

ENTREPRENEURIAL PROACTIVENESS AND BUSINESS SUCCESS OF INSURANCE COMPANIES IN RIVERS STATE.

¹Olatokunbo Tolulope Ojo Ph. D and ²Barile Laius Ikari Ph.D.

^{1&2}Department of Business Administration, Faculty of Administration & Management, Ignatius Ajuru University of Education, Port Harcourt Rivers State, Nigeria.

Abstract

The research focused on entrepreneurial proactiveness and business success of insurance firms in Rivers State. The main objective was to determine the relationship between dimensions of on entrepreneurial proactiveness (opportunity recognition, goal orientation & market leadership) and business success Three research questions and three hypotheses guided the study. The population of the study was 26 insurance firms. The sample size of 85 respondents was obtained using census and purposive sampling technique. The instrument used for data collection was a structured questionnaire. The reliability of the research instrument was obtained using Test-retest method with Cronbach alpha at a 0.70 threshold which implies that the items were reliable. The data retrieved was 80 and used for analysis using Spearman's Rank Order Correlation Coefficient via Statistical Package for the Social Sciences (SPSS) version 22 for the test of hypotheses at .05 level of significance. Based on the results, dimensions of entrepreneurial proactiveness (opportunity recognition, goal orientation & market leadership) have a positive correlation with business success. Therefore, the study concluded that entrepreneurial proactiveness (opportunity recognition, goal orientation & market leadership) influence business success. Hence, the study recommended that entrepreneurs should continuously develop their skills in opportunity recognition through market research, environmental scanning, and business success training to identify and exploit emerging business prospects.

Keywords: Entrepreneurial proactiveness, opportunity recognition, goal orientation & market leadership, Business Success.

Introduction

Business success has long been a function of both internal capabilities and external eco-friendly issues, particularly in emerging economies in Rivers State where market instability and official challenges shape business outcomes. Besides, the success of any enterprise lies on the understanding that entrepreneurs must go beyond traditional management practices to adopt dynamic and forward-thinking strategies. According to Okechukwu (2017) defines business success as increasingly tied to adaptability, business success, and the entrepreneur's ability to anticipate change rather than merely react to it. Meaning that firms which embed proactive behaviors into their operations are more resilient in uncertain economic climates, especially with fluctuating policies and competitive pressures. Okafor (2025) opined that businesses that consistently scan their environment and quickly convert identified opportunities into products or services tend to outperform others because they are more adaptive and business success-driven.

Therefore, entrepreneurial proactiveness becomes central to sustaining competitive advantage and ensuring long-term business success in terms of opportunity recognition, goal orientation and market leadership. Proactiveness involves initiating change and taking calculated risks, while opportunity recognition enables entrepreneurs to identify and exploit market gaps effectively. Olufemi (2026) defines entrepreneurial proactiveness as business environment is characterized by rapid digital transformation and youth-driven markets, recognizing and acting on opportunities early which determine whether a business survives or fails.

Business success is also strongly influenced by goal orientation, which reflects the extent to which organizations set, pursue, and achieve clear performance objectives. Firms with strong goal orientation are more focused, disciplined, and strategically aligned, which improves decision-making

and productivity. According to Eze (2024) defines goal-oriented businesses as targets help management and employees maintain direction even under economic uncertainty and competitive pressure. Furthermore, opportunity recognition remains a critical driver of business success in today's dynamic business environment, where changing consumer needs and technological shifts create constant openings for business success. Entrepreneurs who can identify and exploit these opportunities gain first-mover advantages and strengthen their market positioning. In line with this, Ibrahim (2026) define opportunity recognition as a core entrepreneurial capability that enhances business survival and expansion by enabling firms to respond proactively rather than reactively to market changes. Market leadership is another important factor of business success, as it reflects a firm's ability to dominate its industry through superior products, strong branding, and effective competitive strategies. Businesses that achieve market leadership often benefit from customer loyalty, economies of scale, and increased bargaining power. Nwosu (2023) defines market-leading firms as tend to sustain long-term success because their dominance allows them to shape industry standards and influence consumer preferences more effectively than their competitors.

Statement of the Study

Despite the importance of entrepreneurial proactiveness to business success, many organisations continue to struggle with weak opportunity recognition, poor goal orientation, and ineffective pursuit of market leadership, which collectively undermine performance and sustainability. In many firms, the inability to properly identify and act on emerging market opportunities leads to missed revenue streams and reduced competitiveness, while weak goal orientation often results in unclear strategic direction, low employee productivity, and inconsistent performance outcomes. Similarly, failure in sustain market leadership exposes firms to aggressive competition, loss of customer loyalty, and declining market share. Adedayo (2025) observed that many small and medium enterprises fail because they lack structured opportunity recognition systems, causing them to react late to market changes. Okonkwo (2026) argued that poor strategic goal alignment among organisations significantly weakens their ability to compete effectively in dynamic markets. However, a clear empirical gap exists in the integrated examination of how these three dimensions of entrepreneurial proactiveness such opportunity recognition, goal orientation, and market leadership simultaneously influence business success within a single analytical framework in organisations, as most existing studies tend to examine them in isolation rather than collectively, thereby limiting a holistic understanding of their combined effect on organisational performance. Hence, this research examines the relationship between entrepreneurial proactiveness and business success of insurance firms in Rivers State.

Conceptual Framework

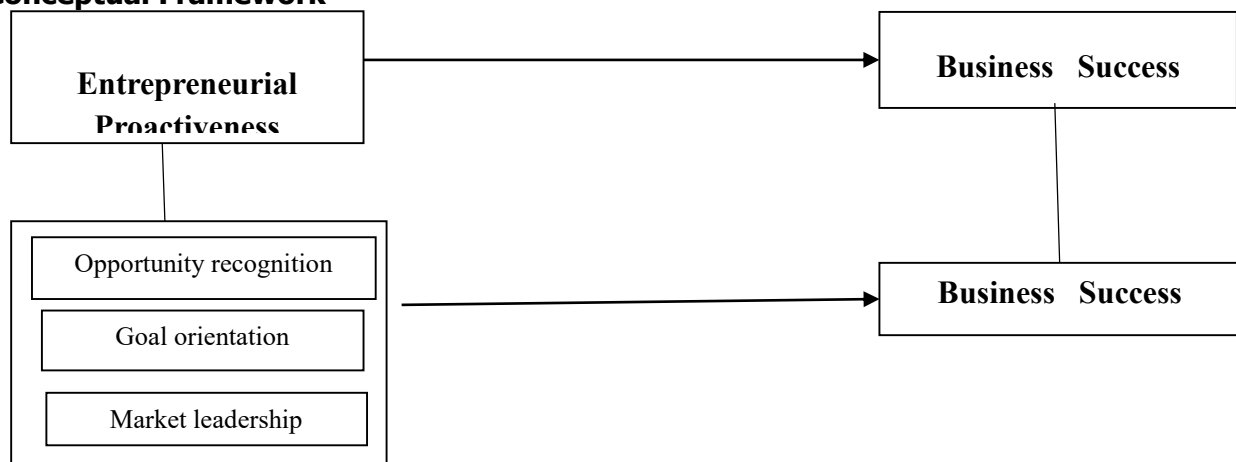


Figure 1.1: Conceptualization on entrepreneurial proactiveness and business success.

Source: Adopted from Morris et al. (2023) and Robert and Kolter (2023): Akinola (2023) and (Ojo, 2023).

1.4 Aim and Objectives of the Study

The aim of the study was to examine the relationship between entrepreneurial proactiveness and business success of insurance companies in Rivers State with the following objectives. Specifically, the objectives were to:

1. To determine the relationship between opportunity recognition and business success of insurance companies in Rivers State
2. To examine the relationship between goal orientation and business success of insurance companies in Rivers State.
3. To evaluate the relationship between market leadership and business success of insurance companies in Rivers State.

Research Questions of the Study

The following are the research questions raised for the study:

1. What is the relationship between opportunity recognition and business success of insurance companies in Rivers State?
2. How is the relationship between goal orientation and business success of insurance companies in Rivers State?
3. Is there any relationship between market leadership and business success of insurance companies in Rivers State?

Research Hypotheses

We propose the following null hypotheses that guided the study

- H₀₁: There is no significant relationship between opportunity recognition and business success of insurance companies in Rivers State
- H₀₂: There is no significant relationship between goal orientation and business success of insurance companies in Rivers State
- H₀₃: There is no significant relationship between market leadership and business success of insurance companies in Rivers State

Conceptual Review

Concept of Entrepreneurial Proactiveness

Entrepreneurial proactiveness refers to the ability or tendency of an individual or group to anticipate future challenges, opportunities, or needs and act upon them before they arise. Proactiveness involves identifying and acting on business opportunities before competitors. This anticipatory approach is critical for entrepreneurial success (Uchegbu, 2022). Proactiveness is demonstrated by continuous vigilance and readiness to exploit potential markets and resources (Akanbi & Adejumo, 2019). Proactiveness emphasizes expanding the business reach and exploring untapped segments (Ogundele & Akinola, 2021). Proactiveness includes adapting to environmental changes and ensuring the business remains relevant (Idowu & Alao, 2020). Entrepreneurial proactiveness stands as a cornerstone trait that distinguishes the success (Al-Qadasi et al., 2023). This forward-thinking approach is not just about being in the right place at the right time; it's about creating the right place and the right time through foresight and strategic action. Proactiveness means anticipating future trends and challenges, preparing to meet them ahead, and acting decisively to turn potential into reality that satisfy the market for profit. From the perspective of setting up a venture, proactiveness is the fuel that powers the journey from concept to market leader. For an investor, the ability to spot a market gap with aid of proactive thinking and mindset of an entrepreneur. Aigoje (2018) opines that entrepreneurial proactiveness is taking advantage, maximizing fresh opportunities and creating new markets or engaging in already existing ones.

Dimensions of Entrepreneurial Proactiveness

Opportunity recognition

Okon and Balogun (2023) opined that opportunity recognition is the process by which entrepreneurs connect personal insights with external market opportunities to create impactful business ventures. Ibrahim and Odunayo (2023) suggests opportunity recognition is about leveraging creativity and critical thinking to identify ways to enhance existing industries or introduce new solutions. Nwankwo (2022) defines it as recognizing and evaluating conditions that could lead to profitable business activities based on market gaps. Fashola (2015) opined that opportunity recognition refers to the ability to identify business ideas that align with personal skills, market demand, and available resources. Adeyemi and Ojo (2017) opined that opportunity recognition is the cognitive process where entrepreneurs perceive gaps in the market and conceptualize innovative ways to address them through business ventures.

Ezeh (2018) defines opportunity recognition as the discovery of marketable ideas that can lead to the creation of new products or services in a competitive business environment. Olumide (2019) say opportunity recognition involves identifying trends, patterns, and unmet consumer needs that can be exploited for economic gain. Chukwuma (2020) describes opportunity recognition as the entrepreneurial skill of spotting potential value in untapped or underutilized resources. Afolabi and Ajayi (2021) opined that opportunity recognition is framed as the strategic identification of emerging markets or technologies that can create competitive advantages. Olatunde (2021) views opportunity recognition as the proactive process of sensing changes in the socio-economic landscape to develop viable business ideas.

Goal orientation

Ojo and Adebayo (2018) sees goal orientation as the strategic focus of entrepreneurs on setting and achieving short- and long-term goals that align with business growth and sustainability, emphasizing adaptability and strategic decision-making. Olamide (2017) opined that goal orientation involves an entrepreneur's ability to direct efforts and resources towards achieving predefined business milestones, ensuring a balance between risk-taking and measurable success. Ayodele (2021) opined that goal orientation as a critical entrepreneurial trait that fosters business success and competitiveness by focusing on performance metrics and strategic alignment within the business context. Ogunleye (2020) emphasizes that goal orientation is the commitment to achieving benchmarks for business success, driven by intrinsic motivation and external opportunities in the market. Olalekan (2020) view goal orientation as the deliberate focus of entrepreneurs on task completion and efficiency in the face of limited resources, with a view to scaling business operations. Ajayi (2021) defined goal orientation as the application of focused energy and strategic tools by entrepreneurs to achieve business success and sustainable economic outcomes in a competitive landscape.

Market leadership

Market leadership refers to an organization's ability to dominate its market sector through superior business success, quality, and consumer trust (Thaddeus, 2012). Market leadership is achieved when a firm leads through continuous business success that enhances business success and value delivery (Okafor, 2013). According to Ebo (2012), market leadership involves positioning a brand as a top choice in the minds of consumers, which is critical for sustained market dominance. Market leaders often distinguish themselves by maintaining high standards in product and service delivery, a concept discussed in Nigerian entrepreneurial studies (Adewale, 2015). Leadership in the market requires a clear and innovative strategic direction that aligns with emerging opportunities (Ibrahim, 2014). Market leadership entails adopting sustainable practices to ensure long-term relevance and competitive positioning in the market (Olaniyi, 2016). As highlighted by

Concept of Business Success

Eisenhardt (2023) suggested that success is the ability to leverage strategic alliances and networks to achieve business growth. Networking and partnerships are positioned as critical to scaling and sustaining businesses. Davidsson and Wiklund (2022) described success as achieving personal satisfaction and autonomy through entrepreneurial endeavors. This highlights the subjective and personal nature of entrepreneurial success. Brush et al. (2023) asserted that success in business is the ability to achieve gender equity and diversity within entrepreneurial ventures. This broadens the definition of success to include inclusivity and social responsibility. Tchamyu (2017) ties entrepreneurship success to leveraging digital technology and business success to create new business opportunities in an environment. Uduji et al. (2018) emphasize that entrepreneurial success in agriculture, specifically through the use of innovative agricultural ventures, is critical to economic development. Businesses that embrace technology, change, and customer-centric models are better equipped to succeed in State's volatile environment (Ishola, 2024). It further emphasized that entrepreneurial success is driven by creativity and market adaptation, where businesses leverage business success to meet evolving consumer needs. Success is overcoming barriers such as inadequate infrastructure, poor access to credit, and political instability, which impede growth (Oghojafor et al., 2011).

INFLUENCE RELATIONSHIP BETWEEN OPPORTUNITY RECOGNITION AND BUSINESS SUCCESS, GOAL ORIENTATION AND BUSINESS SUCCESS, MARKET LEADERSHIP AND BUSINESS SUCCESS

Egbunike (2026), who explains that firms that systematically scan their environment and convert ideas into actionable ventures tend to achieve higher survival rates and sustainable growth, especially in competitive and uncertain markets. Opportunity recognition has a strong positive influence on business success because it determines how well entrepreneurs identify unmet needs, gaps in the market, and emerging trends before competitors. When business owners can spot and act on viable opportunities early, they are more likely to innovate, gain first-mover advantages, and increase profitability.

Goal orientation also significantly influences business success because it shapes how entrepreneurs set targets, persist through challenges, and measure performance. Businesses with strong goal orientation are more focused, disciplined, and adaptive, leading to improved efficiency and productivity. According to Akinola (2026), goal-oriented entrepreneurs are better able to align their resources with strategic objectives, resulting in improved decision-making and higher levels of business performance, particularly in small and medium-scale enterprises.

Market leadership has a direct and powerful influence on business success because it reflects a firm's ability to dominate its industry through business success, brand strength, and competitive advantage. Companies that achieve market leadership often benefit from economies of scale, customer loyalty, and stronger bargaining power. Nnadi (2026), market-leading firms in Nigeria sustain long-term success by continuously improving product quality, investing in business success, and responding effectively to market changes, thereby maintaining dominance over competitors.

Theoretical Review

Below is the theory this study anchored on:

Proactive Personality Theory proposed by Bateman and Crant (1993). The theory assumes that individuals with a proactive disposition do not passively adapt to their situation but instead take initiative to influence and change their circumstances. It further assumes that proactive entrepreneurs actively scan for opportunities, persist in overcoming barriers, and are relatively unconstrained by situational limitations or external pressures. In relation to entrepreneurial proactiveness and business success, the theory explains that entrepreneurs who are proactive are more likely to anticipate market shifts, introduce business success ahead of competitors, and take calculated actions that improve firm performance. This proactive behavior leads to better

opportunity exploitation, stronger competitive positioning, and sustained business success through continuous adaptation and strategic initiative in dynamic business environments.

Empirical Review

Below are the few empirical works considered such as Abodunde (2024) investigated SMEs in Oyo State using a descriptive survey design covering 680 SMEs across agriculture, manufacturing, and service sectors in all 33 local government areas of Oyo State. The study employed convenience sampling, and data were analyzed using path analysis in STATA 15. Findings revealed that proactiveness significantly improves SME performance by enhancing business success and competitive positioning, and the study concluded that firms must sustain proactive strategies such as early opportunity identification and strategic risk-taking. Similarly, Iherobiem et al. (2023) studied business enterprises in Ijebu Ode Local Government Area of Ogun State with a population of 200 registered enterprises and a sample size of 132 selected using Raosoft sampling technique, analyzed using descriptive statistics and SPSS regression tools. Their findings showed that proactiveness significantly influences business performance alongside innovativeness and risk-taking. The study concluded that entrepreneurial orientation dimensions are critical drivers of enterprise success and recommended continuous adoption of proactive strategies and business success-oriented practices. In another study, Adebayo et al. (2023) examined SMEs in Offa Local Government Area, Kwara State, with a sample of 109 respondents using structured questionnaires and regression analysis via SPSS. The study found that proactiveness significantly enhances business performance by enabling firms to anticipate customer needs and respond faster to market changes, concluding that proactive entrepreneurial behaviour strengthens sustainability and survival of SMEs, and recommending improved entrepreneurial training to enhance proactive capability. Collectively, these empirical works confirm that entrepreneurial proactiveness through opportunity recognition, business success readiness, and strategic foresight consistently drives business success by improving competitiveness, sustainability, and overall performance of enterprises.

Methods

The researchers adopted cross-sectional survey research design with the targeted population of **26** insurance companies in Rivers State of 85 respondents as sample size through the use of census sampling method and purposive sampling to select only managers, head of departments and supervisors of the insurance companies. However, structured questionnaire was used for data collection with 5-point Likert scale adopted in the scaling of the items of the study. The scale was structured as follows: SA = strongly agree, A = agree, N = neutral, D = disagree, SD = strongly disagree. Out of 85 copies distributed 80 returned and was used. Statistical tool used was Spearman rank order correlation coefficient via SPSS.

Results and Interpretation

Table 1: Distribution of Population

Particular	No. of Insurance Firms	Managers	HODs	Supervisors	Total
Rivers State	26	26	28	38	85
Total					85
Respondents					

Source: Field work 2026.

Table 1 above shows the total number of 85 respondents out of which 26 for managers, 38 for head of departments and 38 for supervisors.

Table 2: Distribution of Questionnaire

Questionnaire	Frequency	Percentage (%)
Administered	85	100
Retrieved	80	94
Unretrieved	5	6
Utilized	80	94

Source: Researcher's field work (2026).

Table 2 clearly shows that out of the 85 research questionnaires distributed, 80 (94%) were retrieved. However, 5 (6%) were not returned due to errors and incomplete information. The 80 retrieved questionnaires (94%) were properly filled out and thus formed the basis for this study's analysis.

Testing of Hypotheses

- H₀₁: There is no significant relationship between opportunity recognition and business success of insurance companies in Rivers State
- H₀₂: There is no significant relationship between goal orientation and business success of insurance companies in Rivers State
- H₀₃: There is no significant relationship between market leadership and business success of insurance companies in Rivers State

Correlations

			Opportunity recognition	Business success
Spearman's rho	Opportunity recognition	Correlation Coefficient	1.000	.719**
		Sig. (2-tailed)	.	.000
		N	80	80
	Business success	Correlation Coefficient	.719**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

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

The Spearman rank order correlation results reveal that there is a statistically significant relationship between entrepreneurial proactiveness and business success, as indicated by the p-values (0.000), which are less than the 0.05 level of significance. This means that the relationships observed are not due to chance, and the null hypotheses of no relationship are rejected for all variables.

Specifically, opportunity recognition shows a strong positive correlation ($r_s = 0.719$) with business success, indicating that an increase in the ability to identify business opportunities is associated with a substantial increase in business performance.

- H₀₂: There is no significant relationship between goal orientation and business success of insurance companies in Rivers State

Correlations

			Goal orientation	Business success
Spearman's rho	Goal orientation	Correlation Coefficient	1.000	.710**
		Sig. (2-tailed)	.	.000

	N	80	80
Business success	Correlation Coefficient	.710**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

The Spearman rank order correlation results reveal that there is a statistically significant relationship between goal orientation and business success, as indicated by the p-values (0.000), which are less than the 0.05 level of significance. This means that the relationships observed are not due to chance, and the null hypotheses of no relationship are rejected for all variables. Goal orientation also demonstrates a positive relationship ($r_s = 0.710$), though interpreted as moderate in this setting, suggesting that while goal setting contributes meaningfully to success, its effect is slightly less pronounced compared to the other variables.

H₀₃: There is no significant relationship between market leadership and business success of insurance companies in Rivers State

Correlations

			Market leadership	Business success
Spearman's rho	Market leadership	Correlation Coefficient	1.000	.723**
		Sig. (2-tailed)	.	.000
		N	80	80
	Business success	Correlation Coefficient	.723**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

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

The Spearman rank order correlation results reveal that there is a statistically significant relationship between market leadership and business success, as indicated by the p-values (0.000), which are less than the 0.05 level of significance. This means that the relationships observed are not due to chance, and the null hypotheses of no relationship are rejected for all variables.

Furthermore, market leadership exhibits the highest correlation ($r_s = 0.723$), interpreted as a very strong positive relationship with business success. This implies that businesses that establish a leading position in the market are more likely to achieve superior performance outcomes. Overall, the findings highlight that while all three factors are important, market leadership and opportunity recognition have slightly stronger influences on business success than goal orientation.

Discussion of Findings

Findings from H₀₁ of this study revealed a strong positive correlation between opportunity recognition and business success. Entrepreneurs who are able to identify viable business opportunities early are more likely to establish and sustain profitable ventures. This aligns with the view of Adewale Ogunleye (2026), who emphasized that opportunity recognition enhances business success and competitive advantage among small and medium enterprises in Nigeria. The ability to scan the environment, evaluate gaps in the market, and act decisively enables businesses to grow faster and adapt to changing economic conditions, thereby improving overall performance.

Findings from H₀₂ of the study established a significant positive relationship between goal orientation and business success. Business owners who set clear, measurable, and achievable goals tend to exhibit higher levels of commitment and strategic focus. According to Chinyere Okafor (2026), goal-oriented entrepreneurs are more disciplined in resource allocation and performance

monitoring, which leads to improved business outcomes. This finding suggests that having a defined direction not only motivates entrepreneurs but also enhances their ability to evaluate progress and make informed decisions that drive success.

Lastly, findings from Ho₃ the findings indicated that market leadership is positively correlated with business success. Firms that strive to lead in their respective markets often invest in quality improvement, branding, and customer satisfaction, which contribute to increased market share and profitability. This agreed with the work of Ibrahim (2026), businesses that adopt market leadership strategies are better positioned to influence industry trends and maintain long-term sustainability. This underscores the importance of business success, differentiation, and proactive market engagement in achieving and sustaining business success.

Conclusion

Based on the findings, it was concluded that opportunity recognition, goal orientation, and market leadership are critical drivers of business success. Entrepreneurs who can identify viable opportunities, set clear and strategic goals, and position themselves as leaders in their markets are more likely to achieve sustainable growth and profitability. These factors collectively enhance decision-making, business success, and competitive advantage, thereby improving the long-term performance of businesses, especially within the dynamic economic environment.

Recommendations

Below are the recommendations:

1. Entrepreneurs should continuously develop their skills in opportunity recognition through market research, environmental scanning, and business success training to identify and exploit emerging business prospects.
2. Business owners should establish clear, specific, and measurable goals to guide their operations and regularly evaluate their progress to ensure alignment with their objectives.
3. Firms should adopt market leadership strategies such as improving product quality, strengthening brand identity, and enhancing business success to remain competitive.
4. Government and business support organizations should provide training programs and mentorship opportunities that focus on entrepreneurial development, strategic planning, and market positioning.

References

- Adedayo, M. (2025). Leveraging digital marketing for competitive advantage: implications for branding strategy and profitability of selected fast-moving consumer goods (FMCG) in Lagos State, Nigeria. *International Journal of Academic Research and Innovation*, 5(1), 48 – 58.
- Adeyemi, A. A. & Ojo, T. (2017). Political economy of Huawei's market strategies in the Nigerian telecommunication market. *International Communication Gazette*, 79(3), 317–332.
- Aigoje, C. (2018). Entrepreneurial pro-activeness and business sustainability: implications on customers' satisfaction. *IIARD International Journal of Economics and Business Management*, 8(2), 39 – 47.
- Ajaegbu, O. O. (2017). Access and utilization of prenatal health care services in rural communities: A study of Isiekenesi in Imo State. *International Journal of Health Services*, 47(4), 795–806.
- Ajayi, O. S. & Busayo, A. (2021). *Effects of entrepreneurial orientation on export performance of agricultural SMEs in Nigeria*. *Direct Research Journal of Management and Strategic Studies*, 2, 1–4.

- Akinbami, C. A. O., Adejumo, O. O., Akinyemi, F. O., Jiboye, T. F., & Obisanya, J. F. (2019). *Family business and succession in developing economies: The Nigerian perspective*. *International Journal of Entrepreneurship and Small Business*, 38(1/2), 45 – 54.
- Al-Qadasi, N., Zhang, G., Al-Awlaqi, M. A., Alshebami, A. S., & Aamer, A. M. (2023). *Factors influencing entrepreneurial intention of university students in Yemen: The mediating role of entrepreneurial self-efficacy*. *Frontiers in Psychology*, 14, 19 - 34.
- Ayodele, J. O. (2021). *Resource allocation, weaponised poverty, and deviant economies in Nigeria*. *Journal of Contemporary African Studies*, 39(2), 285–304.
- Brush, F., Candida, G. & Amanda, B. E. (2023). *Clearing the hurdles: Revisiting the under-performance hypothesis for women-led VC funded firms*. *Journal of Small Business Management*, 62(5), 2287–2321.
- Davidsson, P., & Gruenhagen, J. H. (2022). *Two types of entrepreneurship process research revisited: Solidifying the evidence and moving forward*. *Journal of Business Venturing Insights*, 18, e00326
- Estanda, H., (2014). Investigating entrepreneurial orientation and firm performance in the Irialian agricultural context. *Journal of Agricultural Sciences Technology*, 15(2), 203-214
- Eze, C. O. (2024). Goal orientation and organizational performance of small and medium enterprises in Nigeria. *Journal of Business and Management Studies*, 12(3), 45–62.
- Eze, S. E., & Fadiyimu, A. A. (2024). Effect of concept mapping instructional strategy on senior secondary school students' performance in home economics. *American Journal of Arts and Educational Administration Research*, 4(2), 1–15.
- Fashola, R. (2015). *Unstable economic environment stifling businesses*. Business Day.
- Ibrahim, A. A. (2026). Thinking versus doing: how congruency between cognitive and actional future orientation affects left-behind children's life satisfaction. *BMC Psychol* 14, 839
- Ibrahim, A. J. K. and Odunayo, O. O. (2023). Entrepreneurial opportunity recognition in Nigeria as a consequence of experience, education and origin of business. *Contemporary Journal of Applied Psychology*, 61 – 74.
- Ibrahim, A. S. (2026). Opportunity recognition and entrepreneurial growth in emerging markets: Evidence from Nigeria. *African Journal of Entrepreneurship and Business success*, 9(1), 15–31.
- Ibrahim, M., Soak, S. M., & Yusuf, A. (2023). Innovativeness and adaptability in SMEs: Strategic responses to a dynamic business environment. *Journal of Entrepreneurship and Business Success*, 10(1), 55-72.
- Ishola, J. A., Ojelade, M. O., Ajayi, J. K., Amusat, R. B., & Akinmusira, O. O. (2024). *Drivers of women entrepreneurship in the Oke-Ogun region, Oyo State, Nigeria*. *International Journal of Research and Innovation in Social Science*, 8(8), 1420–1429.

- Nwankwo, O. N. (2022). *A qualitative inquiry of rural-urban inequalities in the distribution and retention of healthcare workers in southern Nigeria. PLoS ONE, 17*(3), e0266159.
- Nwosu, B. K. (2023). Market leadership strategies and competitive advantage in Nigerian industries. *International Journal of Business Strategy and Development, 7*(2), 88–104.
- Nwosu, K. C., Mbamalu, I. I., Oguanobi, C. A., & Egbunike, C. F. (2023). Big data analytics and market competitiveness of selected firms in Lagos State, Nigeria. *Annals of Management and Organization Research, 4*(4), 251–269
- Nwugballa, S. C., Eze, F. J., & Ugochukwu, S. C. (2016). The role of small and medium enterprises in economic development: The Nigerian experience. *International Journal of Small Business and Entrepreneurship Research, 4*(3), 1-11.
- Ogunkoya, O., & Agbaje, O. I. (2021). *Role of entrepreneurial capabilities in small and medium enterprises' competitiveness in Lagos State. International Journal of New Trends in Social Sciences, 5*(2), 113–124.
- Ojo, A. A., & Adebayo, B. O. (2018). Pro-social goals in achievement situations: Amity goal orientation enhances the positive effects of mastery goal orientation. *Personality and Social Psychology Bulletin, 44*(8), 1258–1269.
- Okafor, J. I. (2025). Opportunity recognition and business success in Nigeria's dynamic economy. *Nigerian Journal of Entrepreneurship Research, 10*(4), 50–70.
- Okechukwu, F. C.-N. (2025). Entrepreneurial proactiveness and sustenance of general service SMEs in Nigeria. *World Journal of Innovation and Modern Technology, 9*(10), 1–15.
- Okon, C. & Balogun, G. (2023). The effect of opportunity recognition, innovativeness, and creativity toward entrepreneurial intention of university students. *European Economic Letters, 13*(5), 842–849.
- Okonkwo, C. J., Nwokolo, A., & Itodo, E. P. (2026). Digital marketing and entrepreneurship development of small and medium scale enterprises in Enugu State, Nigeria. *International Journal of Advanced Multidisciplinary Research and Studies, 6*(1), 1688–1695
- Olagunju, Y. A (2004). *Entrepreneurship and small-scale business enterprise in Nigeria*. University Press.
- Olofinyehun, A. O., Adelowo, C. M., & Egbetokun, A. A. (2017). The supply of high-quality entrepreneurs in developing countries: Evidence from Nigeria. *Science and Public Policy, 45*(2), 269–282.
- Olufemi, S., A., Efuwape, B. M., & Efuwape, O. A. (2026). Relating career orientation to electrical and electronics technology education students' interest in and attitude towards technical skill acquisition in Southwest Nigeria. *Online Journal for TVET Practitioners, 11*(1), 93–101
- Olumide, M. K. (2019). Corporate governance, sustainability initiatives and firm performance: Theoretical and conceptual perspectives. *International Journal of Asian Social Science, 9*(1), 35–47

- Thaddeus, E. O., & Chigbu, E. E. (2012). Analysis of effect of financing leverage on bank performance: Evidence from Nigeria. *Journal of Public Administration and Governance*, 2(4), 178–198
- Uchegbu, A. I. (2022). Entrepreneurial proactiveness and organizational performance in Nigeria. *Journal of Entrepreneurship and Business Studies*, 10(2), 45–60
- Uduji, J. I., Okolo-Obasi, E. N., & Asongu, S. A. (2019). The impact of e-wallet on informal farm entrepreneurship development in rural Nigeria. *The Electronic Journal of Information Systems in Developing Countries*, 85(3), e12066.
- Ukala, G., Mmaduka, O. A., Olufemi, A. D., & Olayinka, F. O. (2026). Leveraging emerging technology in STEM curriculum implementation in Nigerian universities: Extent and prospect. *Journal of Research in Curriculum, Instruction and Educational Technology*, 12(1), 77–96.