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IMPERATIVE OF ENTREPRENEURIAL ORIENTATION DIMENSION ON THE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN KWARA STATE, NIGERIA

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Abstract

This study explored the consequence of EO on performance of SMEs in Offa local Government Area of Kwara State. The study'spurpose was to establish the effect of entrepreneurial orientation dimensions such as proactiveness and innovativeness on performance of SMEs as proxy by customers' patronage and profitability of small and medium scales businesses in Offa local Government Area of Kwara State from 2018 to 2023. Survey design was used for the study as data were collected using questionnaires administered on a sample of one hundred and nine (109) respondents from the total population of 150. Data analysis for the study was carried with multiple linear regression. Consequently, the findings of the study revealed that R-Square values are 0.967 and 0.683 customers' patronage and product quality respectively. In the course of the entrepreneurial orientation's distinctiveness, the findings established the surfacing of proactive innovation (a permutation of proactiveness and innovativeness) which revealed a significant positive association on customer patronage and product quality. The study concludes that entrepreneurial orientation is very significant in the performance of the SMEs as it helps in the survival of the business and allowing them to effectively participate especially within fast-changing industries in this present economic situation. The study further recommends that business should try to be pro-active in pleasing the present and future desires of their esteem customers and should also accept the spate of Innovation in their respective enterprise.

Key Words: Entrepreneurial Innovativeness, Entrepreneurial Orientation, Entrepreneurial Proactiveness, Customer Patronage, Product Quality.

Introduction

Due to the dynamic business environment characterized by economic down turn, corporate failure is noticeable in the sphere of SMEs which has unpleasantly and frequently leads to personal hurt and economic misfortune of an entrepreneur most especially the star-ups. Entrepreneurial enterprises navigate through intricate and dynamic external environments (Lumpkin & Dess, 1996), which serve as valuable reservoirs of fresh knowledge and insights, fostering an environment conducive to information acquisition and dissemination. According to Todorovic et al., (2018), company executives frequently experience daily pressures from stakeholders, stock markets, and competitors. They are often evaluated using metrics like stock market value, return on investments, and net profit measures. This intense focus on financial performance can lead them to overlook crucial customer and market needs, an issue that also affects SMEs in Offa, Kwara State.

Entrepreneurial orientation is seen as vital for overall growth and innovation in ventures (Hakala, 2018). Wiklund (2017) and Audretsch (2018) suggested that entrepreneurial orientation, influenced by both external and internal environmental factors, drives a firm's actions, enabling it to outperform competitors. Additionally, Rauch (2018) noted that entrepreneurial orientation assists top management in defining the organization's purpose, maintaining its vision, and developing strategies to achieve a competitive edge. The agility and adaptability inherent in entrepreneurial organizations provide them with a competitive advantage over large bureaucratic entities (Nchabeleng, et al., 2018).

According to Hakala (2018), entrepreneurial orientation is essential for overall growth and venture innovations. Davidsson, et al., (2017) and Audretsch (2018) argue that entrepreneurial orientation accelerates a firm's actions, enabling it to outpace competitors by responding swiftly to both external and internal indicators. Rauch, et al., (2018) suggest that an entrepreneurial mindset enables senior management to fulfill the company's mission, uphold its vision, and develop strategies for achieving a competitive edge. Furthermore, Dess & Lumpkin (2018) contend that entrepreneurial orientation has a direct and enduring impact on business performance.

One of the most widely acknowledged concepts in the field of strategic entrepreneurship is Entrepreneurial Orientation (EO), which encompasses a firm's innovative, risk-taking, and proactive activities (Linton, 2016). Despite numerous studies dedicated to EO, there remains considerable debate and ambiguity surrounding its conceptualization. The question of whether EO should be conceptualized as a multidimensional or unidimensional construct continues to be discussed among scholars familiar with the EO literature (Olubiyi, et al., 2019; Basco, et al., 2020). Some researchers view entrepreneurship as a one-dimensional or composite construct, combining various aspects of EO—such as risk-taking, innovativeness, and proactiveness—to create a unified construct that reflects a firm's propensity to adopt entrepreneurial behaviors (Eniola, 2020).

Statement of the Problem

Due to the dynamism of today's business environment which is characterized with the new methods and mechanism to produce new products and enhanced better entrepreneurial operations, today's Entrepreneurs are not adequately sharpening their various endowed entrepreneurial orientation dimensions in order to adapt optimally to this global business trend. Furthermore, Innovativeness has not been given proper attention by some SMEs Entrepreneurs which have limited them to their old ways of producing goods and service. In the relentlessly dynamic business environment, most firms tend to inquire about new discovery in their various markets where they can expand and uphold their cut-throat improvement and surpass their competitors. An enterprise tends to be more entrepreneurial in order to perk up their situation in the market. Most SMEs in Kwara state do not strongly and unswervingly confront their competitors but rather try to shun rivalry which is restraining their increase of prosperity in their business endeavors (Jenyo & Jenyo, 2022).

Objectives of the Study

a. Examine the impact of pro-activeness on Customers Patronage selected SMEs in Offa Local Government Area of Kwara State
b. Investigate the effect of innovativeness on Product Quality in selected SMEs in Offa Local Government Area of Kwara State

Research Hypotheses

Ho^1: Pro-activeness does not have significant effect on customer patronage of SMEs in Offa Local Government Area of Kwara state

Ho^2: Entrepreneurial Innovativeness does not have significant effect on Product Quality of SMEs in Offa Local Government Area of Kwara state.

Review of Relevant Literature

Business Performance

Business performance can be understood through various metrics such as sales, profitability, and return on capital, turnover rate, and improvement in market share. Lin, et al. (2016) proposed three variables for assessing performance: efficiency measurement, sales growth, and profitability. However, business performance encompasses a multitude of aspects that are challenging to quantify (Sanchez, et al., 2015). Different literature suggests that a combination of quantitative and qualitative assessments is necessary, with both approaches having limitations and thus recommended to be utilized concurrently.

Sales, profit, and return on investment (ROI) are examples of quantitative metrics. Qualitative measurements, also known as performance indicators, encompass factors such as knowledge and business experience, the ability to provide high-quality goods and services, innovation in product and process development, team management skills, labor productivity, and environmental corporate responsibility. Sanchez & Marin (2005) assessed the performance of small and medium-sized businesses by examining market variables, productivity, and profitability. Lee & Tsang (2014) evaluated performance using business growth metrics, including sales growth, asset expansion, and profit growth. Measuring business performance in SMEs typically involves a combination of financial and non-financial data. However, challenges arise when SME managers are either unwilling or unable to provide comprehensive performance data (Beal, 2018). This study aims to address a gap in the literature by focusing on performance indicators such as Customer Patronage and Product Quality, based on a review of prior empirical evidence.

Customer Patronage

According to the Concise Oxford English Dictionary (2008), as cited in Adiele, et al. (2015), the term "customer" or "consumer patronage" refers to an individual who purchases products and services for personal use or consumption, or to an entity or person that uses or consumes something. Customer return patronage intention is defined as "the likelihood that a current customer of an enterprise anticipates returning in the future for another shopping experience" (Young, et al., 2007). Customer satisfaction is a crucial factor influencing the intention of returning patrons. With numerous business options available, customers have a wide range of choices, but to attract repeat business, a company must ensure maximum customer satisfaction (Ali, Kim, et al., 2016; Darley, et al., 2008). Fowler (2023) notes that return behavior can be difficult to restore if disrupted. Research suggests that genuinely satisfied customers are more likely to remain loyal to a business, spend more, recommend it to others, and return frequently rather than going to a competitor (Homburg et al., 2005; Mohsan, et al., 2011). Therefore, enhancing customer satisfaction and securing future business are essential to a company's success. Patronage stems from a sense of duty to an organization because of the quality of its services or perceived attributes. However, a customer's loyalty to a business also depends on their perception of the physical environment of the store (the services cape) and how well it aligns with their personality. Repeat business is vital as it can boost sales volume, thereby increasing the company's profitability (Adiele & Gabriel, 2013).

Product Quality

According to Kotler, et al., (2012), a product encompasses anything that can be presented to the market to attract attention, be acquired, used, or consumed to satisfy a need or want. Quality, as defined by Zeithaml (1988), denotes excellence or superiority, while Aaker (1994), cited by Razak, et al., (2016) asserts that a product's overall quality or uniqueness, relative to its intended use and compared to alternatives, is determined by the customer's assessment. Moreover, Kotler & Armstrong (2012) state that the quality of a product or service is gauged by its ability to meet the explicit or implicit needs of the customer.

Razak, et al., (2016) emphasized that market research is essential for understanding the needs and desires of customers, rather than solely relying on the company's perspective when evaluating product quality. This rationale highlights two critical elements—expected and perceived product quality—that influence the overall quality of a product. Customers perceive a product as high-quality and experience satisfaction when it aligns with their expectations, potentially leading to enhanced consumer loyalty and preference; conversely, if the perceived quality of a product falls short of the customer's expectations, it fails to meet the criteria of being considered a quality product (Adebayo, 2023). The ability of a business to meet consumer expectations is the primary criterion for evaluating quality, whether positively or negatively.

Garvin (1987) quoted by Kotler & Keller (2012), argue that the elements of product quality are the following: functionality, features, performance, compliance, durability, serviceability, aesthetics, and perceived quality. Reeves & Bednar (1994) have four primary views of defining quality: excellence, value for money, conformance to criteria, and meeting or exceeding customer needs. The general definition of quality of a product is the ability of a product to meet or even exceed the expectations of a customer. An operational definition frequently used is "the customer's perception of the excellence of goods and services…" realize that in the dynamic and highly competitive business environment of today, quality is an essential element of achieving organizational success and survival.

Entrepreneurial Orientation (EO)

Entrepreneurial orientation is a key concept that corporate executives consider when devising strategies to identify and capitalize on unique opportunities that other organizations may overlook. It encompasses the procedures, practices, and decision-making culture within organizations that demonstrate entrepreneurial behavior (Dess & Lumpkin, 2018). This concept has been extensively studied in entrepreneurship and management literature for over three decades. Research highlights numerous factors influencing the relationship between entrepreneurial orientation and corporate performance, including intrinsic elements like technological expertise and market knowledge, as well as extrinsic factors such as industry dynamics. Entrepreneurial orientation can also be defined as a collection of psychological traits, ethics, and attitudes closely associated with the drive to engage in entrepreneurial activities (Etim, et al., 2017). Insights from strategic management and entrepreneurship literature offer practical guidance for enhancing a firm's performance, particularly during economic crises.

Entrepreneurial Proactiveness

Proactiveness refers to the capability of an individual or an organization to swiftly address community needs (Shah & Ahmad, 2019). Additionally, it involves actively seeking out new market opportunities. For a company to be proactive, it must anticipate future demands and identify emerging market opportunities. This is a strategy of demonstrating interest in new markets, influencing the business environment, and introducing new products or services before actual competitors do so. According to Lieberman and Montgomery, cited in Shah and Ahmad (2019), the proactive position of the company offers a "good strategy" since timely actions may lead to outstanding success and facilitate the long-term survival of the company.

Proactiveness is a firm's ability to anticipate, initiate change, and take a first-mover leap rather than remaining inflexible or defensive in its strategic approach. It involves a continuous perspective where a corporation actively strives to foresee and capitalize on opportunities to expand, launch new products, and make modifications to existing strategies and plans. This includes the skill to identify potential market trends, achieving short-term first-mover advantages, and influencing the market environment in the long term (Lumpkin & Dess, 2005; Hughes & Morgan, 2007).Strategic managers who adopt a proactive approach focus on future opportunities for growth, improved performance, and competitive advantage. Proactiveness creates competitive advantages as it compels competitors to catch up with the ventures' first-mover aggression. To Chang, et al., (2007), a proactive firm is an organization that acts before the competitors and takes a lead in newer technologies, products, and services in making growth. Keh, et al. (2007) elaborate that an entrepreneur being proactive gives a chance for a firm to innovate and utilize internal knowledge and information to outperform competitors' originality.

Green, et al. (2006) assert that market orientation positively affects organizational performance, which, in turn, is significantly related to SME proactiveness. This relation allows for the implementation of various marketing techniques that ensure the continuance of the sales of the products, hence the sustainability of the business performance. Active activities are a precondition for developing sound SME management and overall organizational performance, as asserted by Mentzer (2007). Still on this factor, Tukamuhabwa, et al., (2011) support the view by explaining how proactive market orientation is

positively related to SME management practices and organizational performance. Mentzer (2007) reinforced the supportive function of market orientation in SME management concerning its proactive nature.

Entrepreneurial Innovativeness

Rauch, et al. (2018) define an organization's innovativeness as its ability to introduce new ideas and initiate processes that can lead to the development of new products. Covin & Miles (2009) assert that innovation is crucial for an entrepreneur's strategy to sustain their business; without it, the business cannot thrive. However, Coulthard (2007) found in his research that innovation is not the most critical factor for the longevity of entrepreneurship. Landstrom, et al., (2015) explain that innovativeness is rooted in creativity and results in advancements in markets, technology, services, goods, and processes. Innovativeness often supports the creation of new products and services. Businesses that focus on innovating their products and processes can enhance their profitability and marketability. Such innovative companies generally have a larger knowledge base, providing them with a competitive advantage over their rivals (Adebayo, et al., 2023).

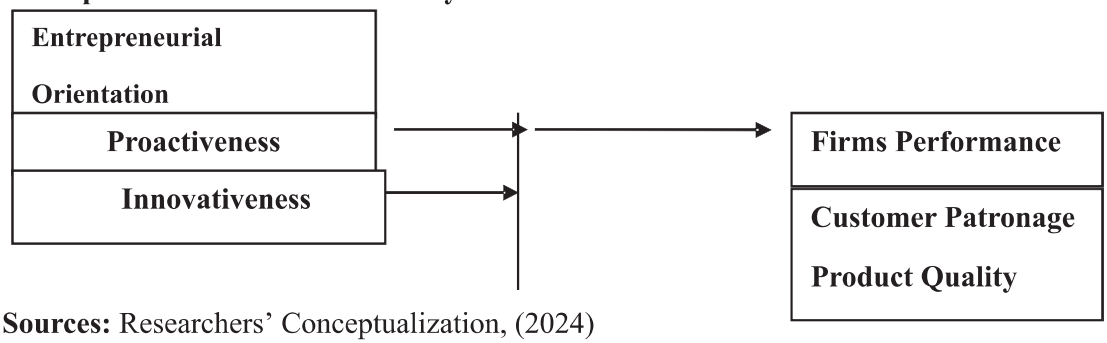
Miller, et al., (2016) developed two models of innovation in relation to an organization's goals and category: the conservative model and the entrepreneurial model. In the conservative model, a business uses its innovative approach as a defensive strategy to counteract competitors and maintain or regain market position. Conversely, the entrepreneurial model posits that a business actively and persistently promotes innovative internal processes to gain a competitive edge over its rivals.

According to Landstrom, et al., (2015), administrative innovativeness—supported by modern information technology, control mechanisms, and organizational structure—can significantly drive innovation. This type of innovativeness can be complemented by technical innovation, which is linked to research and development activities that lead to the creation of new products and processes. Businesses with creative ideas can improve existing offerings and develop new products or processes, thereby opening up new markets. Covin & Miller (2014) assert that innovation is a fundamental component of entrepreneurship, forming the basis for all other aspects of the entrepreneurial framework. It is widely recognized that innovation plays a crucial role in determining entrepreneurial success and characteristics. Empirical research conducted by a small number of academics has demonstrated the importance of innovation and its positive correlation with entrepreneurial outcomes (Rauch, et al., 2009; Coulthard, 2007).

The above assertion justify hat a business involving entrepreneurship traits is likely to widen skills to handle uncertainty, innovate to convene opportunities and threats, foresee and envisage the path and character of market change, tolerate risk, and offer autonomy to its staff. All these figure the company's entrepreneurial competence to advance and perk up firm's performance.

According to a 2009 World Bank research, innovation is crucial for maintaining a company's competitive edge and fostering long-term customer loyalty. Joseph Schumpeter's 1934 Theory of Economic Development further emphasizes the importance of innovation as a key driver of economic growth and development. Schumpeter's theory suggests that innovation is driven by an entrepreneur's ability to combine new production elements. Casals (2011) notes that the increasing globalization of markets and heightened competition compel SMEs to adopt innovative, creative, adaptive, and inventive survival strategies. Innovation is vital for the success and growth of SMEs. Despite the limited empirical data in emerging economies supporting this theory, innovation remains critical to the performance of SMEs in today's knowledge-based society. As highlighted by De Wit, et al. (2014), SMEs must continually innovate to reduce production costs, shorten delivery times, enhance manufacturing capabilities, strengthen supplier relationships, and improve other business processes.

Conceptual Framework of the Study



Sources: Researchers' Conceptualization, (2024)

The model examined the effect of Entrepreneurial Orientation dimensions; entrepreneurial proactiveness and entrepreneurial innovativeness on the performance of SMEs proxy with customer patronage and product quality in Kwara state with emphasis in Offa local government area of the state.

Empirical Review

Chenuos & Maru (2015) explored the impact of Entrepreneurial Orientation on Firm Performance, focusing on Small and Micro-Enterprises (SMEs) in Kenya. Using data collected from 333 SMEs in Uasin-Gishu County, the research found that innovativeness ($\beta1 = 0.632$, $p = 0.000$) and proactiveness ($\beta2 = 0.246$, $p = 0.000$) positively influenced firm performance. Conversely, risk-taking had a negative effect on firm performance ($\beta3 = -0.163$, $p = 0.002$). This study significantly contributes to understanding the relationship between Entrepreneurial Orientation and SME performance, providing valuable insights for SME owners and policymakers to develop effective strategies for achieving successful entrepreneurial outcomes.

Aigboje (2018) investigated the relationship between organizational profitability and competitive aggression in hotel enterprises located in Port Harcourt. The research's subjects were the 1,764 employees of 50 native hotels in the Port Harcourt metropolitan area. Using Taro Yamane's method for determining sample size, 326 hotel employees were selected as the sample. Both descriptive and inferential statistical techniques were used in the research, which employed a cross-sectional survey design. The hypothesis was assessed using the Spearman Rank Order Correlation Coefficient with a 95% confidence interval and a significance threshold of 0.05. The instrument's dependability was confirmed using Cronbach Alpha values of 0.793 for competitive aggressiveness and 0.895 for organizational profitability. The findings demonstrated a strong positive correlation between the competitive aggressiveness and organizational profitability of the hotels in Port Harcourt. The study concludes that competitive aggressiveness has a significant influence on organizational profitability and recommends that hotels bolster their unique competitive advantages to increase their market competitiveness.

Jenyo, et al., (2022) looked at the relationship between agriculture performance in the North Central States of Nigeria and entrepreneurial orientation. This area of the research was restricted to the Rice Farmers Association of Nigeria, otherwise known as RIFAN. It adopted a survey approach in carrying out the study. From the 368 copies of questionnaires administered to RIFAN members, 319 were retrieved. Descriptive and inferential statistics were used in the analysis of obtained data. The results show that innovativeness is statistically significant. The study's findings are an eye opener: profit elusiveness about agriculture in the North Central States of Nigeria is significantly related to the entrepreneurial approach.

In Lagos State, Nigeria, Ilesanmi, et al., (2022) investigated the moderating influence of market orientation (MO) on the relationship between entrepreneurial orientation (EO) and organizational performance in small and medium-sized enterprises (SMEs). For this study, adopting a structured questionnaire within a survey design, 448 responses were obtained from the 520 questionnaires issued to

samples through a simple random selection process. The results showed that the five primary drivers of EO combined significantly in impacting SME innovation with an R^2 value of 0.986 and significance of 0.000 on SMEs in Lagos State. The research also highlighted that the interaction of MO with EO is significantly related to SMEs' performance, with an adjusted R^2 of 0.981 and a significance of 0.000. In summary, managers and owners of SMEs need to consider each of these five drivers of EO in their decision-making to increase performance.

Methodology

This study employs a quantitative approach to examine the impact of entrepreneurial orientation dimensions on the performance of selected small-scale businesses in Offa Local Government, Kwara State. Offa Local Government was chosen for its significant commercial development, ranking as the second most commercially developed town after Ilorin, the state capital, and its high concentration of Small and Medium Scale enterprises. The study focused the entrepreneurial orientation activities of SMEs in Offa, Kwara state within the period of 2018-2023. The survey method was utilized, with a population size of 150 (SMEDAN, 2020@ smedan.gov.ng), and a sample size of 109 determined using the Taro Yamane sample size determination model. Simple random sampling technique was employed for data collection, and SPSS version was utilized for regression analysis.

Table 1: Validity Statistics

	Validity Test	KMO	Barlett's Test	Sig.
i.	Entrepreneurial Orientation	.636	59.565	.000
ii.	Proactiveness	.684	61.342	.000
iii.	Innovativeness	.738	78.738	.000
iv.	Business Performance	.754	84.043	.000
v.	Customer Patronage	.707	70.654	.000
vi.	Product Quality	.735	77.221	.000

Table 1 above illustrates whether the data is suitable for structure detection. Generally, high results (around 1.0) indicate that factor analysis might be beneficial for the given data. If the value is less than 0.50, the factor analysis findings are likely to be less useful. The fact that every Kaiser-Meyer-Olkin (KMO) score is more than 0.50 suggests that the factor analysis conclusion is valuable.

Table 2: Cronbach's Alpha Coefficients Table

	Variables	Cronbach Alpha Coefficients
i.	Entrepreneurial Orientation	.743
ii.	Proactiveness	.751
iii.	Innovativeness	.863
iv.	Business Performance	.845
v.	Customer Patronage	.808
vi.	Product Quality	.853

The above table 2 shows that the scales have good internal consistency. By implication, all the scales are reliable.

Results and Discussion

Hypothesis Testing

Ho^1: Pro-activeness does not have significant effect on customer patronage of SMEs in Offa Local Government Area of Kwara state

Table 3: **Model Summary**[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967[a]	.934	.934	.22555

a. Predictors: (Constant), Entrepreneurial Pro-activeness
b. Dependent Variable: Customer Patronage
Source: Researchers' Survey, (2024)

The model summary in Table 3 shows that the predictor variable, entrepreneurial pro-activeness, explains about 93.4% of variations in the dependent variable—customer patronage—with its R-squared value of 0.934. The fact that the adjusted R-squared stays under 0.934 indicated no loss in the model's ability to explain phenomena with additions of more variables. It is 0.22555, and this standard error of the estimate is interpreted as being the average difference between the observed values and the values that one's model predicts. Customer patronage and entrepreneurial proactivity were significantly positively associated, with an R-value of 0.967, indicating that when entrepreneurial proactivity goes up, customer patronage also goes up.

Table 4: ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.073	1	25.073	1279.091	.000[b]
	Residual	4.579	99	.051		
	Total	69.652	101			

a. Dependent Variable: Customer Patronage
b. Predictors: (Constant), Entrepreneurial Pro-activeness
Source: Researchers' Survey, (2024)

Table 2 summarizes the analysis relevant to the variation of Revisit Intention. Comparatively, the large relative magnitude of the residual sum of squares (4.579) against regressions sums of squares (65.073), indicating that a high percentage of the variability in Revisit Intention can, therefore, be accounted for by the model. The estimated F-value is 1279.091, which is less than the preset significance threshold of 0.05 with a $p<0.05$ of 0.000, showing that high entrepreneurial pro-activeness in community constructs essentially influences changes in consumer patronage. This inference seems to align with that made by Jenyo, et al., (2022) and Etim, et al., (2017).

Table 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.789	.099		7.990	.000
	Entrepreneurial Risk taking	.830	.023	.967	35.764	.000

a. Dependent Variable: Customer Patronage
Source: Researchers' Survey, (2024)

In Table 3, the dependent variable illustrates the impact of Entrepreneurial Pro-activeness on Customer Patronage, serving as a metric for assessing the relationship between the independent variable (Entrepreneurial Pro-activeness) and Customer Patronage. The analysis reveals a significant relationship between Entrepreneurial Pro-activeness and Customer Patronage ($\beta = .830$, $t = 35.764$, $p < .000$), supporting Hypothesis H^1.

Hypothesis H^1 posited a positive relationship between Entrepreneurial Pro-activeness and Customer Patronage. The findings showed a robust and statistically significant correlation between Entrepreneurial Pro-activeness and Customer Patronage ($\beta = 0.830$, $t = 35.764$, $p = .000$), substantiating Hypothesis H^1 at a 5% significance level. The comprehensive summary of this regression analysis underscores the substantial impact of Entrepreneurial Pro-activeness on Customer Patronage among selected Small and Medium Enterprises in the Offa Local Government area of Kwara State. This outcome leads to the rejection of the null hypothesis and acceptance of the alternate hypothesis, highlighting Entrepreneurial Pro-activeness as a pivotal determinant of Customer Patronage in this region.

Hypothesis Two

Ho_6: Entrepreneurial Innovativeness does not have significant effect on Product Quality of SMEs in Offa Local Government Area of Kwara state.

Table 4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.466	.465	1.166

a. Predictors: (Constant), Entrepreneurial Innovativeness
b. Dependent Variable: Product Quality

Source: Researchers' Survey, (2024)

An R-Square value of 0.465 is shown in Table 6's model summary, indicating that entrepreneurial innovativeness, the independent variable, accounts for 46.5% of the variation in the dependent variable (product quality). Variables not included in the model account for 53.5% of the remainder. As a result, the regression model works well for making predictions.

Table 5: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	410.890	1	410.890	302.148	.000[b]
	Residual	470.524	99	1.360		
	Total	881.414	101			

a. Dependent Variable: Product Quality
b. Predictors: (Constant), Entrepreneurial Innovativeness

Source: Researchers' Survey, (2024)

Table 5 presents a full description of the study on the variance in Revisit Intention. Significantly, the regression sum of squares hits 410.890, which is considerably higher than the residual sum of squares at 470.524. This discrepancy shows that the model accounts for a large percentage of the variance in Revisit Intention. Additionally, the estimated F-value of 302.148, along with a significance value of 0.000, underlines the statistical importance of the model. Since the significance value is below the threshold of 0.05 ($p < 0.05$), it shows that Entrepreneurial Innovativeness, as a whole, has a substantial influence on changes in Product Quality. This conclusion accords with the findings of Jenyo, et al., (2022) and Neneh & Johan (2019).

Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.660	.153		4.314	.000
	Entrepreneurial Risk taking	.750	.043	.683	17.382	.000

a. Dependent Variable: Product Quality

Source: Researchers' Survey, (2024)

The dependent variable in Table 7 illustrates the impact of Entrepreneurial Innovativeness on Product Quality. This served as a measure to assess the influence of the independent variable (Entrepreneurial Innovativeness). The analysis showed a significant relationship between Entrepreneurial Innovativeness and Product Quality ($\beta = .750$, $t = 17.382$, $p < .000$). Thus, Hypothesis H2 was supported. Hypothesis H2 posited that Entrepreneurial Innovativeness is positively related to Product Quality. The results confirmed this, indicating a positive and significant relationship ($\beta = 0.750$, $t = 17.382$, $p = .000$). Therefore, Hypothesis Ho^2 is supported at the 5% level of significance.

Discussion of Findings

The general summary of this regression analysis's findings indicates that the product quality of a subset of small and medium-sized businesses in the Offa Local Government region of Kwara State is significantly impacted by the coefficient of entrepreneurial innovativeness. This suggests that the alternative hypotheses were accepted, as the null hypothesis was rejected. Thus, in the Offa Local Government area of Kwara State, entrepreneurial innovativeness has a major impact on the product quality of a selected subset of small and medium-sized businesses. Consequently, it is believed that entrepreneurial innovativeness influences product quality, a view supported by the research of Jenyo, et al., (2022), Solikahan & Mohammad (2019), and Onikoyi, et al., (2023).

Conclusion & Recommendations

The findings of this study revealed that when an Entrepreneur or an organisation is able to be reasonable risk taker, proactive, that is, have the capability and capacity to act quickly in response to the needs of the community; being innovative in respect to the capability and capacity to connect in new ideas or to initiate and generate processes that may result in new products and being autonomous (independent and freedom)to develop an entrepreneurial idea and then see it through to completion. There is possibility for such a firm to achieve efficiency and effectiveness in terms of operations, customer patronage and product quality. In essence, firms or individuals with these entrepreneurial sterling qualities or characteristics will be able to record a tremendous increase in rate of investment (ROI).

The study recommended that the firms or individuals should try to build more on the above enumerated entrepreneurial orientation's dimensions for them to achieve high sales return, adapt optimally in turbulent or unfavorable business environment and increase in their rate of investment.

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