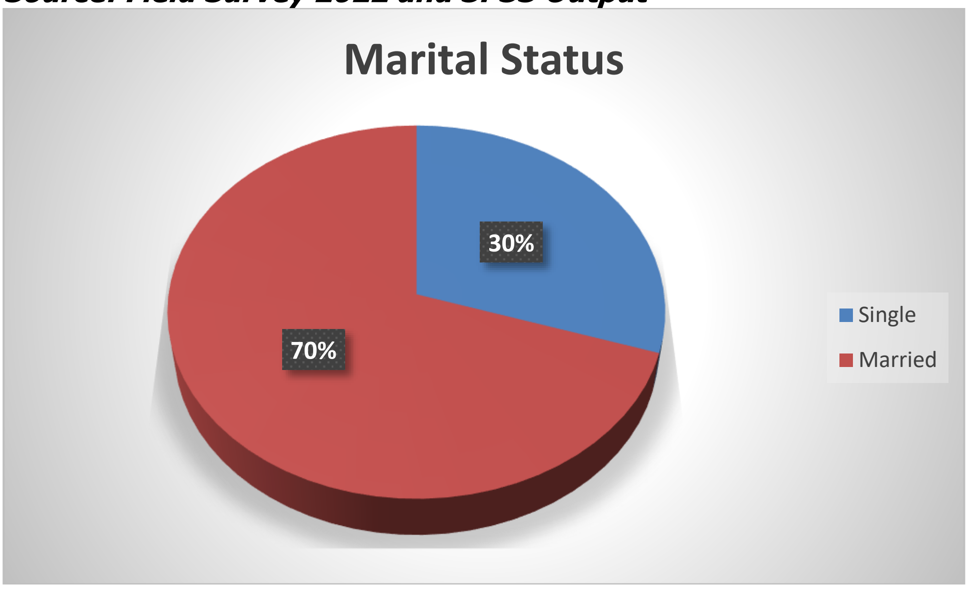

Fig 4.2 chart showing marital status of respondents.

Table 4.3 and Figure 4.2 displays the age distribution of the respondents, 120 (30%) of the respondents were single, while 280 (70%) of the respondents were married. This implies that a good number of respondents have a lot of experience since marital status has strong bearing on working experience.

Table 4.3 Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NCE/HND	50	12.5	12.5	12.5
	B.Sc.	172	43.0	43.0	55.5
	MSc.	101	25.3	25.3	80.8
	Ph.D.	77	19.3	19.3	100.0
	Total	400	100.0	100.0	

Source: Field Survey 2024 and SPSS Output

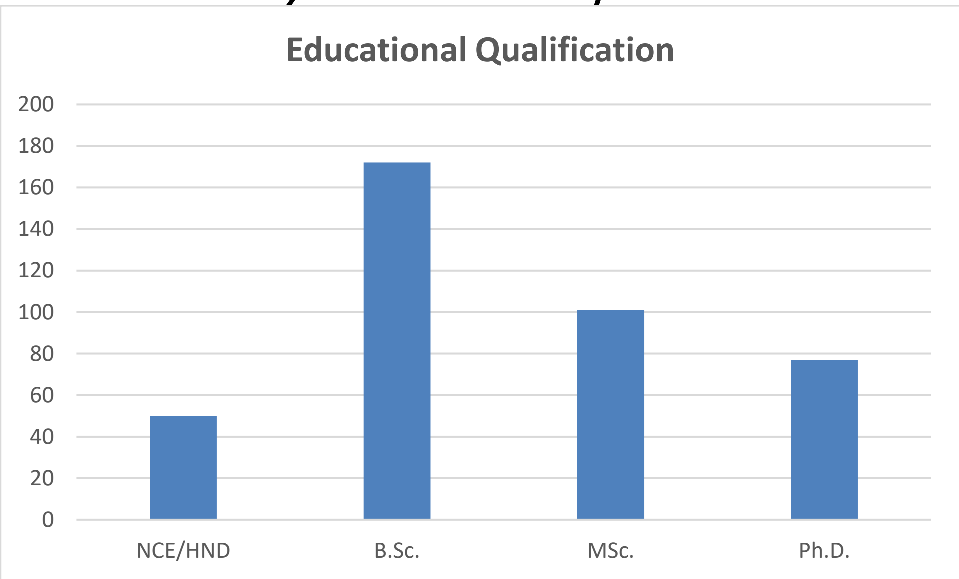

Fig 4.3 Chart showing educational Distribution of respondents.

The data in table 4.4 and figure 4.3 portrays the educational Distribution of the respondents. From the results above, 50 respondents indicating 12.5 percent have NCE/HND, 172 of the respondents' indicating 43 percent had B.Sc., 101 of the respondents indicating 25.3 percent had M.Sc. and 77 respondent indicating 19.3 percent of the respondents possessed Ph.D.

Table 4.4 Job Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10 years	116	29.0	29.0	29.0
	10-15 years	204	51.0	51.0	80.0
	15-20 years	80	20.0	20.0	100.0
	Total	400	100.0	100.0	

Source: Field Survey 2024 and SPSS Output

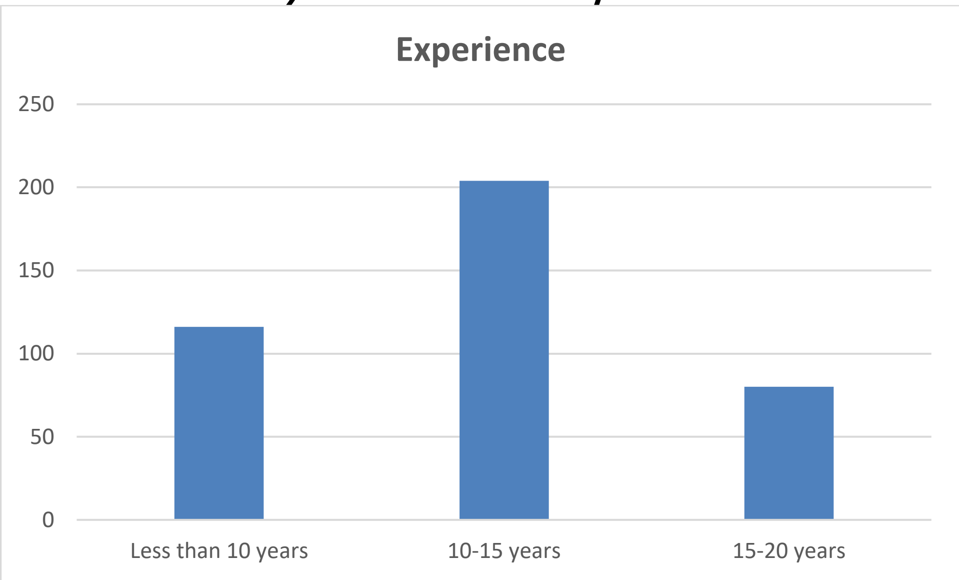

Fig 4.4 Bar chart showing work experience of respondents.

From the data presented in table 4.5 and figure 4.4 it can be observed that 116 respondents indicating 29 percent had work for less than 5 years. 204 which indicated 51 percent had work for a period between 5-10 years, 80 which indicated 20% had work for 15-20 years.

Univariate Data Analyses

Univariate analysis is basically the process of describing individual variables in a study. According to Sullivan (2001), univariate statistics are used to describe the distribution of a single variable through the use of simple frequency tables. According to Saunders et al (2003), commencing initial analysis is best done by looking at individual variables and their respective components. Earlier in this study, that is, in chapter one, we clearly delineated our study variables as – Entrepreneurial Orientation (Predictor variable) and Firm's Performance (Criterion variable). In operationalizing the variable, it was indicated that the predictor variable has competitive aggressiveness, innovation and risk taking as empirical referents, while the criterion variable has Profitability, customer satisfaction and firm size. In this part of the study, we shall focus attention in using univariate statistics to analyze the various variables one after another.

Analysis on Entrepreneurial Orientation

In generating the data on the operationalized variables, the study used a 5-point Likert scale instrument. Therefore, in interpreting the mean values, the study is relying on Asawo's (2016) categorization of responses with mean (x) thus: $1 < x \leq -2.5$ = low; $2.5 < x \leq 3.5$ = moderate; $3.5 < x \leq 4.5$ = high and $4.5 \geq x$ = very high.

Table 4.6: Descriptive Statistics for Competitive Aggressiveness

	N	Minimum	Maximum	Mean	Std. Deviation
My firm strongly believes that bold action is necessary to achieve our objectives.	400	1.00	5.00	3.5825	1.35380

We seek for ways to outperform our competitors.	400	1.00	5.00	3.5325	1.38880
My company management carefully evaluates each business opportunities before embarking on it.	400	1.00	5.00	3.7725	1.49376
Valid N (listwise)	400				

Source: Research Survey Data 2024

The data (table 4.6) illustrates that there is a high level of affirmation (where x > 2.50) as regards the indicators of competitive aggressiveness which is a dimension of entrepreneurial orientation. The construct examined the context and manifestations of competitive aggressiveness within the target organizations with indicators aimed at examining respondents' perception of entrepreneurial orientation through its indicators. The results affirm to all three indicators of competitive aggressiveness within the target organizations as also supported by the low disparity in response (SD <2.00). The implication of these responses is that the respondents of competitive aggressiveness of selected hospital firms in Yenagoa, are strongly of the opinion that competitive aggressiveness is an observed phenomenon in their organizations and hence are largely on the agreement range of the scale.

Table 4.7: Descriptive Statistics for Innovation

	N	Minimum	Maximum	Mean	Std. Deviation
In my company, we have innovation as our priority	400	1.00	5.00	3.7350	1.31686
In my company, our plan is to go into innovation in order to compete favorably in the market	400	1.00	5.00	3.5825	1.35380
In my company, we hit the market target due to innovation.	400	1.00	5.00	3.2200	1.53541
Valid N (listwise)	400				

Source: Research Survey Data 2024

The data (table 4.7) illustrates that there is a high level of affirmation (where x > 2.50) as regards the indicators of innovation which is a dimension of entrepreneurial orientation. The construct examined the context and manifestations of innovation within the target organizations with indicators aimed at examining respondents' perception of entrepreneurial orientation through its indicators. The results affirm to all three indicators of innovation within the target organizations as also supported by the low disparity in response (SD <2.00). The implication of these responses is that the respondents of innovation of selected hospital firms in Yenagoa, are strongly of the opinion that innovation is an observed phenomenon in their organizations and hence are largely on the agreement range of the scale.

Table 4.9: Descriptive Statistics for Entrepreneurial Orientation

	N	Minimum	Maximum	Mean	Std. Deviation
Competitive Aggressiveness	400	1.00	5.00	3.6292	1.30226
Innovation	400	1.00	5.00	3.5125	1.20306
Risk Taking	400	1.00	5.00	3.5225	1.33189
Valid N (listwise)	400				

Source: Research Survey Data 2024

Table 4.9 above illustrates the descriptive statistics of entrepreneurial orientation which are competitive aggressiveness, innovation and risk-taking with mean scores of 3.62, 3.51 and 3.52 respectively.

Table 4.13: Descriptive Statistics for Firm's Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Profitability	400	1.00	5.00	3.5483	1.14253
Customer Satisfaction	400	1.00	5.00	3.8050	1.17064
Firms size	400	1.00	5.00	3.7500	1.32611
Valid N (listwise)	400				

Source: Research Survey Data 2022

Table 4.13 above illustrates the descriptive statistics of firm performance which are profitability, customer satisfaction and firm's size with a mean score of 3.54, 3.80, 3.75 respectively.

Bivariate Analysis

In determining the statistical technique to suit our purpose, we considered Kothari (2004: 138) who argued that when there exists association or correlation between two variables, correlation technique should be used and when there exists cause and effect relationship between two variables in the case of the bivariate population or between one variable on one side and two or more variables on the other side in case of multivariate population, partial correlation technique is appropriate. This was the basis for our choice of the Spearman Rank Order Correlation to test our hypothesized relationships in our study. This section will therefore be used to present answers to our research questions and hypotheses. We shall commence by first presenting a proof of existing relationships.

Scatter Plot of the Relationship between study variables

According to Neuman (2000: 323) cited in Asawo (2009), Scatter graph is one of the techniques used in deciding whether a bivariate relationship does exist between interval scaled variables. In our bid to determine the existence and trend of this relationship, we plotted a scatter diagram as presented in Figure 4.5. Entrepreneurial orientation as a predicator variable is plotted on the X axis whereas Firm's Performance as the criterion variable is on the Y axis.

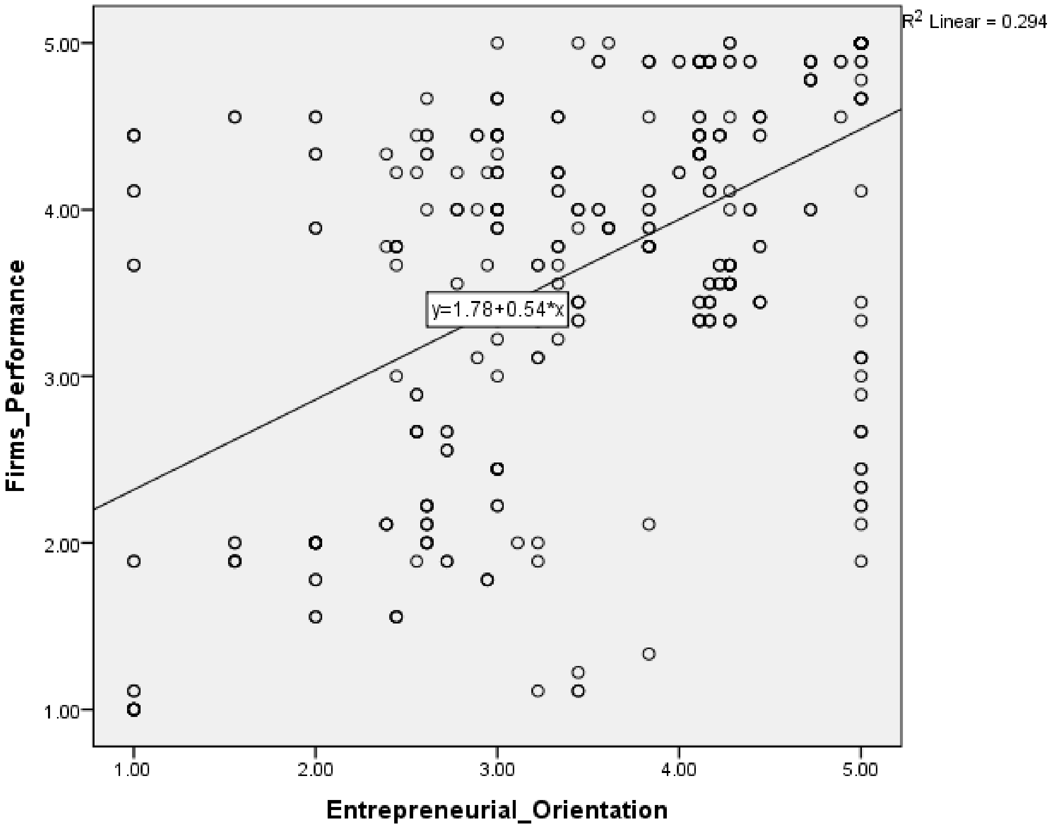

Figure 4.5 Scatter plot for entrepreneurial orientation and firm's performance

The apparent pattern of the cases in the scatter plot sloping upwards from left to right is an indication of existing linear and positive relationship between for entrepreneurial orientation and firm's performance.

Presentation of Results on Test of Hypotheses.

We had proposed nine research questions and nine hypotheses in chapters one of this study to seek explanation to relationship between Entrepreneurial orientation and Performance. The Spearman Rank Order Correlation coefficient is calculated using the SPSS 23.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. We used this to test the hypotheses. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our null hypotheses: all the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were rejected and therefore our alternate hypotheses accepted; when no significance is indicated in the coefficient r value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Competitive Aggressiveness and the Measures of Performance

Table 4.14: Correlations for Competitive Aggressiveness and the Measures of Performance

	Competitive Aggressiveness	Profitability	Customer Satisfaction	Firms size

ISSN: 4034 – 4285
Volume 15, Number 1, 2025
Calabar Journal of Management Science Research
Faculty of Management Science, University of Calabar, Calabar, Nigeria

Spearman's rho	Competitive Aggressiveness	Correlation Coefficient	1.000	.627**	.726**	.627**
		Sig. (2-tailed)	.	.000	.000	.000
		N	400	400	400	400
	Profitability	Correlation Coefficient	.627**	1.000	.692**	.640**
		Sig. (2-tailed)	.000	.	.000	.000
		N	400	400	400	400
	Customer Satisfaction	Correlation Coefficient	.726**	.692**	1.000	.833**
		Sig. (2-tailed)	.000	.000	.	.000
		N	400	400	400	400
	Firms size	Correlation Coefficient	.627**	.640**	.833**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	400	400	400	400

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data output (SPSS output version 23.0)

RQ_1: To what extent does competitive aggressiveness influence and performance of selected hospitality firms in Yenagoa.

The correlation coefficient (rho) result in table 4.20 was used to answer research question 1. Table 4.20 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.627 on the relationship between competitive aggressiveness and profitability. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in profitability was as a result of the adoption of competitive aggressiveness. Therefore, there is a very strong positive correlation between competitive aggressiveness and profitability of selected hospitality firms in Yenagoa.

Similarly, Table 4.20 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.726 on the relationship between competitive aggressiveness and customer satisfaction. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in customer satisfaction was as a result of the adoption of competitive aggressiveness. Therefore, there is a very strong positive correlation between competitive aggressiveness and customer satisfaction of selected hospitality firms in Yenagoa.

Furthermore, Table 4.20 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.627 on the relationship between competitive aggressiveness and firm size. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in firm size was as a result of the adoption of competitive aggressiveness. Therefore, there is a very strong positive correlation between competitive aggressiveness and firm size of selected hospitality firms in Yenagoa.

Therefore, to enable us accept or reject hypotheses 1, 2 and 3 as well as generalize our findings to the study population the p- value was used as shown below:

H_{o1}: Competitive aggressiveness does not significantly influence profitability of selected hospitality firms in Yenagoa.

Similarly displayed in the table 4.20 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.20, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Competitive aggressiveness and profitability of selected hospitality firms in Yenagoa.

H_{o2}: Competitive aggressiveness does not significantly influence customer satisfaction of selected hospitality firms in Yenagoa.

Also displayed in the table 4.20 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.20, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competitive aggressiveness and customer satisfaction in selected hospitality firms in Yenagoa.

Innovation and the Measures of Performance

Table 4.15: Correlations for Innovation and the Measures of Performance

			Innovation	Profitability	Customer Satisfaction	Firms size
Spearman's rho	Innovation	Correlation Coefficient	1.000	.558**	.363**	.282**
		Sig. (2-tailed)	.	.000	.000	.000
		N	400	400	400	400
	Profitability	Correlation Coefficient	.558**	1.000	.692**	.640**
		Sig. (2-tailed)	.000	.	.000	.000
		N	400	400	400	400
	Customer Satisfaction	Correlation Coefficient	.363**	.692**	1.000	.833**
		Sig. (2-tailed)	.000	.000	.	.000
		N	400	400	400	400
	Firms size	Correlation Coefficient	.282**	.640**	.833**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	400	400	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data output (SPSS output version 23.0)

RQ_2: To what extent does innovation influence and performance of selected hospitality firms in Yenagoa.

The correlation coefficient (rho) result in table 4.20 was used to answer research question 1. Table 4.15 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.558 on the relationship between innovation and profitability. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in profitability was as a result of the adoption of innovation. Therefore, there is a very strong positive correlation between innovation and profitability of selected hospitality firms in Yenagoa.

Similarly, Table 4.15 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.663 on the relationship between innovation and customer satisfaction. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in customer satisfaction was as a result of the adoption of innovation. Therefore, there is a very strong positive correlation between innovation and customer satisfaction of selected hospitality firms in Yenagoa.

Furthermore, Table 4.15 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.582 on the relationship between innovation and firm size. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in firm size was as a result of the adoption of innovation. Therefore, there is a very strong positive correlation between innovation and firm size of selected hospitality firms in Yenagoa.

Therefore, to enable us accept or reject hypotheses 4, 5 and 6 as well as generalize our findings to the study population the p- value was used as shown below:

H_{o4}: innovation does not significantly influence profitability of selected hospitality firms in Yenagoa. Similarly displayed in the table 4.15 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.20, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between innovation and profitability of selected hospitality firms in Yenagoa.

H_{o5}: Innovation does not significantly influence customer satisfaction of selected hospitality firms in Yenagoa.

Also displayed in the table 4.15 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.20, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between innovation and customer satisfaction in selected hospitality firms in Yenagoa.

Therefore, the results for the first set of hypotheses with regards to the relationship between innovation and performance measures are stated as follows:

i. There is a strong positive significant relationship between innovation and customer satisfaction of selected hospitality firms in Yenagoa.
ii. There is a strong positive significant relationship between innovation and firm size of selected hospitality firms in Yenagoa.

Discussion of Findings

The study found that there is a significant relationship between competitive aggressiveness and profitability in hospitality firms in Yenagoa Bayelsa State. The finding concurs with the finding conducted by Pulaj, Kume & Cipi (2015) who explained the impact of generic competitive strategies on organisational performance in the Albanian context. Both qualitative and quantitative methods were used. Simple random sampling technique was used to select a sample of 110 construction companies. A questionnaire was used and data analysed using ANOVA statistical model. The findings revealed a significant positive effect of cost leadership, differentiation and focus strategies on performance. Yasar (2010) carried out a case study on Gaziantep Carpeting Sector in Beijing on the effects of competitive strategies and firm performance.165 carpeting firms participated and data collection was done through the use of a questionnaire which was conducted face to face. The findings indicated that competitive strategies have no effect on firm performance.

This finding corroborates with previous findings of Chadamoyo and Dumbu (2012) who carried out a study on the Competitive Strategies and Business Environment in the Manufacturing Sector. Case study of Manufacturing Firms in Mucheke Light Industry in Zimbambwe. The study was a qualitative research using descriptive survey design. The findings indicated that cost leadership, differentiation and innovation strategies are the main ones used in the SMEs. The business environment is harsh to competitive advantage of SMEs in form of legal, political, economic and social factors. It recommended that SMEs should make use of strategic alliances to cover multiple markets, manage key performance indicators and the government to relax regulations on SMEs.

The study finding also aligns with Kyengo (2016), who did a study on the influence of competitive strategies on the performance of Telecommunication Companies in Kenya. It specifically attempted to explain the effect of cost leadership strategies, the extent that adoption of market focus strategies affects performance, the effects of differentiation strategies and the effect of corporate growth strategies on the performance of the firms. The study adopted a descriptive research design. The target population of study was the 3 Telecommunication Companies in Kenya namely; Safaricom, Airtel and Telkom Kenya Ltd. Sample size was 120 employees chosen by adopting purposive sampling. The findings indicated that cost leadership strategy was the most significant followed by differentiation, market focus strategy and corporate growth strategy, respectively. It recommended that the management of the companies should continuously evaluate the implementation of cost leadership strategy and that more research should be done on market focus strategy in order to help respond to the different market niches effectively.

Furthermore, the study found that there is a significant relationship between competitive aggressiveness and profitability in hospitality firms in Yenagoa Bayelsa State. The current finding corroborate with the view of Abouzar Zangoueinezhad, & Asghar Moshabaki (2009) who conducted a study on the role of innovation in Iran the study found out that operational, organizational or managerial processes are significantly related in attaining innovation. Mohammad (2009) did a study on the effect of innovativeness on firm performance: an investigation of Iran state companies. The purpose of this paper was to analyze the role of innovativeness and its relationship with financial performance of Iran state companies during the period 2010-2012. The results of the research revealed that value added innovativeness and its components had a significant positive relationship with companies' profitability. Wang (2011) did a study on innovativeness and firm performance. The main purpose of the study was to understand the innovativeness of the proxy variables on firm performance and the related expenses of the company's contribution to value creation

This study finding provides empirical validation to the study by Schumpeter and Knudsen (2002) who considered entrepreneurship to be essentially a creative activity and entrepreneur as an innovator who carries out new combinations in the field of men, money, material, machine and management. According to him, entrepreneur is an economic man who tries to maximize his profits by making innovations in anyone of the following fields: new products, new production methods, new markets; or new forms of organization. The degree of an entrepreneur's innovativeness will decide how far and how deep the innovation will go in business, in order to meet both the strategic goal formulated for the business and the requirements from the environment (Hult *et al.,* 2004).

The study found that there is a significant relationship between risk-taking and profitability in hospitality firms in Yenagoa Bayelsa State. The current finding corroborate with study by Naldi *et al.,* (2009) in Sweden looked into the influence of risk taking and performance of family and nonfamily firm. The study found out that though family business (largely SMEs) do take risks as part of their entrepreneurial activities, they do it to a lesser extent than do nonfamily firms. The result of the study also indicated that the reason why family firms are less likely to take lower risk than other firms 26 was because of contextual reasons such as governance structure likelihood of losing ownership of the business. In fact the finding of the study suggests that risk taking have a negative effect on family business. A similar study by Olson *et al.,* (2002) examined the impact of top management team risk taking propensity on firm performance in United Kingdom. The data was collected through a mailed survey questionnaire answered by the top executives of small to large firms. Performance was looked in terms of financial performance, innovation and stakeholders' performance. The study found out that firms with top management that are willing to take risk are able to achieve superior levels of both financial and non-financial performance.

The study also aligns Muthee-Mwangi & Ngugi (2014) who in their study examined the influence of entrepreneurial orientation on growth of Micro and Small Enterprises in Kerugoya, Kenya. The research adopted a descriptive research design. The study targeted 1420 MSEs in Kerugoya town which are registered with Ministry of Trade of the Kirinyaga County. Secondary and primary tools were used for data collection. Analysis was conducted via descriptive and inferential statistics. The study found that the dimensions of EO (innovativeness, risk taking, pro-activeness, and entrepreneurial managerial competence have a significant positive influence on growth of Micro and Small Enterprises. Both regression and correlation results indicated that innovativeness (pvalue=0.000) had an effect on growth of MSEs; results also revealed that risk taking (p value=0.000) had an effect on growth of MSEs; pro-activeness (pvalue=0.000) was also statistically significant and entrepreneurial managerial competence (pvalue=0.000) had an effect on growth of MSEs. Innovativeness was the most significant with correlation coefficient of 0.915 elements of Entrepreneurial Orientation influencing growth of small and medium enterprises in Kerugoya. The study recommends that MSE owners should be open and keen to take up EO at higher levels in order to bolster their growth, competitiveness, profitability and survival. As well, they should innovate to exploit change as an opportunity for different businesses or services. Further, they should strive to identify possible emerging problems and find solutions for them, to gain competitive advantage, as well as seek to acquire entrepreneurial managerial competencies.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter is a highlight of the summary, conclusion, recommendation, contribution to knowledge and suggestion for further studies.

Summary

This study deals with entrepreneurial orientation and performance of selected hospitality firms in Yenagoa Bayelsa state Nigeria. The broad objective of this research is to determine the relationship between entrepreneurial orientation and performance of hospitality firms in Yenagoa Bayelsa state Nigeria. The first chapter deals with the introduction and the background of the study, identified the statement problems of the study, defined the objective of the study and formulate research questions and hypotheses to serve as a guide for the study. This chapter also highlighted the scope and significant of the study and gave the definition of term used for this study. The second chapter reviewed literature relevant to entrepreneurial orientation and firm performance such as competitive aggressiveness, innovativeness and risk taking as well as performance indicators that has to its proxy's profitability, customer satisfaction, and firm size. Chapter three p resented the methodology. This section covers research design, population of study, sampling technique, method of data collection, validity of the research instrument, reliability of the research instrument, method of data analysis and limitation of the research study. Successively, chapter four presented data analysis, results and discussion of findings.

Chapter five which is the last chapter concluded the study in consonance with the summary, conclusion, recommendations contribution to knowledge and suggested areas for further studies.

Findings

The descriptive analysis revealed that competitive aggressiveness significantly relates to hospitality firms performance as respondent strongly agreed that bold action is necessary to achieve their objectives. The findings also revealed that innovativeness relates to customers satisfaction as identified by the despondence. The result and the findings of the hypotheses tested are highlighted below:

I The study clearly revealed that there is significant relationship between competitive aggressiveness and profitability of hospitality firms in Yenagoa Bayelsa state Nigeria.

ii. There is significant relationship between innovativeness and customer satisfaction of hospitality firms in Yenagoa Bayelsa state Nigeria.

Conclusion

This research is set to elucidate the relationship between entrepreneurial orientations of hospitality firms in Yenagoa Bayelsa state Nigeria. The study creates awareness to managers and owners of hospitality firms on the importance of entrepreneurial orientation to the success of any business setting. It also highlighted the different dimensions of EO such as competitive aggressiveness, innovativeness and risk taking and its performance indicator such as profitability, customer satisfaction and firm size which enhances firm performance. The result of the data analysis in line with related literature revealed that firms that imbibed in the practice of EO and its dimensions are bound to perform creditably as all the dimensions enhances firm's performance. The study concluded by confirming that EO significantly relates to the performance of hospitality firms in Yenagoa Bayelsa state Nigeria.

Recommendation

In view of the findings of this study, the following recommendations were made

i. It is imperative to recommend that hospitality firms engage in regular orientation in form of training of their employee as an incentive to enhance satisfaction. The training strategy will forestall the intention of employees living their domicile employment with the hotel clients to other areas. Training improves skills and gives insight into new method of work.

ii. In other cases, managers or operators of hospitality firms need training as a way of improving their talents. Therefore training should not be restricted to junior staff and supervisors of this hospitality firm alone. Some business owners have the tendency to relegate training to the background since they are not always inclined to training of staff. This idea is a misconception of training and its benefits. It is therefore recommended for owners of hospitality firms to en route for not only in training but also studies of how hospitality firms are to be managed. Through the training and study so recommended, the operators will be conscious of the fact that over aggressiveness might be detrimental to the firm as it is best used for moderation.

iii. In other to promote good altitudinal behavior among hospitality employees, there is the need for attitudinal survey that is the attitude that coursed employee to be insubordinately aggressive to customer. Base on the survey, the hospitality organization owner/ manager can propound an action plan policy to avert this ugly scenario. This attitudinal survey is seen as an antenna to test or ascertain employee predominant feeling or opinion.

Suggestion for Further Study

In view of the gaps identified, the evidence about the impacts of the separate dimensions of EO on performance, as studied within one research setting is not abundant. It however seems, that both the individual dimensions as well as the EO construct as a whole have a positive impact on performance and this impact can be explained to a larger extent when different moderators are taken into account. It is suggested that scholars should investigate to unveil this moderating variables. Because the research regarding the impacts of the single items of the entrepreneurial orientation is still scarce, it is therefore suggested for future researcher to explore the impact of single item of EO construct on firm performance in both developing and developed countries of the world. It is suggested that future scholars should investigate the possibility of generalizing the findings of the EO indices on performance for both SMEs and larger industries in both developing and developed countries of the world. Furthermore there has been limited research devoted to the field of entrepreneurship and growing interest of entrepreneurial orientation of SMEs .particularly in developing countries.

Further studies should be conducted to unveil the similarities and dissimilarities of these dimensions in all the geographical settings of the world. It is suggested for further study that entrepreneurial orientation in this perspective is updated as to allow for easy generalization at both private and public sector to identify the difference and similarities in their findings.

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