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About the Journal

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Mountain Top University Journal of Entrepreneurship and Sustainable Development is set up as a publication outlet for quality peer-reviewed articles that will be globally acceptable and accessible. The journal will be published twice a year in the months of June and December every year. Scholars in Entrepreneurship, Management and Social Sciences as well as related fields all over the world are invited to send in their contributions.

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PREFACE

This edition of the Mountain Top University Journal of Entrepreneurship and Sustainable Development (MTUJESD) is the 5th Volume, Number 2 of the journal series. This is our 8th journal publications so far. This edition was birthed from articles sent in from the 5th Mountain Top University's International Conference on Entrepreneurship (MTU-ICE) held on the 9th and 10th of November 2023. The articles were sent in from seasoned researchers, which cut across diverse fields - business management, public relations, entrepreneurship, marketing communication, media and technology, among others. Our team of editors and reviewers ensured that only articles that met the high standard inclusion criteria were selected after blind peer review.

This edition will have both online and offline versions, to enhance easy open access that ensures the visibility of all our authors.

We appreciate the resourcefulness of the editorial board members, the advisory board members and reviewers. I also appreciate all our esteemed contributors. We stand on our commitment to publish high quality articles that meet global standards and that can be accessed globally.

I believe that the status of MTUJESD resides not only in the innovations we are coming up with, but in the quality of the materials it publishes. We shall continue to do our best to showcase the best literatures in Entrepreneurship and other related fields.

Thank you.

Erigbe, Patience Ajirioghene PhD.
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CALL FOR PAPERS

MTU Journal of Entrepreneurship and Sustainable Development is a double blind, peer reviewed journal published by the Centre for Entrepreneurship Development and General Studies, Mountain Top University, Prayer City, Ogun State, Nigeria.

MTUJESD is dedicated to improving the depth of knowledge in the broad discipline of entrepreneurship, management, social sciences and related fields.

The journal welcomes quality and original research articles in the broad discipline of entrepreneurship, management, social sciences, development studies and related fields. We hereby invite you to submit original article(s) for publication in MTUJESD.

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4. All references should be in APA 6th edition format, with maximum of 250 words in the abstract, along with 5 keywords.
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GREEN INNOVATION, COMPETITIVE ADVANTAGE AND ENVIRONMENTAL SUCCESS IN NIGERIA: A STRATEGIC ENTREPRENEURSHIP PERSPECTIVE

By

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Abstract

Innovative green practices are pivotal in advancing sustainable development, especially in developing economies. This study investigates the relationship between green innovation, competitive advantage, and environmental success, drawing upon the perspectives of the resource-based view and natural resource-based view theories. The study employs hierarchical multiple regression and the Hayes Process MACRO v.4.2 for testing the study hypotheses using data gathered from management staff at a multinational firm in the food and beverage sector in Lagos State, Nigeria. The results show that competitive advantage and green innovation both have a significant positive influence on environmental success. Furthermore, there is a partially mediated effect of competitive advantage in the relationship between environmental success and green innovation. It was concluded that green innovation and competitive advantage are significant in achieving environmental success. The study emphasises how crucial it is for stakeholders such as managers, policymakers, and non-governmental organisations to integrate strategic entrepreneurial viewpoints into their initiatives aimed at promoting green innovation or positive environmental impacts.

Keywords: Green innovation, Competitive advantage, Environmental success, Strategic perspective, Developing economy

1. Introduction

The demand for enterprises to partake in green initiatives and eco-friendly innovations is growing. Awareness of environmental issues, such as climate change, greenhouse gas emissions, rapid natural resource depletion, and poor waste management, is increasing among societies. Employees and citizens are becoming more environmentally conscious due to mounting ecological and socioeconomic problems (Chen, Lai & Wen, 2006; Uddin & Khan, 2018; Taklo, Tooranloo & Parizi, 2020). Regulatory policies, consumers' preferences, and societal needs are increasingly shaping the activities of

modern-day firms towards a more balanced approach to economic, social, and environmental development (Hoffman, 2007; Ambec & Lanoie, 2008; Porter & Kramer, 2019). Private enterprises, particularly multinational corporations (MNCs), have faced persistent pressure from multiple stakeholders to either reduce their negative environmental impacts or face the possibility of extinction in the long run (Hart, 1995; Porter & Kramer, 2019; Borsatto & Amui, 2019; Baah et al., 2021).

MNCs are corporate citizens with businesses in more than one country (Waddock, 2009).

MNCs have made significant contributions to globalisation, industrialisation, foreign direct investment (FDI), economic expansion, knowledge transfer and diffusion, wealth creation, human capital development, and technological advancement (Kostova, Marano & Tallman, 2016; Organization for Economic Co-operation and Development (OECD), 2018). They dominate about 80% of the world's trade through their value chain activities, accounting for half the global exports, almost one third of the world GDP (28%), about one-fourth of global employment, and considerably one-half of international trade (United Nations (UN), 2023a). As pro-active agents of the sustainable development goals (SDGs) both in developing and developed economies (Van Zanten & Van Tulder, 2018), MNCs are expected to play a positive role in shaping global business economically, socially, and environmentally (Porter & Kramer, 2019). Firms with a strategic entrepreneurial focus can identify green opportunities for innovation as well as exploit opportunities in socially responsible practices (Ireland, Hitt & Sirmon, 2003; Skordoulis et al., 2022).

Porter and Kramer (2019) and Blomkvist, Kappen and Zander (2017) both suggest that MNCs have the potential for long-term success by implementing creative business strategies, embarking on new entrepreneurial endeavours, and fostering innovative thinking. MNCs seem to possess the capacity to promote eco-friendly innovation methods, which may allow them to discover and capitalise upon new opportunities as well as respond to pressures from external environments. As highlighted by Ambec and Lanoie (2008), Freeman (2010), and Wood, Mitchell, Agle, and Bryan (2021), MNC strategies and initiatives may indeed be driven by the necessity to respond to external demands from stakeholders such as customers, non-governmental organisations (NGOs), government regulators, and local communities. Furthermore, MNCs may

independently undertake initiatives to address pressing societal issues such as environmental degradation, even in the absence of external pressures (Porter & Kramer, 2019).

MNCs have tackled socio-environmental challenges through massive investment in innovative, sustainable technologies that address ecological concerns worldwide (Liu & Yan, 2018; Nestle's TCFD Report, 2021). However, despite recent efforts by MNCs to implement green practices, preserving the environment, local communities, and responsible business practices remain crucial concerns for them. Corporate enterprises have been found to contribute significantly to production emissions, plastic waste, the depletion of natural resources, and energy crises (Hart, 1995; Porter & Kramer, 2019; Osabuohien & Efobi, 2013; Omisore, 2017; UN, 2022). Such contributions can often be attributed to companies' pursuit of business opportunities, even if it comes at the expense of societal and environmental well-being (Porter & Kramer, 2019). These issues have global socio-environmental consequences, which may present significant challenges for businesses attempting to meet their economic goals sustainably.

The literature centred on the responsible practices of corporate enterprises and the creation of sustainability value is gaining increased significance, particularly within the framework of globalisation (Qiu, Hu & Wang, 2020). Green innovation is a firm resource and capability (Duque-Grisales, Aguilera-Caracuel, Guerrero-Villegas & García-Sánchez, 2020) that plays a vital role in ensuring economic, social, and environmental sustainability (Tariq, Badir, Tariq & Bhutta, 2017; Porter & Kramer, 2019; Taklo et al., 2020). It enables firms to prevent or minimise environmental harm, comply with stringent environmental protection laws and societal demands, and achieve competitive advantages (Chen et al., 2006; Taklo et al., 2020). Green innovation encompasses innovative solutions

or technological advancements designed to prevent pollution, conserve energy, reduce the wasteful use of natural resources, and support recycling of waste and corporate environmentalism (Chen et al., 2006; Novitasari & Agustia, 2022). Despite the importance of green innovation for global development, previous literature in the green innovation field and organisational performance remains inconclusive (Ahmed et al., 2023).

Scholars are increasingly concerned with whether it pays for businesses to go green or engage in green practices (Ambec & Lanoie, 2008; Dowell & Muthulingam, 2017; Hoang, Przychodzen & Przychodzen, 2019; Hou, Bello-Pintado, & Garca-Marco, 2023). According to Trumpp and Guenther (2015), the impact of green or environmental management initiatives on businesses is contingent, indicating that their advantages may not be universally applicable in all situations. This may underline the need for more scholarly research into green innovation performance, particularly within the context of a developing economy, considering the rise in the importance of green innovation in promoting sustainable development. Furthermore, research into green innovation is still at a nascent stage in sub-Saharan Africa (UN, 2023b). This is concerning, especially as sub-Saharan African nations increasingly experience ecological degradation, including issues such as air and water pollution, deforestation, loss of biodiversity, surging plastic waste, flooding, and climate change (Omisore, 2017; Qureshi et al., 2019; United Nations Development Programme (UNDP), 2022). These challenges have led to environmental and health crises that affect communities worldwide, as indicated by UNDP (2022).

This study intends to contribute to the literature on green innovation, firm competitiveness, and environmental success in a developing world context. It will benefit

private, public, or non-public organisations, whether large or small, that seek to engage in environmentally friendly projects or green initiatives. Following this introduction, section two examines the theories underpinning this study and their underlying assumptions, conceptual framework, and hypothesis development. Sections three and four provide the research method, the findings, and the discussion. Section five presents the conclusions, the research implications, the study's limitations, and future research.

2. Theoretical Framework

The resource-based view (RBV) and the natural resource-based view (NRBV) underpinned this study to examine green innovation, competitive advantage, and environmental success. RBV addresses how firms leverage their internal resources and capabilities to implement strategies that provide competitive advantages (Barney, 1991; Peteraf, 1993). RBV is premised on the ideology that firms can enjoy a sustained competitive advantage and superior performance by acquiring and leveraging a bundle of valuable, rare, imitable, and non-substitutable resources (Barney, 1991; Peteraf & Barney, 2003). In a nutshell, the RBV is concerned with how firms utilise their internal strategic resources, capabilities, and competencies to outperform competitors in the market. It, thus, provides a theoretical insight on how firms use green-innovative resources, capabilities, and competencies to enhance competitive advantage and firm performance in terms of environmental benefits.

From an RBV perspective, an innovative capability or competence is one of the primary sources of sustainable competitive intangible assets of an organisation that is valuable and difficult to imitate by competitors (Nelson, 1991; Peteraf, 1993; Coombs & Bierly, 2006). A firm's capability to be innovative in product development and

design will enable it to differentiate its products from rivals, gain competitive advantage, and eventually achieve superior performance overall (Barney, 1991; Peteraf & Barney, 2003). The RBV, however, does not account for the environmental impact of enterprises' actions and instead restricts its viewpoint to firm-level outcomes (Hart, 1995; Hart & Dowell, 2011). It concentrates on internal factors of the organisation that give rise to competitive advantages while ignoring the natural environment.

In response to the limitations of the RBV, Hart (1995) developed the natural resource-based view. The NRBV forms a paradigm shift that reconciles the RBV with the constraints imposed by the environment. The NRBV identifies and examines resources and capabilities that yield environmental and financial performance and, in turn, competitive advantage for firms (Hart, 1995; Menguc & Ozanne, 2005; Hart & Dowell, 2011). It explains how firms employ their strategic resources—assets and capabilities—to accomplish environmental-related goals and facilitates the practical inclusion of the natural environment into technological know-how (Hart, 1995; Hart & Dowell, 2011; Barney et al., 2011). The NRBV recognises that the natural environment poses constraints on the firm, and the firm impacts the environment. Therefore, the NRBV offers "breakthrough strategies that alleviate social and environmental problems" (Hart, 1995, p. 986) and is "a theory of competitive advantage based upon the firm's link to the natural environment" (Hart & Dowell, 2011, p. 1476).

The NRBV focuses on three main natural environmental strategies: pollution prevention, product stewardship, and sustainable development (Hart, 1995; Hart, 1997). Pollution prevention considers capability building in operations and production. It promotes sustainability through cost optimisation and efficiency maximisation (Hart & Dowell, 2011; McDougall, Wagner & MacBryde, 2019). Product stewardship

extends sustainability to the external activities of firms, and it involves internalising the "voice of the environment" into the internal processes and product development (Hart, 1995, p. 993). It seeks conservation, avoiding substances that are detrimental to the environment, and encouraging recycling and reuse of materials. In addition, it examines a product's total life cycle, taking into account factors such as the avoidance of harmful ingredients and non-renewable materials. According to Hart (1995), a firm value chain operation, from the procurement of raw materials through the production process to the disposal of the finished product, affects the environment. Sustainable development encourages global economic, social, and environmental growth. It addresses developing economies' problems, such as poverty, inequality, pollution, desertification, and debt. The economic development of the developing world is critical for addressing these problems. However, developing economies account for 90 percent of the world's population, and their economic development must be sustainable (Hart, 1995).

2.2 Conceptual Framework and Hypotheses Development

2.2.1 Green innovation

Green innovation, also known as environmental innovation or eco-innovation (Angelo, Vasconcellos & Jabbour, 2012), refers to business activities that redefine and/or explore new environmentally friendly features in production processes, product designs, and development (Chen & Liu, 2019). Green innovation is a company's effort to green its operations through the development and implementation of environmentally friendly innovative practices that involve more environmentally friendly procedures and goods (Albort-Morant, Leal-Rodríguez & De Marchi, 2018). It is organisational practices that facilitate using greener raw materials in production designs and the application of eco-design principles to

produce environmentally friendly processes and products (Albort-Morant, Leal-Millán & Cepeda-Carrión, 2016). It is associated with technological advancement with environmental benefits, representing new goods or procedures that support environmental sustainability and protection (Oltra & Saint-Jean, 2009). Green innovation includes hardware or software innovation and technological advancements that reduce pollution, conserve natural resources and energy, recycle waste, reuse materials, and enable corporate environmental management (Chen et al., 2006; Chen, Chang & Wu, 2012). It comprises green product innovation, green process innovation, and green management innovation (Chen et al., 2006; Wang, 2019). Green process innovation is an innovation that reduces the use of energy and other natural resources when turning raw materials into finished goods and services (Salvadó, de Castro, Verde & López, 2012). It is the foundation for green product innovation implementation (Huang & Li, 2015; Albort-Morant et al., 2018). Green product innovation is an innovation that entails modifying or changing product designs while employing recyclable materials and non-hazardous substances in the manufacturing processes to increase energy efficiency and safeguard the environment (Lin et al., 2013). Green product innovation, in particular, entails increasing product recyclability and durability, lowering raw material consumption, including the use of healthier and more environmentally friendly raw materials, and removing toxic elements (Kivimaa & Kautto, 2010). Green managerial innovation involves new approaches to knowledge that improve work performance and new ways of doing things that enhance an organisation's systems, strategy, structure, and operational procedures to attain environmental standards (Damanpour & Aravind, 2012).

2.2.2 Competitive advantage

The term competitive advantage refers to a firm's superior market position that allows it to outperform competitors (Porter, 1985). Competitive advantage means a firm is in a strategic position where its strategies outperform competitors and cannot be imitated by rivals (Porter, 1985; Barney, 1991). It is the economic value derived from implementing a strategy (Newbert, 2008). Competitive advantage stems from valuable, rare, and non-substitutable green resources, such as green energy in vehicle manufacturing (De Guimares, Severo & De Vasconcelos, 2018). Firms must learn how to adapt to changing environmental conditions by creating innovative resources (Menguc & Ozanne, 2005). These resources should be valuable, rare, non-substitutable, and inimitable (Barney, 1991). Companies can leverage a competitive edge to outperform their competitors in terms of costs, technology, brand, and management (Barney, 1991). According to Chuang, Chen and Lin (2016), a firm that has a competitive advantage performs better and stands out from its competitors due to its increased efficiency and quality. These benefits have the potential to open up new markets and accelerate the development of cutting-edge technology, increasing the output of environmentally friendly products in terms of both quantity and quality (Koentjoro & Gunawan, 2020).

2.2.3 Environmental success

Businesses are encouraged to take a proactive position on environmental management by protecting the environment from their business activities, such as waste production and overconsumption of natural resources that impact the biophysical environment (Fraj, Matute & Melero, 2015). The definition of success encompasses both extrinsic goals, such as higher financial returns, personal income, and wealth, among others, and intrinsic characteristics, such as autonomy and liberty, managing one's own future, and being one's own boss (Paige & Littrell, 2002).

Environmental success entails resolving or ameliorating environmental problems so as to reduce their negative environmental, cultural, health, economic, and/or social impacts (Cooke et al., 2020). It encompasses a variety of environmental impacts of a firm's operations, including pollutant emissions, environmental management systems, regulation compliance, land use, and certification (Chen et al., 2006; Radu & Francoeur, 2017). Furthermore, it entails reducing waste, air and water pollution, global warming, coal, oil, and energy (Chen et al., 2006; Kraus, Pohjola & Koponen, 2020). Environmental success represents the efficiency and effectiveness of a firm's environmental actions (Neely, Gregory & Platts, 1995). It is notably a cutback in ecological burdens (Porter & Kramer, 2019; Hojnik & Ruzzier, 2016).

2.2.4 The relationship between green innovation and competitive advantage

The ability to innovate sustainably can lead to the implementation of differentiation strategies, the development of distinctive products, the setting of higher prices, and the delivery of consumer value, loyalty, and competitive advantage (Porter, 1980, 1985; Hart, 1995; Lin et al., 2013). Organisational proactive and innovative environmental behaviours embedded in a firm's competencies can motivate businesses to differentiate their products from competitors' products and gain a competitive advantage (Porter & Van der Linde, 1995). Green innovations are a firm's resources and capabilities that can help it achieve a competitive advantage (Barney, 1991; Chen et al., 2006; Hur, Kim & Park, 2013; Wang, 2019; Tu & Wu, 2020), as well as reduce costs while increasing competitiveness (Dangelico, 2017). It encourages win-win outcomes based on societal advantages, financial rewards, and competitive advantage in emerging economies (Chen et al., 2016). Green innovation increases a firm's competitive advantage (Kushwaha & Sharma,

2016). Companies that adopt green creative techniques outperform their competitors in terms of overall performance because they can use their green innovative resources and skills to respond swiftly and effectively to customer needs (Marchi, 2018). Green innovation constitutes a significant factor that has a significant impact on firms' and society's ability to achieve environmental success (Taklo et al., 2020).

H1. Green innovation has a positive influence on competitive advantage.

2.2.5 The relationship between green innovation and environmental success

Green innovation is a significant factor influencing the quality of life, financial growth, and environmental sustainability (Dangelico & Pujari, 2010). Green initiatives and sustainable development have a positive relationship (Kushwaha & Sharma, 2016). Green innovation has a positive influence on the success of environmental practices in firms because it aims to avoid or minimise societal and environmental damage and stringent environmental laws (Chen et al., 2006; Porter & Kramer, 2019; Tu & Wu, 2020; Taklo et al., 2020). Firms that engage in innovative green activities such as using renewable energy, minimising natural resource and energy waste, and preventing carbon emissions have made remarkable progress in better technology and energy exploitation, including success in society and environmental well-being (Porter & Kramer, 2019). Green product and process innovation has been found to directly affect environmental efficiency (Dangelico & Pontrandolfo, 2015; Mavi & Mavi, 2021). Manufacturing firms' R&D investment in eco-innovations, innovative green management practices, and employee sensitization on ecological innovations have been found to enhance business sustainability (Larbi-Siaw et al., 2022).

H2. Green innovation has a positive influence on environmental success.

2.2.6 The relationship between competitive advantage and environmental success

Improving corporate environmental performance and complying with environmental regulations can augment a firm's competitive advantage (Bacallan, 2000). Competitive advantage is a strategic resource that plays a significant role in a firm's higher level of performance (Peteraf & Barney, 2003). Successful environmental performance will enhance a company's reputation, open up new markets, and generate new opportunities for business; it also makes it more competitive (Chen, 2008; Michaelis, Aladin & Pollack, 2018). There is a link between a company's ability to compete and the general well-being of the community or locations in which it operates; creating a distinctive value proposition for customers is the key to success when a business employs resources and capabilities that surpass those of its competitors (Porter & Kramer, 2019). Businesses perform more successfully when they have a competitive edge over their rivals (Munsung & Stephens, 2020). A company's successful environmental, social, and governance (ESG) disclosure is associated with a higher competitive advantage (Mohammad & Wasiuzzaman, 2021).

H3. Environmental success has a positive influence on competitive advantage.

2.2.7 The role of competitive advantage

Competitive advantage is a firm's unique, valuable, rare, and imitable resources that generate superior performance (Barney, 1991; Ma, 2000; Peteraf & Barney, 2003). Firms that engage in the re-examination of their value chain activities in order to meet environmental and social standards achieve competitive advantage and eventually simultaneous economic, social, and environmental benefits (Porter & Kramer, 2019). Competitive advantage has been demonstrated to result in higher added value, higher quality, better environmental advancement, superior customer support and satisfaction, and long-term company success (Porter, 1985; Nadkarni & Narayanan, 2007; Do, 2020). The pursuit of a competitive advantage in the context of business is focused on establishing an advantageous position compared to competitors. This advantage can present itself in a variety of ways, such as cost efficiency, innovations in technology, unique branding of products, and successful corporate management (Barney, 1991; Tu & Wu, 2020). The empirical findings based on Novitasari and Agustia (2023) show that competitive advantage mediates the relationship between green innovation and the success of a firm.

H4. Competitive advantage mediates the relationship between green innovation and environmental success.

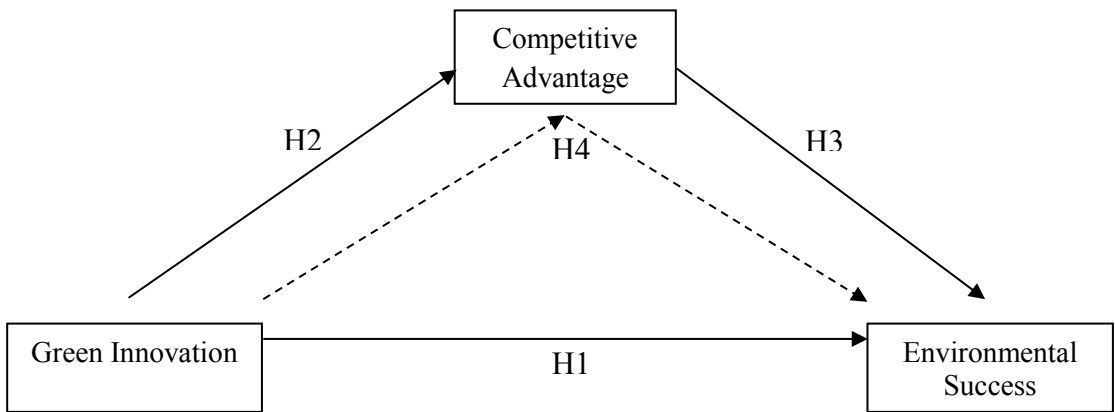


Figure 1: Conceptual Framework
Author’s Conceptualisation (2023)

————> Direct Relationship
 - - - - -> Mediating Relationship

2. Research Method

3.1 Data collection and measures

A cross-sectional survey design was employed in this study to investigate the relationships between the research variables. The study used quantitative survey research to obtain data from the respondents. This study's population comprises 700 employees from a Coca-Cola plant in Ikeja, consisting of the plant's senior, middle, and lower-level management personnel. The sample size was determined to be 248 using Cochran's (1977) formula for the finite population. Copies of 250 questionnaires were distributed to respondents, with 151 copies returned, for a total response rate of 60.4%. The management team at the Coca-Cola office in Lagos State was specifically selected because Coca-Cola has continued to invest in green technology, such as renewable energy and low-carbon emission technologies, to produce fully recyclable plastic bottles, which are 30% made of sugar cane plastics. Coca-Cola prioritises efficient water usage and wastewater treatment to reduce the quantity of water used in product production, improve

water security, and limit water pollution in the environment. Coca-Cola recently launched a world without waste initiative to address the global packaging waste crisis and sustainable agriculture in order to combat climate change issues (Coca-Business Cola's and ESG Report, 2020).

All the measurement constructs were adopted from previous studies, which measure green innovation, green performance, and competitive advantage. All constructs were measured using a five-point Likert scale of 1 (strongly disagree) to 5 (competitive). The measurement of green innovation contains nine items (green process innovation, green product innovation, and managerial innovation) adopted from Chen et al. (2006), Chen (2008), and Wang (2019). The measurement of environmental success contains eight items adopted from Wang (2019). The measure of competitive advantage includes four items by Wang (2019). The socio-demographic profiles of the respondents were evaluated with descriptive statistics and represented with a frequency distribution in Table 1.

Table 1. Descriptive Statistics of Demographic Characteristics of Respondents

Variables	Categories (Labels)	Frequency	Percentage
Gender	Male	94	62.0
	Female	57	38.0
Age	18 - 34yrs	66	44.0
	35 - 44 yrs	51	33.3
	45 - 54 yrs	31	20.7
	Above 54 yrs	3	2.0
Educational Qualification	WAEC/NECO	3	2.0
	OND/HND	18	12.0
	B.Sc/HND	95	62.7
	M.Sc/MBA	33	22.0
	Others	2	1.3
Work Experience	Less than 5 yrs	29	19.3
	5 - 15yrs	105	69.4
	Above 15 yrs	17	11.3
Current Position	Top Level Management	9	6.0
	Middle Level Management	53	35.0
	Lower Level Management	89	59.0

Source: Field Survey (2023)

3. Results

The data collected from respondents was analysed with the Statistical Package for the Social Sciences (SPSS version 25). The study hypotheses were examined using hierarchical multiple regression and Process MACRO v.4.2, developed by Hayes (2022).

3.1 Validity and Reliability of Instrument

This study assessed the research instrument using both face and content validity,

soliciting feedback from a wide variety of sources, including lecturers, academic and non-academic experts, practitioners, SVC specialists, and doctorate students. The instrument's dependability is demonstrated by a Cronbach's alpha of 0.801, as seen in Table 2. According to Saunders, Lewis, and Thornhill (2016), Cronbach's alpha values exceeding 0.60 are considered satisfactory for establishing the dependability of items or instruments.

Table 2. Reliability Statistics

Cronbach's Alpha	Number of Items
0.801	21

Source: Field Survey (2023)

3.2 Descriptive Statistics and Correlation

The descriptive statistics in Table 3 reveal that the mean scores for the constructs exceeded 3.5, indicating a positive perception among respondents. In Table 4, the Pearson

correlation matrix illustrates a significant positive correlation between GI and ES ($\beta = 0.397, p = 0.000$), as well as CA and ES ($\beta = 0.537, p = 0.000$).

Table 3. Descriptive Statistics for Constructs

Items	Mean	Standard Deviation	N
ES	3.8005	0.66836	151
GI	3.7660	0.39797	151
CA	3.7334	0.68232	151

ES = Environmental Success, GI = green innovation, and CA = competitive advantage

Table 4. Pearson Correlation

	ES	GI	CA
ES	1.000		
GI	0.397***	1.000	
CA	0.537***	0.272***	1.000

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

3.3 Hypotheses Testing

3.3.1 Direct Effect

Table 5 indicates a statistically significant positive influence of green innovation on competitive advantage (H1) ($\beta = 0.272$, $t = 3.451$, $p < 0.05$), thereby supporting H1. Furthermore, the influence of green innovation on environmental success (H2) was positive and statistically significant ($\beta = 0.271$, $t = 3.947$, $p < 0.05$), indicating a direct positive influence of green innovation on environmental success. Additionally, the relationship between competitive advantage and environmental success (H3) was positive and statistically significant ($\beta = 0.464$, $t = 6.766$, $p < 0.05$). Consequently, H3 is supported.

Table 5. Model and Results Summary

Hypotheses	Relationship	Standardised Coefficient	R^2	t -Value	p -Value	Hypotheses Supported
H1	GI→CA	0.272	0.074	3.451	0.000	Yes
H2	GI→ES	0.271	0.157	3.947	0.000	Yes
H3	CA→ES	0.464	0.196	6.766	0.000	Yes
H4	GI→CA→ES					Yes

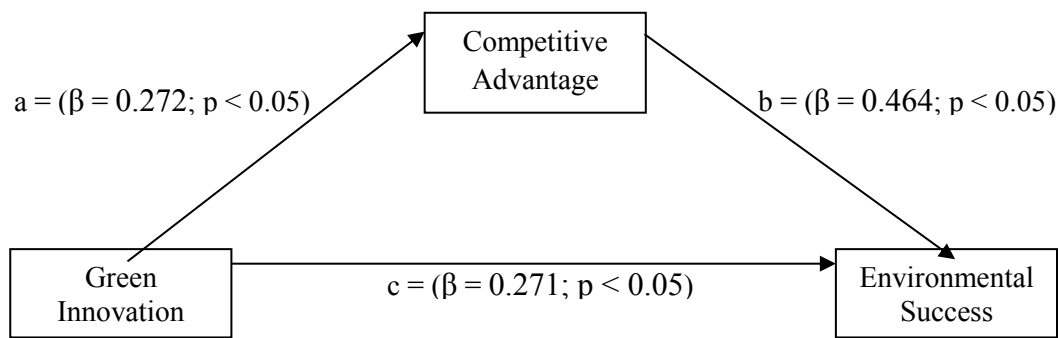
*P-value is significant at < 0.05 level.

3.3.2 Mediation Analysis and Indirect Effect

The results of the mediating role of competitive advantage in the relationship between green innovation and environmental success are presented in Table 6 and Figure 2. The findings demonstrate a significant and positive direct effect of green innovation on environmental success ($\beta = 0.454$; $p < 0.05$), as well as a significant and positive indirect effect ($\beta = 0.212$; $p < 0.05$). The confidence interval (CI) for the indirect effect, with a lower limit of 0.386 and an upper limit of 0.814, does not include zero. Hence, competitive advantage is identified as a partial mediator in the relationship between green innovation and environmental success, affirming H4. Moreover, this mediation relationship is complementary, as both the direct and indirect effects are positive.

Table 5. Mediation Analysis Summary

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence interval		t-statistics	Conclusion
				Lower Bound	Upper Bound		
GI→CA→ES							
H4	0.397	0.454	0.212	0.814	0.386	3.947	Partial Mediation
p-value	0.001	0.000					

Figure 2. Direct influence ($a * b$) = 0.454; Indirect influence = 0.212; CI ([0.814 – 0.386]).

4. Discussion

This study aims to examine the relationships between green innovation, competitive advantage, and environmental success by providing further insight into the connection between these variables in a developing economy context. Green innovation is particularly important for MNCs to overcome societal challenges because it encourages them to engage in environmentally friendly initiatives that improve technology, product designs, and production processes. It, therefore, allows the adoption of cleaner technology, developing eco-friendly products or services, and sustainable production methods that not only benefit the environment but also enhance the overall efficiency of a firm's value chain (Chen et al., 2006; Taklo et al., 2020).

Green innovation is a strategic entrepreneurial approach with an emphasis on environmental responsibility (Porter & Kramer, 2019; Castillo-Benancio et al., 2023). Businesses can achieve a competitive edge by

utilising the green approach to draw in environmentally conscientious stakeholders, customers, and governmental and non-governmental organisations. Green innovation opens up new markets and positions companies as leaders in environmentally friendly practices, which makes it easier to find and capitalise on new possibilities in the market and develop products and services that have less negative impact on the environment and society. Thus, businesses may advance economic growth without endangering external stakeholders or the environment.

This study builds on the findings of other investigations in an effort to give a more thorough understanding of the connection within the context of green innovation. According to a number of scholars, green innovation, competitive advantage, and environmental performance are positively related. For instance, the present study's findings corroborate the conclusions drawn by Barney (1991) and Peteraf and Barney

(2003), indicating that a company's unique, valuable, rare, and inimitable resources and capabilities have the potential to yield a competitive edge and superior performance. Green innovation is therefore a unique, valuable, and rare resource and capability since it can be exploited to gain a competitive advantage while simultaneously promoting sustainable development in developing economies such as Nigeria. This study's findings support the empirical findings of scholars such as Chen et al. (2006), Chen et al. (2016), Wang (2019), Porter and Kramer (2019), Tu and Wu (2020), Mohammad and Wasiuzzaman (2021), Larbi-Siaw et al. (2022), and Novitasari and Agustia (2023), who found that green innovation is a key driver of competitive advantage and environmental success.

Specifically, the results of this study show that competitive advantage enhances the relationship between green innovation and an organisation's success in managing its environmental impacts. As a result, drawing on a strategic entrepreneurship perspective, this study advances the understanding that a company focused on developing green initiatives will exploit new opportunities in value creation and gain a competitive advantage over competitors while simultaneously contributing to societal and environmental improvement (Porter & Kramer, 2019).

4.1 Practical Implications

The study underlines the significance of green efforts for sustained development in emerging economies such as Nigeria. It implies that focusing on green activities might give a competitive advantage, particularly for multinational corporations operating in regions with diverse environmental concerns. This study is important to a variety of stakeholders, including corporations, environmental regulatory agencies, social enterprises, NGOs, and consumers. Regulatory authorities may use the findings of the study to improve and implement

regulations that encourage and support green innovation. Understanding the beneficial linkages between green innovation, competitive advantage, and environmental success may help guide the development of effective rules that promote long-term sustainability.

Specifically, this study offers recommendations for sustainable development for manufacturing company managers, emphasising the importance of advantage-seeking innovations in environmentally friendly practices as well as a focus on improving the connection between green innovation and environmental performance success. The strategic entrepreneurial focus in regards to green innovation is that success in green innovation can occur by exploring and exploiting opportunities in parallel with competitive advantage. Managers should, therefore, utilise both explorative and exploitative innovation in environmentally friendly approaches that reduce carbon footprints, recycle waste, use cleaner energy, invest in new customer service methods, and enhance capabilities that give them a competitive edge over rivals.

4.2 Limitations and Future Research

This study is limited to a specific country and a specific multinational firm situated in Nigeria. Additional research should test whether the findings of this study apply to MNCs in other industries, sectors, or African countries. Examining several MNCs in two or more African countries will broaden the scope of this research. Second, the data collected are cross-sectional. Further studies should use longitudinal data to explain the dynamic changes to green innovation, green innovation, and competitive advantage. In addition, the sample size for this study is relatively small. Future research can explore a large sample size to improve the predictability of these relationships.

5. Conclusions

This research contributes to the body of knowledge by offering empirical insights on the relationship between green innovation, competitive advantage, and environmental success. This study found that companies that engage in environmentally friendly practices not only gain an edge over their competitors but also have a positive influence on the environment. Furthermore, organisations actively pursuing green initiatives are not only conforming to environmental standards but are also proactively incorporating these initiatives into their strategic and entrepreneurial endeavours. This perspective can shed light on the proactive and strategic nature of green innovation within organisations. The implication here is that

businesses that emphasise environmental measures are more likely to take advantage of opportunities to gain an edge over competitors. This is in line with the premise that sustainability and responsible environmental management may provide companies with a competitive advantage and eventually success in innovative green practices.

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Appendix

S/N

SD D N A SA

Green Process Innovation

- 1 Our firm uses low energy consumption such as water, electricity, gas and petrol during production/use/disposal
- 2 Our firm uses cleaner technology to make savings and prevent pollution
- 3 Our firm engage in recycling and re-use of materials

Green Product Innovation

- 1 Our firm uses less or non-polluting/toxic materials
- 2 Our firm improves environmentally friendly packaging for existing and new products
- 3 Our firm recovers of firm's end-of-life products and recycling
- 4 Our firm uses eco-labelling (environmentally friendly packaging) for its products such as recyclable or biodegradable plastics and nylons

Green Managerial Innovation

- 1 Our firm redefines operation and production processes to ensure internal efficiency that can help to implement
- 2 Our firm redesigns product or service to meet new environmental criteria or directions

Environmental Success

- 1 Our firm conforms to requirements of inputs of energy
- 2 Our firm conforms to requirements of community relations
- 3 Our firm reduces air emissions that pollute the environment
- 4 Our firm conforms to requirements of indicators on the local, regional or national condition of the environment
- 5 Our firm conforms to requirements of outputs of waste-water
- 6 Our firm complies to environmental regulatory policies on environment protection
- 7 Our firm has regularly achieved targets for energy conservation, recycling or waste reductions
- 8 On average, overall environmental performance of our company has improved over the past five years

Competitive Advantage

- 1 We are constantly investing to generate new capabilities that give us an advantage over our competitors
- 2 Our firm offers that there was a new way of serving customers
- 3 It is difficult for our competitors to imitate us
- 4 Nobody can copy our corporate routines, processes and culture

**MEDIATING EFFECT OF ENTREPRENEURIAL INTENTIONS ON THE
RELATIONSHIP BETWEEN ENTREPRENEURSHIP EDUCATION PROGRAMME AND
VENTURE CREATION IN SELECTED UNIVERSITIES IN NORTHERN NIGERIA**

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Abstract

Entrepreneurship education programmes have been widely implemented across Nigerian higher education institutions with the goal of fostering a culture of venture creation and self-employment, ultimately driving economic development. The aim of this study is to evaluate the effect of entrepreneurship programmes on students' entrepreneurial intentions and their actual venture creation. To achieve this, we employed a survey research design, collecting data from selected universities in Northern Nigeria using purposive sampling techniques. Data was gathered through closed-ended questionnaires, employing a Likert scale for measurement, and analyzed using the PLS-SEM tool. The study's findings revealed that two dimensions of entrepreneurship education, specifically course content and facilitators' competence, wield a significant effect on both students' entrepreneurial intentions and their subsequent venture creation. This underscores the importance of a robust curriculum and skilled instructors in inspiring and equipping students to embark on entrepreneurial endeavour. However, the study also uncovers an insignificant effect of the facilitation method on students' intentions and fails to establish a mediating effect on venture creation through intention. This suggests that while the course content and facilitators' competence are influential, the manner in which the educational content is delivered may not be as critical in shaping students' intentions or translating those intentions into actual business ventures. The study concludes by shedding light on areas that require further exploration and improvement within the realm of entrepreneurial education in Nigeria's higher institutions. To fully harness the potential of entrepreneurship education, continuous evaluation and adaptation of curricula, as well as pedagogical methods, are essential.

Keywords: Entrepreneurship Education, Self-Employment, Entrepreneurial Intention, Nigeria, SEM

1. Introduction

The positive link between entrepreneurship and prosperity of the nation has been increasingly recognized by many stakeholders. The significance of entrepreneurship to national development makes the subject very interesting to both academic and

policymakers (Byabashaija & Katono, 2011). This perception has led to the introduction of the mandatory entrepreneurship education in the educational curriculum of many universities around the world (Kuratko, 2005). This is with a view to moving socio-economic development and also addresses the problems of increasing unemployment and

slowing economic growth in many nations (Karali, 2013).

Significant development in entrepreneurship education programme (EEP) has been seen in the last couple of decades in various places around the world. This development was re-enforced by the increasing number of students in various levels of academic institutions considering self-employment as a desirable and effective career path. Also the development in entrepreneurship was stimulated by the understanding of the its effect as a policy tool for economic development by the policymakers (Karali, 2013). These developments have resulted in increasing the number of the programmes in higher institutions of learning (Fayolle, Gailly&Lassas-Clerc, 2006).

It is against this backdrop that Nigerian government in 2006 introduced mandatory entrepreneurship education programmes across tertiary institutions with a view to develop entrepreneurial capacities and mindsets among Nigerian graduates (Akhuemunkhan, Raimi & Sofuhuwa, 2013). Recently, President Muhammdu Buhari emphasised on the need to review Nigerian universities curriculum to focus on development of the entrepreneurial skills of the students (NUC, 2020). This is based on a belief that entrepreneurial intentions, new venture creation and other entrepreneurial undertaking could be influenced by the entrepreneurship education (Fayolle et al., 2006; Peterman & Kennedy, 2003; Souitaris, Zerbinati, & Al-Laham, 2007).

Despite Nigerian government efforts to inculcate entrepreneurial behaviour among its youth through various programmes in conjunction with the compulsory entrepreneurship education programme, there is still the problem of unemployment among its youth especially tertiary institutions graduates. Nigeria is currently facing serious problem of unemployment among its teeming youth who constituted about 68% of Nigerian

total population (Global Youth Development Index, 2016).

Statistics has shown that Nigeria needs to create 3 million jobs per annum to maintain the 14% unemployment rate (Bureau of Public Service Reforms, 2017). Unfortunately, the trend of unemployment is on the rise as 27.1 percent in second quarter of 2020 rose to 33.3 in fourth quarter of 2020 with disparities among the segment of the population as rural dwellers recorded (34.5%), urban areas (31.3%), young people (37.2%), graduates with bachelor's degree (40.1%), and the rate is expected to continue to rise considering that Nigeria has a young population structure (NBS, 2021). This situation was also aggravated by the Coronavirus Pandemic (Federal Ministry of Youth and Sport Development, [FMYSD] 2021). The problem is more intense in Northern part of Nigeria, and commonly found in North-Eastern and North-Western regions as a result of Boko Haram Insurgency (NBS, 2019). The prevalence of this situation means that there are issues that need to be tackled by creating an avenue where youth especially tertiary institution graduates get the support; they need to create new ventures.

Literature review indicates that considerable number of studies examined entrepreneurship education program effect of on attitudes of students and entrepreneurial intentions (Ahmed, Chandran, Klobas, Linan & Kokalis, 2020; Kmata, 2018; Bambale & Hassan, 2017; Soultaris, Zerbinati, & Al-Laham, 2007). However, there have been consistencies with regards to the result findings (Ahmed, et al. 2020). Again, most of those studies have studied only intentions. There are scanty studies that go extra-mile to investigate the real behaviour of venture creation. Furthermore, some of those studies (Bambale & Hassan, 2017; Ahmed et al. 2020) have recommended further studies on students' entrepreneurial intentions that would actually lead to the creation of new ventures.

Based on the foregoing, this study is designed to determine how entrepreneurial intentions and venture creation of university students are impacted by entrepreneurship education programme on in North-eastern and North-western Nigeria.

2. Theoretical Review and Hypotheses Development

Entrepreneurship Education Programme (EEP)

The concept of entrepreneurship education programme (EEP) has been defined differently by several scholars, although its aim still remains that of motivating students to develop entrepreneurial attitude. According to Babatunde and Durowaiye(2014), entrepreneurship education (EE) is the type that inculcates certain concepts, skills and knowledge into the mind of learners on the procedures of starting a new business, which create jobs for the society. Mahendra and Hermawan (2017) viewed EE as a process of imparting, developing, and building students' entrepreneurial competences to complement the knowledge acquired from the classroom, their experiences and hands-on engagement. Similarly, Izedonmi and Okafor (2010) stated that entrepreneurship education is aimed at reducing the risk related to entrepreneurship. This implies that knowledge and skills acquired in the process is anticipated to instigate students' attitude towards entrepreneurship. Thus, EEP could be learned (Fretschner & Weber 2013), nurture entrepreneurial intention in students (Pittaway & Cope 2007) and in the end facilitate and encourage business start-up amongst students (Nabi, Holden, & Walmsley, 2010).

The practicality of EE improves students' entrepreneurial competencies which results in desirable bearing on students' motivation for entrepreneurial journey (Jakubiak & Buchta, 2016; Khalili et al., 2014; Farhangmehr et al., 2016). Entrepreneurship education is

designed to provide the necessary learning initiatives such as business plan competition, workshops, training and courses, and the specific knowledge and skills needed for individual to adequately confront managerial and financial situations (Fayolle & Gailly, 2015). Entrepreneurial knowledge, abilities and skills open up the mind of learners to recognize, explore and exploit entrepreneurial opportunities (Politis, 2005; Davidsson, 2015). Scholars argue that when an economy is in transition like the case for Nigeria, the government should focus attention where it can support the creativity, innovation and entrepreneurial aptitude of youth (Kirby & Ibrahim, 2017). This indicates that EE cultivates persons' innovative thoughtfulness and thus promotes entrepreneurial abilities and behaviour. Entrepreneurship behaviour, which is normally nurtured through EE; its roles in socio-economic development are overwhelming (Hattab, 2014; Pantea, 2016).

Components of Entrepreneurship Education

According to (Edward, 2006; Mwasalwiba, 2010), right combination of course contents and pedagogical or delivery method should be used simultaneously to achieve the intended objective of in cognizance of the need of the students. Similarly, number of researchers have identified different components of entrepreneurship education programme (Fayolle et al., 2006; Mei & Lee, 2020; Bourner et al., 2019; Gervase et al., 2019). They maintained that, teaching EEP comprises course content, delivery method, course assessment and lecturer or resource person profile influence.

According to Gervase et al., (2019) one of the major components of entrepreneurship education that leads to a positive perception of entrepreneurship and self-employment as a desirable career choice is an effective entrepreneurial course content. Similarly, the scope of literature related to student entrepreneurship, especially intention to the

perceived importance and appropriateness of course content has expanded in recent years (Ahmad et al., 2018; Palalic et al., 2016). Dakung et al. (2017) maintained that, the core ingredients of any entrepreneurship curricula include critical thinking, experience of educators, general business knowledge, taking entrepreneurship as career-path, opportunity identification and exploration, use of experienced entrepreneurs guest teachers, and business plan writing. Similarly, Mwasalwiba (2007) opines that effective EEP course contents should comprises idea generation, writing of business plan, process of creating new venture, risk taking and rational decision making, marketing concept, organizational design and team building, managing transition and growth, financing and resources leveraging and SME's operations management.

From EEP delivery method's point of view, (Mwasalwiba, 2010) opines that while it may not be a challenge for universities to manage entrepreneurship programmes, nevertheless, it becomes an issue when it comes to selection of suitable delivery methods that aligns with course objectives, study environments and nature of the students in the program. Therefore, Ahmed et al. (2018) maintained that entrepreneurship course delivery method should include lecture and exams, case study, business simulation games, guest speakers, business visits and field trips, consultancy projects, project-based learning, counselling, mentoring, field training and apprenticeship etc.

Lastly, the entrepreneurship education trainer or lecturer is highly indispensable factor in stimulating students' mindset. According to Selvarajah (2011), the key stake-holders for any enterprise education initiative are the educators, whose roles are indispensable. Their role spans from guidance to inspiration of entrepreneurship interest in students by providing them with real-life experiences in

business undertakings; as, it is part of the educator's mandate to help form students' personality and characters, coupled with their primary obligation of classroom teaching and imparting knowledge. Hence, their role as professional remained, as knowledge disseminators. They should have momentous influence on students' minds as absorbers what they taught (Selvarajah, 2011).

Entrepreneurial Intention

Human beings actively choose their own destiny (Obschonka et al., 2010). They don't engage in an entrepreneurial endeavour by accident; they do it intentionally as a result of their choices (Krueger, 2007). Also, entrepreneurial intention can be seen as a one's motivation for a conscious choice of behaviour; and plan to set up a business enterprise (Lorz, 2011). Similarly, Thompson (2009) viewed entrepreneurial intention as "self-acknowledged conviction by person that he or she intends to set up a new business venture and consciously plan to do so at some point in the future". Entrepreneurial intention is also seen as "the search for information that can be used to help fulfil the goal of venture creation" (Katz & Gartner, 1988; Choo & Wong, 2006). EEP and other delivery programmes are capable of instigating students' drive for entrepreneurial intentions (Fayolle & Gailly, 2004). By going through EEP, it is expected that students will gain knowledge and skills required for them to face the rigorous of setting up and managing their ventures (Roxas, Cayoca-Panizales & Jesus, 2008; Clercq & Arenius, 2006; Fayolle & Gailly, 2004).

New Venture Creation

According to Agwu (2017), new venture creation is highly instrumental beyond salary employment and extend to growing per capita income and reduction in poverty in the society. Due to its relevance number of researcher suggested making an effort to pave

way for new venture to start-up and flourish (Al Idrus et al., 2019).

New venture results as products of an entrepreneurship journey cause economic growth of a nation. Furthermore, the success of any entrepreneurial endeavour can be measured based on the number of new businesses created, which is the goal of every entrepreneur (Bosco et al., 2018). Similarly, entrepreneurship is widely known as an economic tool, as it serves as a source of innovation that impacts economic development. As part of the said tools that drive economic activity, it includes setting up new ventures that provide specific remedies in terms of products or services to recognized needs or market gaps. The underlying postulation that instigates new venture creation is to create value to a defined market segment that supports and rationalizes the establishment of a sustainable enterprise (Hannibal & Servais, 2016).

Several scholars have defined the word venture creation variously. Venture Creation is starting and developing a business enterprise due to an opportunity identification (Corolis, Litzky & Eddleston, 2009). Baron (2007) defined venture creation as the step-by-step processes that give rise to new business creation. According to him, these processes spans from opportunities identification, business concept development, to assembling resources for the creation of an organization (Baron, 2007). Some scholars believe new venture creation is primarily due to external stimuli such as entrepreneurship training (Bosco et al., 2018; Busenitz, 1997; Kamm et al., 1990; Shaver & Scott, 1991).

Entrepreneurship Course Content and Entrepreneurial Intention

Some early researches have shown a significant relationship between course content and entrepreneurial intention (Soria-Barreto, Zuniga-Jara, & Ruiz-Campo, 2016; Ismail, Sawang, & Zolin, 2018; Wang, Yueh,

& Wen, 2019). In their view, Gervase et al. (2019) maintained that one of the critical components of entrepreneurship education that leads to a positive view about entrepreneurship; and self-employment as desirable career choices are effective entrepreneurial course contents. Similarly, and recently, students' entrepreneurship intention linkage with course content, as perceived relevance and adequacy, has been supported by literature (Palalic et al., 2016; Ahmad et al., 2018). Dakung et al., (2017) maintained that critical thinking, experience, general business knowledge, making entrepreneurship as a career, opportunity identification and exploitation, use of experienced entrepreneurs as guest speakers, and writing of business plan should be the core structure of entrepreneurship courses delivery. Similarly, Mwasalwiba (2007) opined that valuable EEP course contents should comprise ideation process or opportunity identification, business planning, creation of new venture, risk taking and rational decision making, marketing, organization and team building, managing growth, financing and resources optimization, and SME management. Therefore:

H1. There is significant relationship between Course Content and Entrepreneurial Intention of Nigerian Student.

Entrepreneurship Delivery Method and Entrepreneurial Intention

From the EEP delivery method's point of view, Mwasalwiba (2010) opined that, even though is not hard decision for universities to run entrepreneurial courses. However, it is challenging for the resource persons to choose delivery methods that align well with their course objectives, environments and even the type of students in their program. Therefore, Ahmed et al. (2018) maintained that the entrepreneurship course delivery method should include lectures and exams,

case studies, business simulation games, guest speakers, business visits and field trips, consultancy projects, project-based learning, counselling/mentoring practical training and apprenticeship. Many studies found significant positive effects of the EEP delivery method on students' entrepreneurial intention (for example, Fayolle, Alain; Gailly, Benoit; Lassas-Clerc, 2006; Ahsen, 2021). Thus, the following hypothesis is formulated:

H2. There is significant relationship between Delivery Method and Entrepreneurial Intention of Nigerian Student

Entrepreneurship Facilitators Competence and Entrepreneurial Intention

A study by Gervase et al. (2019) examined the specific effects of course content and lecturers' competencies on students' entrepreneurial intention. The result of the study showed that lecturing team competencies moderate and positively correlate with students' EI. Even though the study did not test the direct effect of the lecturers' competencies, it has shown a positive relationship between lecturers' competencies and students' entrepreneurial intentions and new venture creation. Similarly, other studies have established the effect of a teacher's or facilitator's competence on entrepreneurial intention (Aloulou, 2020; Ipinge & Shimpana, 2022 & Varghese & Philip, 2017). Therefore, it can be hypothesized that;

H3. There is significant relationship between Facilitators Profile and Entrepreneurial Intention of Nigerian Student.

Entrepreneurial Intention and New Venture Creation

Some recent researches investigated the impact of entrepreneurial intention on new venture creation, even though not much has

been done in the area. However, Frago and Pereira (2021) studied 4826 students across three African countries and found positive effects of the intention to be a founder of new venture creation. Similarly, Yi (2020) examined 586 university graduates' green entrepreneurial intention on green entrepreneurial behaviour, which is a new venture creation and found positive effects of the intention on the new venture creation. Other studies have also found similar results (Na-Allah & Ahmad, 2022; Kallas & Parts, 2020). Therefore, we can conclude thus:

H4. There is significant relationship between Entrepreneurial Intention and new venture creation.

Entrepreneurial Intention as a Mediator

Some studies have investigated on the impact of EE on entrepreneurial intention (Odia & Anuoluwapo, 2019; Aladejebi, 2018; Purwati, Hamzah, & Suhermin, 2020; Bambale & Hassan, 2017; Zhang, Wei, Sun, & Tung, 2019; Li & Wu, 2019). Most of these authors are unaware of what happened to the intentions, even though some have recommended further studies to go the extra mile to find out what happened after students left the schools (Bambale & Hassan, 2017). As such, it is crucial to examine a mediating influence of the entrepreneurial intention between the entrepreneurship education programme and the new venture creation. Therefore, the following hypotheses are formulated:

H5a. There is a mediating role of Entrepreneurial Intention (EI) on the relationship between Course Content and New Venture (NV).

H5b. *There is a mediating role of Entrepreneurial Intention (EI) on the relationship between Delivery method and New Venture (NV).*

H5c. *There is a mediating role of Entrepreneurial Intention (EI) on the relationship between Facilitators Profile and New Venture (NV).*

3. Method

Sample and procedure

This study's participants are students and graduates drawn from 10 Universities in both North-Eastern and North-Western Nigeria. The two regions are the most populated in the country and accessible for the research. The selected 10 universities were arrived at by considering federal, states and private universities. The universities were selected based on their age; and the years they have been offering the compulsory Entrepreneurship Education Programme. A survey was disseminated using an online data collection app KoBotoolbox, with the help of some research assistants in each of the universities who helped to reach out to the target respondents. All these people took the programme through their WhatsApp numbers and the graduates' Alumni WhatsApp groups. A purposive sampling technique was used to arrive at 876 data from the students or graduates who participated in the entrepreneurship education programme.

Measures

All the measurement scales used in the present study were adapted from previous studies, and all of them were ranked based on a five-point Likert scale system with responses ranging from strongly agree to disagree strongly. Entrepreneurship education was measured using three dimensions; course content was measured using an adapted scale from Mwasalwiba (2010). The scale has ten items with an Alpha coefficient of 0.89, and

the facilitator competence was measured using 11 items scale adapted from Jhang (2020) and Huang, An, Liu, Zhuo and Wang (2020) based on Hurlty (2008) and Liakopoulou (2011) works. The scale has a good Alpha coefficient of 0.90. A seven items scale was adapted for the measurement of delivery method from NIRAS Consultants and FORA (2008). The scale gave an Alpha coefficient of 0.86. On the other hand, Venture Creation was adapted from Gatewood, Shaver and Gartner (1995). A good Alpha coefficient of 0.89 was obtained, and lastly, the entrepreneurial intention was measured using an adopted scale of Liñán and Chen (2009) which has six items. 0.90 Alpha coefficient was obtained.

Analysis

Structural Equation Modelling (SEM) was used to analyze our measurement and structural models. We initially tested our measurement model using a confirmatory factor analysis (CFA) based on Dunn and Waller (1994) and Hair et al. (2010) to analyze the relationship between the latent constructs and their respective indicators. thereafter, we analyzed the structural model to test the hypotheses stated in the study. We used Ringle, Wende and Becker's (2022) Smart PLS 4 to conduct the analysis.

4. Data Analyses and Results

Variance Based Partial Least Square (PLS) method was utilised to analyze the two stages approach, the measurement model was analyzed first and then the structural models (Ringle et al. 2015). This is with the view to expressly separate inner model from the outer mode for ease of understanding and clarification.

4.1 The Measurement Model

The measurement model was assessed using factor loadings, Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) values as shown in

Table 1. Based on the result from Table 1, the Chronbach Alpha, CR and AVE were all within acceptable levels of 0.7, 0.6 and 0.5, respectively, as recommended by experts (like Hair et al., 2010; Bagozzi & Yi, 1988). Therefore, the measurement model met

internal consistency and convergent validity requirements based on Hair et al. (2017). As this threshold is widely accepted in various studies, it is adopted and applied in the current study.

Table 1: Construct Reliability and Validity

Constructs	Cronbach's Alpha	Composite reliability (CR)	Average variance extracted (AVE)
CC	0.89	0.90	0.58
DM	0.86	0.91	0.58
EI	0.88	0.88	0.63
FC	0.90	0.90	0.55
NVC	0.89	0.89	0.59

4.2 The Structural Model

The measurement model was reasonably analyzed in the above section. This section is therefore concerned with hypotheses testing of the main variables' relationship and the mediating effects.

We examined the estimates of the coefficient parameters in order to test the direct hypotheses **H1 -H4**. Estimated population covariance matrix are generated using the parameter estimates in SEM analysis for study models (Tabachnick & Fidell, 2013). The variance estimate is divided by its Standard Error (S.E) to determine the coefficients' values. Where the Critical Ratio (C.R) is significantly above 1.96 for the weight of a regression (or standardized estimates), statistically, the parameter becomes significant at .05 level.

The structural equation modelling results show that course content is significantly related to entrepreneurial intention at ($\beta = 0.406$, C.R. = 7.683 at p .001) and accepted the hypothesis **H1**. However, the analysis results did not support hypothesis **H2**; therefore, the delivery method relationship with entrepreneurial intention was not found to be significant ($\beta = 0.000$, C.R. = 1.880 at p .060). On the other hand, the analysis supports hypothesis **H3**, which says "there is a significant relationship between facilitators profile and entrepreneurial intention" *at* ($\beta = 0.0262$, C.R. = 4.624 at p .001), hence accepted. Similarly, the hypothesis states that "the relationship between entrepreneurial intention and new venture creation is significant. It was accepted based on the result of the structural equation modelling with the $\beta = 0.520$, C.R. = 18.608 at p .001.

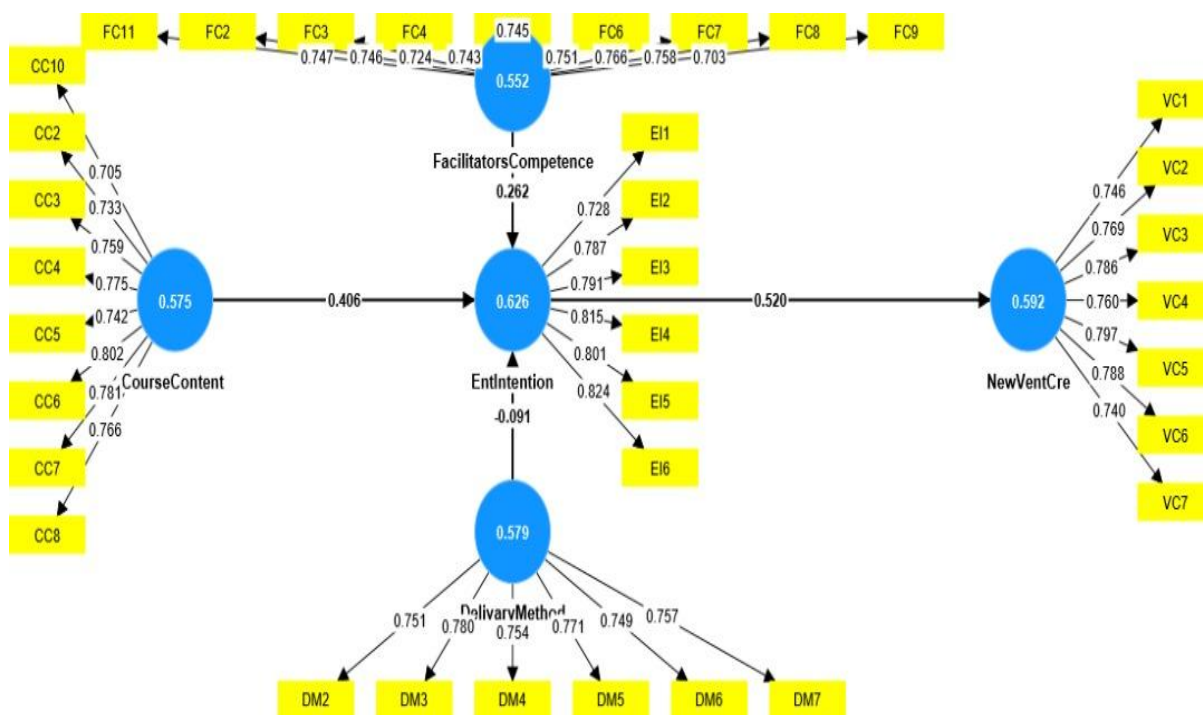


Figure 1: Path Model

4.3 Mediation Analysis

Baron and Kenny (1986) opined that, a mediation is the process where a third variable reinforces the effect of explaining variable on the dependent variable. Similarly, Hayes (2009) opined that in a mediation model, a variable, namely X, is postulated to exert an influence on an outcome variable, namely Y, through one or more intervening variables known as mediator (M). there are different methods of testing mediating effects; among them are Baron and Kennedy Method (Baron & Kenny, 1986), Sobel test (1984), and Bootstrapping method (Mackinnon, Fairchild, & Fritz, 2007; Mackinnon et al., 2010; Preacher, Rucker, & Hayes, 2007), Monte Carlo method Zhang, (2014). In PLS mediation calculation is done by bootstrapping, where the significance of coefficient represented by "T". When the T value = or > 1.96 at 0.05 significance mediation is established using two-tail tests. On the other hand when using a one-tail test T value= or >1.64 at 0.05 significance level mediation is said to be established.

From Table 2, hypothesis **H5a**, which says "there is a mediating role of entrepreneurial intention on the relationship between course content and new venture creation", is accepted based on the result of the bootstrapping analysis at $\beta = 0.211$, C.R.= 6.923 p-value .000. which means that there is a mediating effect of entrepreneurial intention. However, hypothesis **H5b** states that "there is a mediating role of entrepreneurial intention on the relationship between delivery method and new venture creation". It is not supported by the analysis result at $\beta = 0.000$, C.R. = 1.874 at p-value .061. Therefore, no mediation effect of entrepreneurial intention exists. Lastly, the hypothesis **H5c**, which says "there is a mediating role of entrepreneurial intention on the relationship between facilitators profile and new venture creation" with $\beta = 0.136$, C.R.= 4.489 at P value .000 is supported by the result and therefore, a mediation effect exists.

Table 2: Direct and Indirect Effects

Hypotheses	Beta	T Value	P values	Decision
Course Content -> EntIntention	0.406	7.683	0.000	Accepted
Delivary Method -> EntIntention	0.000	1.880	0.060	Rejected
Facilitators Competence -> EntIntention	0.262	4.624	0.000	Accepted
EntIntention -> NewVentCre	0.520	18.608	0.000	Accepted
Delivary Method -> EntIntention -> NewVentCre	0.000	1.874	0.061	Rejected
Course Content -> EntIntention -> NewVentCre	0.211	6.923	0.000	Accepted
Facilitators Competence -> EntIntention -> New VentCre	0.136	4.489	0.000	Accepted

5. Discussion of Findings

The current paper aimed to determine the relationship between EEP (delivery method, course content, facilitators' competence), entrepreneurial intention and venture creation. The result analysis of the current study indicated that the relationship among the variables was relatively strong, in the sense that the dimensions of entrepreneurship education have indicated slight variation in their outcome. Some were found to be positively related to both dependent and mediating variables. One of the novelties of the current study is the mediating relationship introduced; as many of the entrepreneurship researches focused and stopped at the entrepreneurial intention. The study contributed to the knowledge in entrepreneurship education and unravelled issues in entrepreneurship course management in Nigerian universities. It is with the view that the current trend of operations, from delivery, curriculum and facilitators, be improved for sustainable development.

The study results showed a positive relationship between course content and entrepreneurial intention, as hypothesized. This outcome implies that course content explains variation in entrepreneurial intention should every dimension of the entrepreneurship education program remain constant. This finding is in line with previous research on entrepreneurial intention (like

Odia & Anuoluwapo, 2019; Aladejebi, 2018; Purwati, Hamzah, & Suhermin, 2020; Bambale & Hassan, 2017; Zhang, Wei, Sun, & Tung, 2019; Li & Wu, 2019; Soria-Barreto, Zuniga-Jara, & Ruiz-Campo, 2016; Ismail, Sawang, & Zolin, 2018 and Wang, Yueh, & Wen, 2019). The exciting part of the argument on their outcomes is that the studies were carried out in different countries, on multiple continents and under various educational policies. It, therefore, means that course content is key to entrepreneurship education effectiveness, as its portents the presence of all the needed ingredients to make the learners develop entrepreneurial intention regardless of their primary course of study in the university. Considering the position of Mwasalwiba (2007) on EEP course content, from ideation to commercialization and growth of an enterprise, we could argue that it says everything about the entrepreneurial journey. Thus, giving rise to the drive for the creation of intention to venture amongst students.

The outcome of the analysis to determine the impact of the delivery method on students' entrepreneurial intention indicated a nonsignificant relationship. The more effective the EEP course's facilitation method, the less likely it is to instigate the intention to start an enterprise. This is against the norm of educational pedagogy, and perhaps other factors played out in our study context to cause this outcome. However, we have to

report what it is as it is despite the contradictory outcome of most of the reviewed studies (like Fayolle, Alain; Gailly, Benoit; Lassas-Clerc, 2006; Ahsen, 2021) that had a significant effect on their findings. Only a few researchers share a similar outcome with the current study in terms of delivery method, which includes (Uike & Tukadoji, 2019; Efrata et al., 2016), though with specificity to some few delivery methods. Their findings revealed that few of the many methods used were insignificant (Uike & Tukadoji, 2019). This finding implies that other factors could be examined in future studies to explain the inconsistencies.

Facilitators' competence (profile, experience) was established to have a significant effect on students' entrepreneurial intention. The outcome of this research is attuned to most arguments on teachers' capacity to influence students learning. In this study, it is also found to have a significant influence on students developing the intention to start any enterprise. The result means that when an entrepreneurship facilitator has the expertise to share knowledge of his or her experience in enterprise development and management and unique skills in motivation and inspiration, the tendency to ginger students to appreciate entrepreneurship by creating the intention to venture is higher. We argue, thus, that the need to get facilitators with the right skills and experience is eminent if the desire for entrepreneurship education at any level is to instigate the intention to venture and eventual commencement of an enterprise for job creation and self-reliance. The outcome of this research work is in line with the results of preceding studies (like Aloulou, 2020; Iiping & Shimpana, 2022 & Varghese & Philip, 2017). All their findings were that facilitators' competence significantly causes variation in entrepreneurial intention. The implication of the current study's finding is beyond the immediate outcome but has buttressed the importance of the variable in entrepreneurship education research. As

pointed out, whether the course content is excellent, the pedagogy is apt; without the facilitator who has the competence to impart the skills and inspire and motivate the students, they become worthless. Some students attend classes simply because of the lecturer's in-depth knowledge of a particular course and how he/she handles the class.

The connection between entrepreneurial intention and venture creation was established to be significant after the analysis in the current study. This relationship is evident in every pursuit of human endeavour because, many times, people usually have an intention to do something before eventually doing it. Entrepreneurial intention occurs when the desire to start an enterprise soon is instigated by some knowledge or insight on how to do it from interacting with trainers or people already doing the same business. However, there might be situations where ventures are not created despite all the explained factors. This study's outcome has proven that when the intention starts an enterprise is present, there is a high tendency to eventually venture into business. Our finding is similar to many researches on the relationship between entrepreneurial intention and venture creation (Fragoso & Pereira, 2021; Yi, 2020; Na-Allah & Ahmad, 2022; Kallas & Parts, 2020). The result further reaffirmed the importance of developing the intention in any entrepreneurial journey for venture creation.

One of the major novelties of this research work is the mediation relationship of entrepreneurial intention between EE and venture creation. Many studies on EE rarely considered such a relationship, which is why the current research focus. The consistency of findings of previous studies and based on the argument and recommendation of Bambale and Hassan (2017) that scholars are inconsiderate of what transpired after having the intention calls for mediation intervention. Results of the analysis on the strength of the mediation effect showed that out of the three observed mediation in our research model,

only one was found to be insignificant as against the other two hypothesized relationships. Thus, the findings show that entrepreneurial intention mediating between EEP course content and venture creation, as well as the facilitator's competence.

The finding is one of the novelties of the current research and amongst the pioneer researches that explored the mediating relationship of entrepreneurial intention with venture creation in developing economies like Nigeria. The results imply that when course content and facilitator's competence stimulate students' entrepreneurial intention, it can automatically predict venture creation. Although it is not always the case, the current study has scientifically proven that it is achievable, notwithstanding any variation that may arise due to some external factors.

As for the entrepreneurial intention mediating effect on the relationship between EEP facilitation method and venture creation, the outcome shows an insignificant effect. The insignificant relationship implies that the pedagogy of facilitating the EEP could by any means improve or strengthen student drive and aspiration for the entrepreneurial journey. What it means is the need to rejuvenate and adapt approaches that work for many countries across the globe; perhaps it will change the relationship in the future. The result indicated that the current practice in the universities around the North-Western region of Nigeria does not cause entrepreneurial intention amongst students, as reported in the

previous paragraphs and was not mediated with venture creation.

6.0 Conclusion and Recommendation

The implications of these findings are multifaceted. Firstly, they emphasize the need for entrepreneurship education programmes to continually refine and enrich their course content and ensure that instructors possess the necessary competence to effectively convey entrepreneurial concepts and skills. Secondly, it highlights the importance of a holistic approach to teaching entrepreneurship, considering not only what is taught but also how it is taught.

Furthermore, the insignificant role of facilitation method and the mediating variable raises questions about the pedagogical approaches used in entrepreneurship education. Institutions should explore innovative teaching methods and consider the broader ecosystem in which entrepreneurial intentions are nurtured and transformed into viable business ventures.

In conclusion, this study underscores the positive impact of certain dimensions of entrepreneurship education on students' intentions and venture creation, while also shedding light on areas that require further exploration and improvement within the realm of entrepreneurial education in Nigeria's higher institutions. To fully harness the potential of entrepreneurship education, continuous evaluation and adaptation of curricula, as well as pedagogical methods, are essential.

7.0 References

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IMPACT OF INNOVATIVE STARTUPS ON SUSTAINABLE TRANSPORTATION AND MOBILITY

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Abstract

The impact of transportation on economic growth and quality of life is substantial. These effects are the main driving force behind the push for innovative and sustainable transportation solutions. The connection between sustainable transportation, innovative startups, and mobility-focused business models remain unclear. This study seeks to uncover the crucial elements that drive the success of startups and business models in sustainable transport innovation while examining their challenges. The study analyses relevant literature and case studies of prosperous startups. Findings highlight the significant correlation between sustainable transportation and innovation focused on mobility. Startups and business models focusing on these domains positively affect the environment and society. Also, the findings outlined several challenges that must be overcome, including regulatory limitations, limited financial resources, and competition from established entities, and thus, offer recommendations for stakeholders to encourage sustainable transportation and mobility innovation advancement.

Keywords: Sustainable Transport, Mobility-oriented innovation, Startups, Business models, Environment Impact

1.0 Introduction

In today's fast-paced world, transportation is vital in facilitating the seamless movement of individuals and goods. As Bruzzone, Dameri & Demartini (2021) highlight, it is essential to modern society, ensuring quick and efficient mobility. The environmental impact of transportation is a matter of great concern, as it has been found to have a significant effect on our planet. Vehicles, in particular, are major contributors to greenhouse gas emissions, which are known to contribute to climate change and air pollution (Feng, Wang, Yuan & Zhang 2023). In recent years, policymakers, investors, and entrepreneurs have increasingly focused on sustainable transport and mobility-oriented innovation. These areas have become crucial focal points

for those seeking to tackle the challenges associated with transportation and mobility (Nilsson, 2019). Thus, this paper delves into the novelty of the intricate connection between sustainable transport and the emergence of innovative startups and business models that prioritise mobility to uncover the crucial elements that drive their triumph and the challenges they encounter along the way.

According to Barbier (2020), sustainable, or green transport, encompasses transportation systems and modes that prioritise minimising environmental impact, fostering social equity, and facilitating economic development. According to Lu, Fang & Fang (2022), in transportation, mobility-oriented innovation

encompasses the creation of novel technologies, business models, and services that aim to enhance the efficiency and sustainability of moving people and goods. Thus, the close relationship between sustainable transport and innovation in mobility is evident, as both areas mutually influence and support each other. As submitted by Mainzer (2020), sustainable transport serves as the backdrop for the emergence of innovative solutions, while innovation plays a crucial role in advancing sustainable transport options. Moreover, there has been a growing recognition of the importance of sustainable transport and mobility-oriented innovation. According to Melander & Lind (2022), startups and business models prioritising these areas have emerged as critical players in driving positive environmental and societal change. By focusing on sustainable practices and innovative solutions, these ventures hold the potential to make a significant impact on our world (Horne & Fichter, 2022). In the entrepreneurial world, aspiring innovators encounter a multitude of opportunities. Yet, alongside these prospects lie formidable obstacles such as regulatory challenges, limited financial resources, and fierce competition from well-established business giants (Dubey et al., 2022). Hence, a profound knowledge of the factors contributing to the success of startups and business models is essential to facilitate their growth and sustainability.

2.0 Environmental Impact of Sustainable Transport

The transportation industry has far-reaching effects on people's lives and the planet. According to Leuenberger Lutte (2022), this industry is responsible for roughly 25% of global carbon dioxide emissions. According to Osaki (2019), this industry was responsible for 28.9% of the country's total GHG emissions in 2017. Combustion of petroleum-based goods (such as gasoline) produces these pollutants, contributing to global warming (Ramachandra et al., 2015). The transportation industry accounted for 27.6 per

cent of total national energy consumption in 2018, second only to manufacturing (Osaki, 2019). Therefore, sustainable growth should be a priority in a sustainable green environment.

The term "sustainable development" comes from the World Commission on Environment and Development definition in their 1987 report titled, "The Brundtland Report" (Rajagopalan & Breetz, 2022). Environmental, social, and economic sustainability have all been identified as essential components of sustainability. Researchers, policymakers, and industry practitioners have paid much attention to sustainable transport or sustainable transportation partly because of the findings from studies on sustainable development. The idea of environmentally friendly transportation was born from sustainable development (Icasiano & Taeihagh, 2021). There is a more specific definition of "sustainable transportation" and a more general one. The former are concerned with issues like pollution and depleting resources, while the latter are broader and include things like people's happiness and the state of the economy. The last is preferable since it facilitates all-encompassing analyses of the transport sector's effects (Newman AO, 2020) and encourages the search for integrated solutions to sustainable transport.

Studies on various aspects of sustainable transportation have increased in the last two decades. Many other fields of study have been inspired by the idea that sustainable transportation goes beyond the vehicle itself and must encompass institutional change, governance, policy-making, and connections between the transport sector and other fields (Li et al., 2016; Salizzoni, 2021; Sovacool & Axsen, 2018).

3.0 Mobility-Oriented Innovation and Sustainable Transportation

Mobility-oriented innovation focuses on transportation and mobility, emphasising energy consumption and reducing commuting time. According to Onileowo et al. (2021),

the accelerator identifies these challenges as crucial areas for exploring and implementing innovative solutions. While the innovation in mobility continues to evolve, the concept of “flying cars” depicted in various literary works grows (Attard et al., 2020). However, science consistently introduces new solutions, albeit less sensational ones. Skala (2022) asserts that mobility-oriented startups, ambitious, dynamic, and flexible ventures stimulated by technical and technological progress in the mobility sector, are often the first to adopt new ideas and operationalise them for business.

According to the García-Fuentes de Torre (2017), there is a growing emphasis on engineering and management innovations in mobility-oriented transport and mobility solutions. Their findings indicate that 2017 mobility accounted for 29% of the total global final energy consumption, representing a four-percentage-point increase compared to the levels observed in 1990. However, the volume of energy consumed by mobility-oriented innovation almost doubled during this period (+83%) and was faster than the growth in global energy consumption (+60%) (Sovacool et al., 2019). Regarding Mobility-oriented innovation, transport accounted for 24% of total global emissions in 2019. Since then, mobility-related emissions have increased by 78% and, once again, have grown faster than the worldwide average (+64%). Mobility-oriented innovation is driven by the fact that transportation accounted for 57% of the world’s oil demand in 2019 (Bai & Krumdieck, 2020; Zhan & Gu, 2022).

In 2020, the COVID-19 pandemic significantly impacted the transportation industry, particularly regarding mobility (Subbarao & Kadali, 2022). Meanwhile 2021, there was a notable increase in passenger and freight transportation demand, highlighting the need for innovative solutions in the mobility sector (Salizzoni, 2021). Additionally, the limited availability of alternative fuels further emphasised the

importance of mobility-oriented innovation. According to Maas et al. (2021), the most notable growth in mobility-oriented innovation comes in developing and emerging economies. Moreover, the transport sector must reduce emissions by up to 20% by 2030 to achieve a net-zero emissions scenario by 2050. Promoting mobility-oriented innovation in low-carbon fuels is essential to decarbonise aviation, shipping, and heavy road transport (Lan et al., 2023). Since 2010, there has been a significant increase in the adoption of electric cars, with 16 million electric vehicles on the roads by the end of 2021. Amidst a global decline in car sales, the pandemic has accelerated the adoption of electric vehicles (Jaiswal & Zane, 2022). According to Akujor et al. (2022), mobility-oriented innovation suggests that 2040 ZEVs are expected to make up over one-third of the global fleet. It would imply that approximately 677 million passenger and commercial vehicles could operate worldwide.

According to Becker et al. (2022), it can be argued that mobility-oriented innovations and new technologies are predominantly embraced by startups, which are characterised as ambitious and dynamic organisational entities driven by developments in mobility and transportation. The examination of mobility-oriented innovation brings to light significant limitations. The mobility sector exhibits considerable breadth and important diversity across multiple dimensions, including organisational, functional, geographical, and technological factors. For this reason, various sources of mobility-oriented innovation can be identified. Consequently, the significant investments made by major corporations in the mobility sector towards research and development in vehicles, infrastructure, and logistics lead to potentially game-changing innovations on a broad scale. Therefore, this study examines several startups focusing on mobility that can potentially bring about substantial transformations at a smaller scale within the mobility market, which large corporations currently dominate. These startups primarily

concentrate on local or regional operations and collaborate with prominent partners. The underlying premise is that the pursuit of innovation in the realm of mobility is a worthwhile endeavour.

4.0 Startups and Business Models in Sustainable Transport and Mobility-Oriented Innovation.

Businesses prioritising innovation are intensely interested in sustainable transport and mobility solutions (Onileowo et al., 2022). From a literal standpoint, startups can be defined as newly established enterprises. In the past, the term “startup” encompassed any freshly established business, undertaking, or initial venture into entrepreneurship. The absence of a universally accepted delineation of “startups” has led to the emergence of an innovative conceptualisation of this phenomenon. According to Liu & Zhang (2022), startups are distinct entities that differ significantly from existing businesses. Startups can be considered a specific category within nascent firms, distinguishing themselves from conventional entrepreneurial endeavours.

In contrast, Battisti et al. (2022) argued that being a startup should not be perceived as a final destination but rather as a strategic approach to conducting business in the upcoming decade. However, a more comprehensive comprehension and categorisation of startups can be achieved by directing attention towards fundamental characteristics. The innovation process commonly precedes subsequent stages in developing novel ideas or goods. While it is not universally applicable to categorise every recently founded business as a startup, it is apparent that they all exhibit a certain level of distinctiveness. Known organisations primarily utilise available tactics, including market expansion, acquisition of competitors’ customer bases, and cost reduction. Moreover, startups place a high emphasis on research and innovation by actively engaging in the exploration of novel and unorthodox approaches. The rate at which innovation

occurs in new enterprises exhibits considerable variation (Alonso Dos Santos et al., 2022).

As stated by Rolls-Royce, it is worth examining the diverse components of its business model, including the revenue pattern, as they present promising prospects for innovation. Rolls-Royce, a widely acclaimed producer of aviation propulsion systems, presents a compelling exemplar warranting scholarly examination owing to its adoption of a pioneering remuneration framework predicated on a subscription-based paradigm, colloquially denominated as “engine-as-a-service,” for its merchandise. According to Borrello et al. (2022), it is posited that the onus of reimbursing the various expenditures accrued during the flight rests solely upon the proprietor of the airline. Also, the concept of product-as-a-service, commonly known as “servitisation,” encompasses the worldwide shift in focus from tangible products to the importance of services. In contemporary times, enterprises like Rivian and Tesla have strategically employed disruptive technologies to challenge and disrupt the prevailing market dominance of established entities. By doing so, they not only facilitate the emergence of new markets but also pose significant and formidable competition to well-established enterprises.

Furthermore, it is crucial to acknowledge the significance of the attribute of originality in the context of every nascent entrepreneurial endeavour. The term “disruption” is commonly employed to delineate the emergence of a revolutionary product or service; nevertheless, its purview transcends these particular occurrences. Startups possess a diverse range of manifestations, encompassing the emulation of prosperous paradigms alongside the introduction of distinctive innovations. It is crucial to acknowledge that the success of “pioneers” in a particular market is not commonly attributed to their innovative concepts. The significance of modifying established models

in the corporate world is notably more pronounced. (Ghezzi et al., 2022).

5.0 Key Success Factors for Startups and Business Models in Sustainable Transport and Mobility-oriented Innovation

Scalability is a fundamental aspect of startup business models that primarily characterises the expansion of key performance indicators (KPIs), such as customer count, user count, or website traffic, in direct correlation with the level of resources used (Richter et al., 2022). Furthermore, the expansion rate is fast, with low job growth and limited access to financing (at least up to a certain point). As opposed to more established businesses, which often see a lower ratio of consumers to staff or capital units, startups typically see month-over-month growth in the double digits during the first sales period. The founder of YCombinator, Paul Graham, claims that “the essence of a startup is its capacity for growth” (Carpi et al., 2017). However, the rapid pace can be attributed to a combination of characteristics, such as a distinctive value proposition compared to rivals, ambitious and innovative executives, competent administration, and exceptional personnel (Guyader et al., 2021).

According to Huh & Kim (2019), utilising digital technologies that trigger rapid development is the crucial factor that allows scalable business models to evolve in startups. Startups employ these technologies to generate and provide essential consumer value, frequently in a virtual format, while automating processes historically performed by humans or machines (Rathakrishnan et al., 2022).

5.1 Creating Safer, Healthier Cities

According to the United Nations Sustainable Development Goals (SDG), Sustainable and green transport focus revolves around enhancing the quality of urban living. Cars revolutionise transportation, improving mobility and connectivity while prioritising safety for all individuals, especially those

who are most vulnerable. Car emissions pose a significant threat to urban air quality, directly impacting the wellbeing of city dwellers. The global impact of this pollution extends far beyond local harm, playing an essential role in driving global climate change (Zhao et al., 2022).

5.2 Environmental Concerns

Inefficient utilisation of non-renewable resources is observed as vehicles predominantly carry only a single passenger, leading to rapid depletion (Körfer, 2022). According to Caruso et al. (2022), the detrimental effects of emissions are twofold: they directly impact the wellbeing of individuals exposed to them and indirectly affect the global community by exacerbating climate change. The heat generated from burning fossil fuels is crucial in creating urban heat islands and the associated problems. Our essential factor startup recognises that the current private transport industry poses significant energy consumption and pollution challenges. It is believed that simply making private transport “greener” is not a viable solution, as manufacturing contributes to high energy requirements and pollution levels (Fox, 2016).

5.3 Equity and Class.

Establishing a fair and inclusive environment, wherein everyone is afforded equal possibilities for achievement irrespective of their background or social standing, is of utmost importance. According to Gudi-Mindermann et al. (2023), recognition of the promotion of urban mobility plays a pivotal role in achieving this objective, given its substantial socioeconomic and environmental ramifications. How we move, or choose not to move, holds significant consequences on class dynamics. Consequently, the issue of transportation inequality poses a considerable obstacle for underserved communities residing in marginalised urban areas. These communities face limited access to various transportation options and convenient residential locations, typically enjoyed by more affluent individuals (Mathura &

Pandeyb, 2017). The absence of light rail or bus transportation can often present a significant challenge. Insufficient pedestrian infrastructure and inadequate pavement facilities are substantial concerns that necessitate attention. The combination of these variables frequently contributes to more excellent pedestrian fatalities and injury rates, particularly in economically disadvantaged regions. Solving these issues is imperative to mitigate the adverse consequences (Roy et al., 2019).

5.4 Revolutionising transportation

Adopting a dynamic strategy that integrates pulling and pushing techniques is crucial to facilitating a significant transformation in urban mobility. In addition, embracing the concepts of Pull and Push as viable alternatives to traditional automobile usage is of utmost importance. Exploring alternative modes of transportation beyond conventional cars is essential for revolutionising the field of transportation. A vital aspect of the success of transportation startups is ensuring that their offerings possess an irresistible appeal, compelling individuals to opt for them (Silva et al., 2023). In transportation, punctuality is necessary for trains, frequency is essential for buses, safety is needed for cycling, and pleasantness is required for walking. Cities can be revolutionised by introducing attractive alternatives, making them more sustainable, resilient, and efficient. Producing and utilising Non-Motorised Transport (NMT) results in lower emissions, making it a more environmentally friendly choice. The development of multi-modal transportation is the most essential issue that cities can work on to strengthen their resistance to disruption (Phan et al., 2021). Therefore, it is vital to the development and impact of new businesses that focus on sustainable transportation and mobility-oriented innovation, both of which are essential components of a successful business strategy and a startup, according to the findings and in-depth investigation of prosperous new enterprises in their respective creative business models (Mhlanga, 2021; Shams Esfandabadi et al., 2022).

5.5 Startups and Business Models

A business's success is significantly influenced by the composition of its team, which should encompass individuals possessing a range of various talents and expertise. It includes persons with technical proficiency, business acumen, and a comprehensive understanding of environmental issues. The possession of a strong passion for the mission of the startup or business model is an essential factor in line with the following.

- i) **Funding Access:** Securing funding is critical for startups and business models in sustainable transport and mobility-oriented innovation. Essential factor startup funding for venture can be secured through multiple channels, such as venture capital, government grants, and crowdfunding. For startups and business models to thrive, it is crucial to have a well-defined strategy outlining how the funding will be strategically utilised to accomplish their objectives.
- ii) **Supportive Regulatory Environment:** Several challenges may arise, including meeting license requirements, adhering to safety measures, and navigating zoning restrictions. Inadequate financial resources have been one of the major concerns for startups. Thus, a supportive financial framework providing sufficient financial resources is pivotal in determining the viability and prosperity of startups and business models in this sector. Nevertheless, acquiring such finance can provide considerable challenges. Investors may demonstrate hesitancy when allocating funds to companies that are involved in the development of innovative and untested technology or business strategies.

Startups and business strategies that foster an environment conducive to innovation and promote equitable competition between new businesses and established companies are vital for

developing environmentally responsible modes of transport and mobility. Model for Doing Business To differentiate themselves from competitors, new firms and established companies operating in this industry must develop distinctive business models. Because of its scalability and reproducibility, this firm or business concept will continue to build and grow over time. Hence, a supportive regulatory environment promotes their growth and contribution towards economic development.

6.0 Challenges Facing Startups and Business Models in Sustainable Transport and Mobility-Oriented Innovation

The growth and impact of startups and business models in sustainable transport and mobility-oriented innovation face various challenges. These challenges include the adverse effects on society and the environment arising from these sustainable transport and mobility business models and startups. These entities must possess certain key elements, such as a unique market scheme, a competent workforce, effective fundraising strategies, a supportive regulatory framework, and an innovative business model to have a meaningful impact. By prioritising these critical success factors, new and established businesses can enhance their prospects of overcoming challenges and achieving their goals (Onileowo et al., 2021).

However, with well-established competitors in the market, startups and business models may face challenges when competing against established players in the transportation sector due to their substantial resources and market power. These individuals may exhibit a certain level of resistance towards change and innovation. Technical challenges arise when attempting to develop novel technologies and solutions that promote sustainable transport and innovation in mobility. Startups and business models may need to invest significant resources in research and development to overcome these

challenges. Scalability is crucial for startups and business models in this domain, enabling them to expand their operations and generate substantial outcomes. Scaling can present difficulties, primarily when a startup or business model depends on an intricate network of partners and stakeholders (Hassan et al., 2022).

According to Skala (2022), entrepreneurs and business models must demonstrate inventiveness, adaptability, and tenacity to overcome obstacles in sustainable transport and mobility-oriented innovation. Furthermore, individuals must be able to collaborate with many stakeholders, including politicians, investors, and existing businesses operating within the transportation sector. By effectively recognising and overcoming these challenges, startups and business models can achieve their goals and significantly impact the environment and society (Onileowo, 2020).

7.0 Conclusions and Recommendations

Sustainable transportation and innovation focused on mobility are inextricably linked: innovation drives the creation of solutions for sustainable transport. In contrast, sustainable transportation provides the backdrop for innovation focused on mobility. New businesses and business models focusing on these spheres have the potential to have a substantial positive effect not just on society but also on the natural world. On the other hand, companies also face significant challenges, such as regulatory barriers, a lack of finance, and rivalry from already established businesses. A distinct value offer, a powerful team, access to capital, and a supportive regulatory framework are some essential elements that contribute to developing new startups; and business models in sustainable transportation and mobility-oriented innovation. New companies and business strategies are up against several obstacles, including legislative obstructions, inadequate capital, and intense rivalry from inherent competitors. Investors should provide funding and support, policymakers

should create a supportive regulatory environment, and entrepreneurs should develop innovative solutions addressing the transportation sector's challenges. All of these things can be done to support the growth of sustainable transportation and innovation focused on mobility.

8.0 Implication of Study

The findings of this study have significant repercussions for decision-makers, investors, and individuals interested in fostering the development of mobility-focused innovations and environmentally responsible modes of transportation. Policymakers can build a supportive regulatory environment that promotes innovation by understanding the major success factors and obstacles faced by startups and business models in this sector. Startups and business models exploring new solutions to the transportation sector's difficulties can receive funding and assistance from investors who can supply these resources. Entrepreneurs have the opportunity

to focus their efforts on inventing solutions that address the key challenges currently facing the transportation sector, such as lowering emissions of greenhouse gases and enhancing air quality, amongst other externalities.

9.0 Contribution to Knowledge

This study contributes to the body of knowledge on entrepreneurship, innovation and sustainable transportation by presenting a complete review of the nexus between sustainable transport and mobility-oriented innovation and the essential success factors and obstacles they face. The paper suggests ideas for politicians, investors, and business owners to encourage the growth of sustainable transportation and innovation that is mobility-oriented. These recommendations can assist in addressing the vast environmental and social concerns facing the transportation sector and entrepreneurial endeavours generally.

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**PERCEPTION STUDY INNOVATION AND ORGANISATIONAL PERFORMANCE IN
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Investigation-S.A, and O.W.O; Resources- S.A and O.W.O; Supervision- S.A, and O.W.O**Abstract**

The increasingly competitive business environment has led most organisations to put in place systems and processes that will guarantee appreciable organisational performance in the interest of its stakeholders. Hence, the instrument used to measure performance created a problem in determining the relationship between innovation and performance. This inconsistency in the relationship needs to be corrected hence this study. The broad objective of this study is to examine the impact of innovation on performance in BUA cement company Obu Okpella. The study population was made up of one thousand and two hundred from five (5) departments. The sample size of 369 staff was chosen, using the Taro Yamane formula with 5% level of significance. However, 300 questionnaires were returned successfully. The findings are: there is a significant relationship between product quality and customer satisfaction at $R^2=0.897$, $P=.000$; new technology has a significant effect on profitability at $R^2=.928$, $P=0.000$. The researcher thereby concluded that firms' actions should be geared towards assurance of organisational performance and customers' satisfaction; manufacturing firms should give more serious attention to technological innovation. The researcher recommends that; the manufacturing sector should endeavour to lay more emphasis on innovation as it is an indispensable factor that facilitates organisational performance.

Keywords: Innovation, performances, product Quality, customer relation, new technology

JEL classification M45, L260, M14

Declaration of conflicting interests: The Authors declare that there is no misunderstanding of interest.

Introduction

The increasingly competitive business environment has led most organisations to put in place systems and processes that will guarantee appreciable organisational performance in the interest of its stakeholders.

"Innovate or die" has become a popular slogan, as stated by Akoma, Adeoye, Akinlabi & Ayeni (2023). A company must be more innovative than its rivals to succeed and expand past its competitors. Innovation is

universally acknowledged as the driving force behind lasting business growth. Organisational and technical shifts are commonplace in large-scale innovations (Cheng, 2014).

Several elements have a role in shaping the company's innovative potential. For instance, how actively management participates in creating new processes and how much of a focus the company places on reducing costs (Wei, Minglang & Kim, 2014). Some ways in which a plant might stand out to interested parties include by increasing its international ownership or labour intensity or by adapting swiftly to changes in demand. As a result, it is more likely that businesses will implement environmentally sound policies and procedures that benefit both their customers and their suppliers (Linton, 2019).

Several factors, such as the unpredictability of technology, the longevity, or the reliability of a product, contribute to doubt. These ambiguities are inextricably linked to the trade-off between the total cost of ownership and the product's specifications (Al-Matari, Al-Swidi & Btfadzil, 2014). For organisations to overtop in rivalry and continue its existence, they should be able to adapt to the constant change and renewal conditions in the business environment. Such an organisation should be creating value and be more favourable especially when it was integrated into innovation activities. Constant innovation is essential to compete in rapidly developing and growing markets and every organisation should have plans that can be put into effect so they can be always open to innovative activities.

Today, a multitude of global challenges makes policy goals centred on technological innovation even more important. Armbruster (2012) posits that global growth slowing because of the recession and commodity prices increasing due to geopolitical uncertainties, effective innovation can act as

the vanguard against poverty resulting from these challenges. In addition, with the threat of climate change increasing, innovation and technology can act as a buffer in protecting the most vulnerable countries. While many governments recognize the importance of technological innovations, they often have a difficult time in clearly defining the concept of innovation and innovation policies.

This prompted us to look at how innovation affects the success of BUA Company in Okpella. It seems to help the business by fixing problems and boosting efficiency with existing technologies. Organisational difficulties and the effectiveness of a company's internal systems are areas where innovations may be used. Fidelia, Ogor & Akoma (2023) posits that innovation has the potential of improving the performance of individual employees and the organisation, though it needs to be nurtured over time. Recent study shows that employees working within the team can produce more output as compared to individuals. Hence, the instrument used to measure performance created a problem in determining the relationship between innovation and performance. This inconsistency in the relationship needs to be corrected hence this study (Bello & Adeoye, 2018).

In light of these assertions, the main objective was to carry out a perception study of innovation and performance in BUA cement company plc OBU-Okpella, Edo state.

The subsidiary objectives of this study were to:

1. examine the effect of products quality on customer satisfaction of selected manufacturing companies in South-South, Nigeria;
2. ascertain the effect of new technology on the profitability of selected manufacturing companies in South-South, Nigeria.

However, research questions and hypotheses were formulated in line with the objectives.

REVIEW OF RELATED LITERATURE

Concept of Quality standards

These are set to meet or exceed what customers anticipate because of fluctuating tastes and consumer expectations, determining whether a product meets quality standards is an ongoing process. Higher quality alterations and upgrades are meant to keep the final product up to the defined level to prevent consumers from losing faith in the product in issue. The value of a product to its intended audience is directly proportional to the standard to which it is manufactured. Several factors determine how well the completed product meets the target audience's needs. You can tell a lot about a product's quality by looking at its size. This metric is called the "product quality dimension". Garvin, Tjiptono, & Diana (2003) specified eight quality indicators. Kotler & Armstrong (2012) use three factors to evaluate a product's quality: performance and reliability, conformity, and cost. Mowen & Minor (2002) streamline four major aspects: features, reliability, durability, and safety.

Lupiyoadi & Hamdani (2013) explain quality as measured by how well a product matches its specifications. The level of customer satisfaction, employee fulfilment, and financial success experienced by a company are all indicators of its potential for success. Providing high-quality services to customers is essential for growing a business. When the quality of the goods and services on offer improves, customer contentment follows suit. If customers are happier, the business could make more money. If buyers are content with their purchases, they will return for more. If we dig deeper into the link between long-term quality and financial success, we view it in two distinct ways: either as an external profit element due to customer fraud or as an internal advantage due to improved product or service efficiency (Kotler & Armstrong, 2001).

Theoretical framework

The work was anchored on Diffusion theory. The Diffusion of Innovation (DOI) Theory, developed by E.M. Rogers in 1962, is one of the earliest concepts in the field of social science. The term originated in the field of communication, where it was used to characterise the gradual but steady growth and dissemination of a trending idea or product among a given population or social system. Because of this spreading, a new idea, habit, or product becomes widely accepted in society. When a person adopts, they change their behaviour in some way (i.e., purchase or use a new product, acquire and perform a new behaviour, etc.). An individual's propensity to accept something as innovative or inventive determines the extent to which it was adopted. Adoption of innovation refers to the process by which some members of a social system are more inclined to embrace it to others, as opposed to universal acceptance. Researchers have shown that early adopters of new technologies share some characteristics with people who use them later. When trying to sell an invention to a specific demographic, knowing what characteristics they have that will make or break the sale is essential. Most people lie somewhere in the middle of the five recognised adopter categories, but it is still crucial to understand the characteristics of this audience. To reach all potential consumers, many strategies are used when promoting a product (Letangule & Letting, 2012). The flow of ideas in a corporation is from the top down. This is another piece of evidence for why the concept was chosen for the research.

This concept is relevant to our study because of its success in various fields, including communication, agriculture, public health, criminal justice, social work, manufacturing, and marketing. The industrial sector uses the Diffusion of innovation theory to speed up the adoption of crucial concepts and initiatives that encourage innovation and the production of new goods (Andavar, Ali & Ali, 2020).

Empirical Review

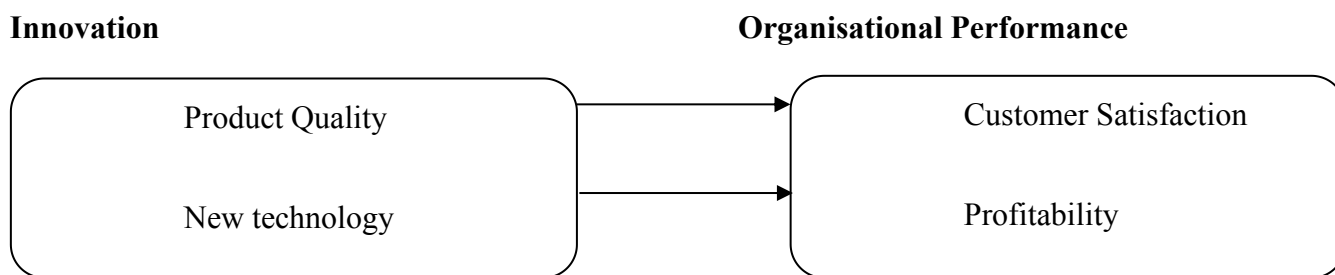
Fidelia, & Ogor (2022) conducted a study on product innovation and organisational performance. Two objectives were implored in the conduct of their study to examine the relationship between promotional innovation and organisational performance in selected manufacturing firms. A sample of 124 was used for the study. The data were analysed with the aid of SPSS 20. The two hypotheses showed significant relationships. The findings reveal that product innovation is essential and good to be presented in the market, provided that the firm is capable of handling it very well. Similarly, recommendations were tailored in that direction of continuous improvement and processing to continue to remain in the market and enhance performance.

Namusonge, Muturi & Olaniran (2016) examined the role of innovation on performance of firms in the Nigerian stock

exchange. The central objective of the paper was to look at the relationship between innovativeness and firm performance in Nigeria. The target population was 176 firms listed in the Nigerian Stock Exchange with financial returns as at August 2014. Out of the population, a sample of 60 firms was taken. Methods of statistical analyses include mean, standard deviation, and Pooled, Random and Fixed regression models based on the preferences suggested by the Hausman specification test results. The results of panel analysis of the relationship between Entrepreneurial Orientation dimension Innovation, and performance of firms listed in the Nigerian Stock Exchange, with returns on assets and returns on equity as proxy revealed a negative relationship between innovation and returns on assets and innovation and returns on equity. This results, confirmed a study conducted in 2007 in Nigeria on 88 SMEs earlier mentioned.

Model of the Study

Fig 1: Research Model



Source: Researcher's Conceptualization

METHODOLOGY

This research employed a cross-sectional survey design. This methodology was considered appropriate for the study because the sample was drawn from the population, and the data was collected from the sample simultaneously. Cross-sectional studies include data collection at multiple points in time, which Olannye (2006) noted. He opined that it was the type that takes a representative sample of the population at one time. This approach encompasses many empirical studies that recruit participants from real-world communities, organisations, and groups. Its illustrative nature makes it useful for discovering novel information and conducting natural experiments without manipulating the variables systematically (Olannye, 2006). Given the limited time available for the completion of the study, the use of a cross-sectional survey design was warranted.

The source for collecting data was a validated structured questionnaire. Set of constructed questionnaires, which were distributed to respondents, serve as a source of primary data for this study. The study population was made up of one thousand, two hundred staff (1200) drawn from customers and the entire staff of BUA in Okpella.

The population includes both senior and junior staff workers with relevant expertise.

The formula is expressed thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = sample size

N = population

e = level of significant source of data

l = correlation factor

$$\frac{1200}{1 + 1200 (0.05)^2}$$

$$\frac{1200}{1 + 1200 (0.0025)}$$

$$\frac{1200}{1 + 12.0925}$$

$$\frac{1200}{13.0925}$$

$$n = 369$$

369 questionnaires were administered but 300 questionnaires were successfully received. This method of questionnaire used was because it provides an efficient way of collecting responses from a large population. Validated structured sets were used for this study, which constituted the primary instrument for data collection in this study. For the purpose of this study, the content validity method was used. In order to validate the instrument for data collection, sets of the structured questionnaire were given to some experts in the BUA cement company Okpella. The reliability test of the instrument was carried out with one of the reliability test techniques. The reliability test was carried out

with the aid of test and retest technique. Two hundred (200) questionnaires were administered while one hundred and fifty (150) returned successfully with probability $P=0.75$ and fifty (50) were defective $q=0.25$.

The respondent's responses were assigned values between 1 and 5 on a Likert scale. Due to the need for an objective method of determining the precision and reliability of the estimate made from the sample. The hypotheses were tested with regression analytical technique via Statistical Package for Social Sciences (SPSS).version 26 at significance level of 0.05.

Questionnaire to ascertain the extent of product quality in BUA Cement Company in OBU Okpella.

Table 1: Frequency Distribution on the Product Quality

S/NO	Items	SA	A	D	SD	U	\bar{X}	%	Remark
1	The Quality of A Product Makes it More Acceptable in The Market	115	87	45	41	32	3.66	19.18	Accept
2	Product Quality Gives Organizational Goodwill	128	96	46	35	15	3.90	20.44	Accept
3	The Firm Engages in Activities that Lead to the Creation of Quality Products	120	100	48	39	13	3.86	20.23	Accept
4	Good Quality Control Process Has Been Of Advantage To Our Organization	132	109	33	26	20	3.96	22.75	Accept
5	The Quality Of A Product Enhances The Price Of The Product	117	89	44	40	30	3.70	19.39	Accept

Source: Field Survey (2023)

Out of 320 respondents, Table 1 shows that 19.18 percent think a product's quality affects its saleability. Only 20.44 percent of respondents agreed that superior product quality benefits businesses. Twenty-two point three percent of respondents say the company's efforts consistently yield high-quality products. Twenty-two. Seventy-five percent of people said our company benefited from our quality control measures. In addition, 19.39 percent of people agreed that a higher quality product is more expensive. According to the results, the vast majority of participants agreed. Therefore, we infer that the quality of the products a company offers affects customer satisfaction.

The study found that a mean average score of 3.66 or above indicated that all criteria used by an organisation in judging product quality

were suitable. Nineteen point eighteen percent of the sample mean agreed that better product quality increases its marketability. Only 20.44 percent of respondents agreed that superior product quality benefits businesses. Twenty-two point three percent of respondents said the company does things that lead to producing good quality merchandise. Twenty-two. Seventy-five percent of people said our company benefited from our quality control measures. In addition, 19.39 percent of people agreed that a higher quality product would cost more. According to the results, the vast majority of participants agreed. As a result, we conclude that the quality of the products offered by a company affects the level of customer satisfaction experienced by BUA Company Plc.

Table 2: Frequency Distribution on New Technology

S/NO	Items	SA	A	D	SD	U	\bar{X}	%	Remark
1	New technology makes the production process easier.	95	129	44	36	16	3.78	19.79	Accept
2	New Technology helps cut down the cost of production	131	110	34	24	21	3.96	20.73	Accept
3	The daily official functions in your company use internet technology.	121	102	45	38	14	3.87	20.26	Accept
4	Organisations need to use innovative technology to use raw materials in production efficiency.	100	124	46	33	17	3.80	19.90	Accept
5	The Organization Engages new Technology in Designing their Products	118	88	43	41	30	3.70	19.37	Accept

Source: Field Survey (2023)

Table 2 shows that 19.79 percent of the 186 respondents think technological advancements have simplified manufacturing. Twenty-seven percent of respondents agreed that innovative technology helps bring down manufacturing costs. Twenty-two point six percent of people think that Internet technology is important to their organisation's day-to-day operations. Nineteen point nine percent of those polled believed businesses should adopt cutting-edge technologies to use raw materials better. Only 19.37% of respondents agreed that the company uses cutting-edge technology while manufacturing its wares. According to the results, the vast majority of participants agreed. We conclude that adopting new technologies significantly affects the productivity and profitability of selected manufacturing firms in South-South Nigeria. The study found that all metrics used in measuring new technology within an

organisation were suitable, using a mean average score of 3.70 or above. Overall, 19.79% of people polled agreed that technological advancements have simplified manufacturing. Twenty-seven percent of respondents agreed that innovative technology helps bring down manufacturing costs. Twenty-two point six percent of people think that Internet technology is important to their organization's day-to-day operations. Nineteen point nine percent of those polled believed businesses should adopt cutting-edge technologies to use raw materials better. Just 19.37% of people who took the survey said they agree that the corporation uses cutting-edge technology to make its wares. According to the results, the vast majority of participants agreed. We conclude that adopting new technologies significantly affects the productivity and

Hypothesis One

H₀₁: There is no significant relationship between product quality and customer satisfaction of BUA Company Plc Okpella, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.947 ^a	.897	.896	.432	.897	2754.803	1	318	.000

a. Predictors: (Constant), Product Quality

The model's executive summary reveals a close relationship between product quality and customer satisfaction, with 95% confidence that the former is influenced favourably by the sample of BUA Company Plc Okpella studied. This link between product quality and customer satisfaction suggests that improvements can explain 95% of the variation in the former. This means that production industries, in general.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	513.600	1	513.600	2754.803	.000 ^b
	Residual	59.287	318	.186		
	Total	572.887	319			

- a. Dependent Variable: Customer Satisfaction
b. Predictors: (Constant), Product Quality

Using the ANOVA output above to test for the stated hypothesis

Decision Rule: Reject H_0 if P-value is less than 0.05.

From the analysis above, the P-value (0.00001) is smaller than the significance level (0.05). Therefore, we reject the null hypothesis (H_0), accept the alternative hypothesis (H_1), and conclude that there is a significant relationship between product quality and customer satisfaction of BUA Company Plc Okpella.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.130	.048		2.677	.008
	Product Quality	1.061	.020	.947	52.486	.000

a. Dependent Variable: Customer Satisfaction

The regression analysis model shows the connection between product quality and customer satisfaction among staff in BUA Company Plc. The regression model based on the coefficient above table was 95% accurate in predicting the relationship between product quality and customer happiness. What this signifies is that the selected manufacturing companies are seeing a decline in consumer satisfaction due to poor product quality. Therefore, if you improve the

quality of the goods by one unit, you will see a rise of 1.061. This data demonstrates that a manufacturing firm can increase its market share and performance by better satisfying customer needs, as measured by product quality.

The aggregated results of the models above also indicate a correlation between satisfied customers and high-quality goods.

Hypothesis Two

H₀₂. New technology does not affect the organisational profitability of selected manufacturing companies in BUA Company Plc Okpella.

Model Summary

Model	R	R Square	Adjusted R Square	Std. error in the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.963 ^a	.928	.928	.338	.928	4097.585	1	318	.000

a. Predictors: (Constant), New Technology

Findings from the model summary indicate a favourable relationship between adopting new technologies and increasing a company's bottom line, with 96% confidence that doing so will improve the profitability of manufacturing companies. This relationship suggests that innovative technology significantly affects an organisation's bottom line and may account for as much as 96% of the difference in performance between businesses. This indicates that innovation and new technology considerably affect businesses' bottom line.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	468.141	1	468.141	4097.585	.000 ^b
	Residual	36.331	318	.114		
	Total	504.472	319			

a. Dependent Variable: Organizational Profitability

b. Predictors: (Constant), New Technology

Using the ANOVA output above to test for the stated hypothesis

Decision Rule: Reject **H₀** if P-value is less than 0.05.

From the analysis above, the P-value (0.00001) is smaller than the significance level (0.05). Therefore, we reject the null hypothesis (**H₀**), accept the alternative hypothesis (**H₁**), and conclude that there is a significant relationship between new technology and organizational profitability in manufacturing companies in BUA Company Plc Okpella.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.092	.039		2.387	.018
	New Technology	1.019	.016	.963	64.012	.000

a. Dependent Variable: Organizational Profitability

Using a regression analysis model, the authors explain the connection between cutting-edge tech and the bottom line of manufacturing businesses in South-South Nigeria. Using the regression model from the previous coefficient table, we find a direct correlation of 96% between new technology and organisational profitability; this suggests that new technology is affecting the profitability of manufacturing organisations. Therefore, if an organisation invests one unit in cutting-edge technology, its bottom line will improve by 1.019%. This means that cutting-edge research and development are essential to any successful business.

That is why the model summaries showed a robust relationship between cutting-edge innovation and business bottom-line gains.

Summary of Findings

This study examined Innovation and organisational performance in BUA Company Plc Okpella. The findings of this study are stated below as follows:

1. There is a significant relationship between product quality and customers satisfaction at $R^2 = 0.897$, $P = 0.000$
2. There is a significant relationship between Organisational profitability and new technologies, with a 96% chance that manufacturing firms' profitability will increase as a result of adopting new technologies at $R^2 = 0.928$, $P = 0.000$

Discussion of Finding

The results of the study show that there is a robust connection between product quality and satisfied customers. This result proves a connection between product excellence and

contented consumers. The R-squared value, a measure of the strength of the correlation between the dependent (customer satisfaction) and independent (product quality) variables, added supporting evidence (0.90). This data supports the hypothesis that product excellence positively affects consumer happiness. Wenjing, Wei, and Shuliang (2013) found a strong favourable correlation between high-quality organisational and product performance for each unique business, corroborating their findings.

New organisational technology is almost certain to have a major positive impact on manufacturing enterprises' profitability, as shown by the results showing a 96 percent connection between the two variables. This relationship suggests that innovative technology significantly impacts an organisation's bottom line and may account for as much as 96% of the difference in performance between businesses. This supports the hypothesis that technological progress and improved organisational structure go hand in hand in the manufacturing sector. This agrees with Oluwaseun, Opeyemi, and Oluwaseun (2016), who found a "significant, unofficial association" between adopting new technologies and increased organisational productivity. They saw the introduction of cutting-edge technology as a lifeline to the continued success of the country's industrial industry and economy.

Thus, it was found that new product development is highly correlated with the efficiency of manufacturing organisations,

with a 96% possibility that it will positively impact efficiency. This group claims that new product development is directly linked to an organisation's success to the extent that it could be responsible for as much as 96% of the variation in performance. This indicates that the development of new products has a considerable impact on the methods used by manufacturing firms. Udegbe (2013) claims that in today's hypercompetitive marketplace, manufacturers must adopt creative methods and systems to develop new products and improve existing ones to survive. The results of this study are consistent with his findings, which showed that developing new products has a positive effect on the longevity of both products and businesses. Nwokah, Ugoji, and Ofoegbu (2009) found similar results, concluding that product development is an integral part of every company's marketing strategy and has a constructive effect on customer loyalty, product quality, and the business's ultimate success.

Taking calculated risks has been demonstrated to positively impact manufacturing companies' organisational growth by as much as 96%. Because of this connection, taking risks is associated with organisational growth, which may account for 96% of all variations in business effectiveness. Workplace risk-taking may improve organisational effectiveness, especially in manufacturing companies. This is consistent with what Nwosu, Awurum, and Okoli (2015) discovered. There is a strong link between an organisation's success and its willingness to take risks when developing and implementing unique goods, processes, and technologies. This data hints at the possibility of using technological innovation risk to predict a firm's future trajectory.

Employee dedication to service provision in manufacturing firms was found to be significantly correlated with employees' levels of skill development. In the manufacturing sector, for example, there is a 95% likelihood that investing in employees'

professional growth will increase their dedication to the company. According to this connection, skill development and employee commitment are highly correlated, with the latter being responsible for as much as 95% of any gains in productivity. This indicates that an employee's investment in their professional growth substantially positively affects the industry's success and output. Farid and Tahner's (2021) finding that training and education affect worker productivity agrees with this.

Conclusion

From the findings, this study concluded that innovation has a significant positive relationship on performance in BUA Company Plc Okpella.

Innovation helps with the performance criteria in the questionnaire, as well as the growth and renewal of enterprises. The innovation boosted employee engagement, effectiveness inside the company, financial success, and satisfaction among clients. Results from the study indicate a connection between product quality and customer satisfaction; new technology and the profitability of manufacturing companies; the development of innovative products and the efficiency of businesses; the acceptance of calculated risks and the growth of businesses; and, finally, the development of innovative products and the satisfaction of customers. Because of this, manufacturing firms must ensure their success, survival, and growth, including engaging in technical innovation, developing high-quality products, embracing new technology and product development, taking calculated risks, and enhancing their employees' knowledge and abilities.

Recommendations

These recommendations are geared towards assurance of organisational performance, survival and growth through new technological innovation, quality product, new technology, new product development. Therefore;

1. Manufacturing organisations should ensure that the quality of their products meets the expectation of their customers in the local and international markets since their product quality is a strong and significant factor in the firms' marketing strategy and performance.
2. The manufacturing sectors should give more serious attention to new technological innovation, through the alignment with new social media.

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**EFFECT OF CORPORATE ENTREPRENEURSHIP ON NON-FINANCIAL
PERFORMANCE OF SMALL AND MEDIUM PRINTING FIRMS IN FCT, ABUJA,
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ABSTRACT

This study investigates the effect of corporate entrepreneurship on non-financial performance of small and medium printing firms in FCT, Abuja, Nigeria. Survey research design was adopted with the population of 741 and sample size of 312. The questionnaire was administered on the management staff of small and medium printing firms. Partial Least Square Structural Equation Model (PLS-SEM) was used for the analysis of the study. The findings show that corporate innovativeness has negative and insignificant effects on non-financial performance. The study also, revealed that corporate pro-activeness has negative and significant effect on non-financial performance. However, the study shows that corporate risk taking and strategic renewal have positive and significant effect on non-financial performance of these firms; and competitive aggressiveness has positive and insignificant effect on non-financial performance of small and medium printing firms in FCT Abuja respectively. Based on the findings, the study concludes that corporate entrepreneurship positively and significantly contributes to non-financial performance of printing firms in FCT, Abuja. The study therefore, recommends that small and medium printing firms in Abuja need to improve ideas, methods, processes, knowledge, equipment and machinery which leads to new and better products and services. Also, there is need for corporate ability to adjust and alter situations, anticipate future implications, be opportunistic, continuous search for new market possibilities, explore and exploit opportunities by making modifications in structure, culture, and technology, in response to environmental changes, and to achieve the aspirations of the business, which will result in increased of non-financial performance.

Keywords: Innovativeness, proactiveness, risk taking, competitive aggressiveness, strategic renewal.

Introduction

Corporate entrepreneurship is about leveraging entrepreneurial principles and behaviours to drive growth, innovation, and competitiveness on an international scale. It requires a multifaceted approach that considers market dynamics, cultural factors, regulatory environments, and the development of a global entrepreneurial mindset throughout the organization.

Corporate entrepreneurship is essential in the advancement and management of innovative ideas, as it increases performance and creativity (Hoque, *et al.*, 2017). Corporate entrepreneurship has evolved tremendously in the past forty years, allowing companies to adapt new innovations and manage competition in the market (Kuratko, *et al.*, 2015). The importance of small and medium enterprises in Nigeria economy cannot be overemphasized. This is because SME contributes immensely to the overall economic growth, creates more jobs than any other sector (World Economic Forum, 2013). However, small and medium enterprises in Nigeria is not only plagued by some challenges like: increasing cost of production, reliance on inadequate and poor public infrastructure, but also depreciation of the local currency (Naira) (Akinmulegun & Oluwole, 2014). This increase in cost of production emanates from increased cost of energy and imported raw material. Considering the enormous role that the manufacturing sector is expected to play in the industrialization of the Nigerian economy, the sector seems not to be contributing much to the economic growth of Nigeria.

Small and medium printing firms in FCT, Abuja - Nigeria have employed various corporate entrepreneurial activities such as innovation, proactiveness, risk-taking, competitive aggressiveness and strategic renewal to enhance nonfinancial performance, yet their performances (in terms of effectiveness and growth) have not maximally improved.

Most studies on corporate entrepreneurship activities (Abosede, *et al.*, 2018, Daryani and Karimi, 2017; Jancenelle, *et al.*, 2017; Prange and Pinho, 2017) employed financial performance measures, while this study looks at the non-financial performance measures. Effect of corporate entrepreneurship activities on the nonfinancial performance of SMEs (printing press) in FCT, Abuja - Nigeria appears not to have been fully explored. In addressing this research gap, this study examines the effect of Corporate Entrepreneurship activities (measured by innovation, proactiveness, risk-taking, competitive aggressiveness and strategic renewal) on the performance (measured by organizational effectiveness and growth) of small and medium printing firms in FCT, Abuja.

The objective of this study is to examine the effect of corporate entrepreneurship on non-financial performance of small and medium printing firms in FCT, Abuja, Nigeria. Specific objectives are to: examine the effect of innovativeness, proactiveness, risk-taking, competitive aggressiveness and strategic renewal to enhance nonfinancial performance of small and medium printing firms in FCT, Abuja, Nigeria.

Small and medium enterprises (SMEs) are commonly acknowledged as the economy drivers and the key contributors to gross domestic product (GDP) around the globe. These businesses, including printing firms, create employment opportunities for both skilled and unskilled persons, which made it necessary for this study to examine how corporate entrepreneurship affect non-financial performance of small and medium printing firms in FCT, Abuja, Nigeria.

The study formulated the following hypotheses:

- H₀₁:** There is no significant effect of corporate innovativeness on nonfinancial performance of printing firms in FCT, Abuja, Nigeria.
- H₀₂:** Corporate pro-activeness does not significantly affect the nonfinancial

performance of printing firms in FCT, the Abuja, Nigeria.

- H₀₃:** There is no significant effect of corporate risk taking on nonfinancial performance of printing firms in FCT, Abuja, Nigeria.
- H₀₄:** Corporate competitive aggressiveness does not significantly affect the nonfinancial performance of printing firms in FCT, Abuja, Nigeria.
- H₀₅:** Corporate strategic renewal does not significantly affect the nonfinancial performance of printing firms in FCT, Abuja, Nigeria.

Overview of Literature

Corporate Entrepreneurship

Corporate entrepreneurship is defined as entrepreneurial orientation and activities in an established organization. It is an important dimension of wealth creation and economic development. It is described as entrepreneurship within an organization which refers to emergent behavioral intentions and organizational behaviors that lead to a deviation from the traditional forms of doing business (Kuratko & Morris, 2018). Corporate entrepreneurship processes take place within an existing organization without thinking of the its size, and these processes do not only refer to creation of new business ventures but also development of new products, services, technologies, managerial techniques, strategies and also competitive standing as innovative activities. Qualifications of corporate entrepreneurship comprise of new business venturing, innovation of product/service and innovation of process, self-renewal, risk taking, proactiveness and competitive aggressiveness (Karacaoglu, *et al.*, 2013).

Corporate entrepreneurship focuses on innovation and creativity, and transforms an idea into a profitable venture, while operating within the organizational environment and, is a contemporary issue with pressing relevance for corporate managers (Adudu *et al.* 2021). It is a mechanism used to grow new businesses,

goods, services or processes in running an organization to generate competitive advantages and find new income-generating opportunities through entrepreneurial thinking and practical approaches (Pham *et al.* 2020).

Innovation is the specific function of entrepreneurship. It is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth. It is about turning new ideas and imaginative ideas into reality. Effective use of this mental quality may produce the following outcomes: generating something completely new (this product may be rare, except in cases of high creativity), as well as consolidating or integrating a set of divergent and undifferentiated ideas in a new, unfamiliar way, finding new ideas for a product and finally, transferring existing and circulating ideas to other beneficiaries or new people (Medase 2020).

Pro-activeness is the corporate ability to adjust and alter situations, anticipate future implications, and being opportunistic (Sanchez-Gutierrez *et al.*, 2019), a continuous search for new market possibilities and opportunities (Gomez *et al.* 2018), struggle aggressively by way of instigating audaciousness (Coccia & Watts, 2020). Proactiveness is a firm's ability to think ahead, foresee, initiate a change or take a first mover leap rather than being reactionary or defensive in its strategic posture.

A risk is variation in the expected return. Risks have uncertainties that exist in all business which establish for the sole aim of making profits. Risk is uncertainty in the planned activities that brings the expected results (Rusanov, 2019). The risk involves variability in the outcome (Markowitz, 2022). Risk is an event that carries a threat, loss, and negative earning (Pomorina, 2019).

Competitive aggressiveness is the intensity of a firm's efforts to outperform rivals and is characterized by a strong offensive posture or aggressive responses to the actions of

competitors. Under rapidly-changing environments, firms that try out a variety of competitive recipes will have greater possibility to obtain better performance because taking action in an era of temporary advantage yields a better probability of success than does taking no action” (Nadkarni *et al.*, 2016). Competitive aggressiveness indicates the extent to which firms experience competitive attacks with high volume, duration, complexity, and unpredictability from industry key competitors (Ajamieh, *et al.*, 2016).

Wali and Hamid (2021) define strategic renewal as a management philosophy based on investing the available capabilities in general, and the capabilities of human resources in particular, with the intent of exploring and exploiting opportunities by making modifications in structure, culture, and technology, in response to environmental changes, and to achieve the aspirations of the administration while Hussein (2016) defines strategic renewal as that process that includes changes in context, content, process, the ability to significantly influence the long-term expectations of the organization, and the recovery or replacement of the features or characteristics of the organization (capacities, structures, processes, and systems), providing a basis for growth or development in the future.

Performance

Performance is a characteristic of entrepreneurs, namely an attitude of being responsible for their actions and not depending on others (Lestari *et al.*, 2020). Performance is measured using diverse parameters by different organisations. Some firms measure it through growth, expansion, survival, number of employees, and capital employed. The indicators of performance are revenue, return on investment, profitability and market share. Hence, whenever the key performance indicators are in favourable states, it indicates efficiency (Lyndon & Timi, 2019).

Growth

A major performance indicator in the organization is sales revenue growth. This is a metrics that measures the revenue growth rate difference of a current period with a corresponding period. This growth rate can be measured yearly, quarterly and half-yearly (Richard *et al.*, 2019). According to Hansen & Mowen (2018), revenue growth is an increase in revenue that comes into the organization year to year or from time to time in a corresponding period. Organizations that have high revenue profile will require more investments in the various elements of company’s asset. Having knowledge of the firm’s sales growth, the organization can predict how much profit the management can make (Ratna & Meipita, 2017).

Empirical Studies

Moruff, *et al.*, (2019) examined the effect of corporate entrepreneurship (CE) as measured by innovation, risk taking, proactiveness, strategic renewal and corporate venturing on service firm non-financial performance as measured by market share, employee’s satisfaction, efficiency, productivity and workforce development. The study employed a survey research design through the administration of a structured questionnaire on 636 employees of 21 service firms, purposively selected. The questionnaire was validated by eight assessors (four academics and four management staff of service firms), in order to ensure that the instrument measures what it is designed to measure. The test re-test method was employed to test the reliability of the instrument, by conducting a pilot study, whereby, the questionnaire was administered twice within an interval of two weeks to 20 management staff of service firms, and the result of the two tests was correlated. This yielded a value of 0.78, which implies that the instrument is reliable. The data was analyzed with the aid of Stata12 and the findings reveal that CE elements account for 56% variation in service firm’s performance (Adj R-squared =0.5604). The

findings further suggest that innovation, risk taking, pro-activeness and corporate venturing significantly affect service firm performance, while strategic renewal does not significantly affect service firm performance.

Ernest and Sule (2020) investigated the influence of innovation on the performance of Small and Medium-Scale Enterprises in Kogi State, Nigeria. The study examined the significant effects of the dimensions of innovation on the sales growth of SMEs in Kogi State. The study used survey research design. The sample size of 384 was drawn. All data collected were analyzed using descriptive statistics and Multiple Regression Model. Finding shows that market and process innovations have weak linear effects on the sales growth of SMEs in Kogi State. Only product innovation has strong effect on the sales growth of SMEs in Kogi State.

Adefulu et al (2018) studied the effect of pro-activeness on growth of selected small and medium scale enterprises in Ogun state, Nigeria by employing data randomly drawn from selected enterprises based on size classification and growth measures. Methodology involved the use of Survey research design and structured questionnaire. Set of questionnaire on entrepreneurial pro-activeness and growth of SMEs were self-administered for the collection of the primary data. A group of 386 firms were analyzed. A pilot study was carried out to test the validity and reliability of the research instrument using Cronbach Alpha reliability test. The data collected were analyzed using both descriptive and inferential statistics. The findings of this study revealed that Pro-activeness has positive significant effect on growth ($\beta=0.527$; $R^2= 0.358$; $t(385) = 14.622$; $p<0.05$), and concluded that entrepreneurial pro-activeness affected growth of SMEs in Ogun State, Nigeria.

Obioma et al (2020) investigated the relationship between risk taking and performance of small and medium enterprises in Rivers and Bayelsa states of Nigeria. The

unit of data generation was the firm and the corresponding level of analysis was the macro-level. A total of three hundred and sixty (360) small and medium enterprises studied constituted the study population, and a sample size of one hundred and eighty-six (186) was drawn using the Krejcie and Morgan table. Data was collected through questionnaires distributed to the respondents. Statistical Package for the Social Sciences version 22 was used and inferential statistics such as Pearson Product Moment Correlation Coefficients, regression and p-values were calculated in order to ascertain the nature and direction of the proposed relations and for testing the stated hypotheses. Results revealed positive and significant relationship between risk taking and measures of small and medium enterprises performance.

Patrick and Kairo (2022) examined the effect of competitive aggressiveness on profitability of quoted manufacturing companies in Nigeria with innovation as the mediator. Data for the study was obtained from primary source through the administration of a well-structured questionnaire. The sample size of this study was determined by using judgmental sampling technique in which 100 hundred manufacturing firms were selected based on the availability of up to date financial statement. A total of 100 copies of questionnaires were distributed and 100 questionnaires were returned. The data was subjected to series of cleansing to ensure reliability and validity. The study applied structural equation model, PLS-SEM. The findings revealed that competitive aggressiveness has positive and significant effect on profitability of selected manufacturing firms, entailing that increase in the competitive aggressiveness positively influence profitability and there is a positive relationship between innovation and profitability. Again, the result showed that, innovation has a positive and significant influence on the relationship between competitive aggressiveness and profitability, this implies that innovation is a good mediator.

Asmaa (2021) examined the impact of strategic renewal on entrepreneurial performance through an exploratory study of banking services in the city of Baghdad. This study aims to determine the impact of context, content and process on entrepreneurial performance represented by strategic orientation, resource orientation, management structure and entrepreneurial culture. A question was distributed to 52 managers of private banks in the city of Baghdad. The research attempts to answer a number of questions, the body of the research problem (Is there a correlation and influence between the dimensions of strategic renewal and pioneering performance, in order to analyze the data obtained from the questionnaires, quantitative methods were used such as the arithmetic mean, standard deviation, coefficient of variation, simple correlation potential and equation modeling) The results showed that the elements of the strategic renewal activities have a significant impact on the entrepreneurial performance.

Theoretical Framework

Marshall's Approach to Entrepreneurship

Marshall propounded Marshall's Approach to Entrepreneurship in 1890. He held that land, labour, capital and organization are the four factors of production, and considered entrepreneurship as the driving factor that brings these four factors together. Marshall made use of innovation and creativity in making minor changes in the market process to say that production of large volume is necessary for any economic growth (Schumpeter, 1942). This created many players in the market place and as a result created equilibrium that brought about perfect competition and not monopolist market. Marshall gives credence to large players and small players were not given a chance in economic progress. The Marshallian approach also known as the Neo-classical theory explains equilibrium in the market

place based on the understanding of perfect competition, perfect knowledge and perfect

information existing in organization that produce similar goods and service. Marshall tries to explain that since the market situations are homogenous and perfect, then there are no different profit opportunities and no need to exploit labor since income is marginal and nationally similar. The fact is that the managers cannot play the same role as entrepreneurs. Marshall's concern is to create balance in the business field especially in supply and demand for goods and services and thereby making small contribution of large number of business owners as leading to economic progress.

Methodology

The study adopts a survey research design. Survey research design is useful in describing the characteristics of a large population, make use of large sample and thus making the results statistically significant.

The population of this study comprises of all the management staff of registered small and medium printing press in FCT, Abuja, Nigeria. According to Corporate Affairs Commission (CAC) (2020), the number of the registered printing press is 247.

The researcher used purposive sampling technique to select three (3) management staff per printing firm, the population of the study stood at 741 (741 managers of 247 printing firms). This technique was used because the researcher believes that this population possess the required experience to provide valuable insights for the research questions at hand.

For the purpose of this study, the Taro Yamane formula was used to determine the statistically reliable sample size for the population. Taro Yamane allows the sample size determination formula to be applied to a population above 400. The formula is shown below.

$$n = \frac{N}{1 + N(0.05)^2}$$

Where N = total population

n= sample size

e= significant (error margin) significant error of 5% (0.05) was applied.

l= constant

$$n = \frac{741}{1 + 741(0.05)^2}$$

$$n = \frac{741}{1 + 741(0.0025)}$$

$$n = \frac{741}{1 + \frac{1.8525}{741}}$$

$$n = \frac{741}{2.8525}$$

$n = 260$

The researcher added 52 (which is 20% of the sample size) to ensure successful return of the questionnaire (Israel, 2013). Therefore, sample size of this study is 312.

The study employed primary data. Primary data source is considered as appropriate in capturing effect of corporate entrepreneurship on performance of printing press in FCT, Abuja from the respondents. The researcher used a structured questionnaire, accompanied with a cover letter to collect data from the respondents. The questionnaire was close-ended designed using an ordinal measurement scale via-a-via the 5-point Likert scale ranging from 1(strongly disagree) to 5 (strongly agree).

The reliability of a measure concerns its ability to produce consistent results when repeatedly administered under identical conditions. The internal consistency or reliability of the instrument for this research will be determined by means of Cronbach’s Alpha, using the Partial Least Square Structural Equation Model (PLS-SEM).

The Partial Least Square Structural Equation Model (PLS-SEM) was used to model the regression analysis that was used to test the hypotheses to determine if there is an effect relationship between each of the independent variables and the dependent variable.

The Structural Equation Model that was adopted for this study is as follows:

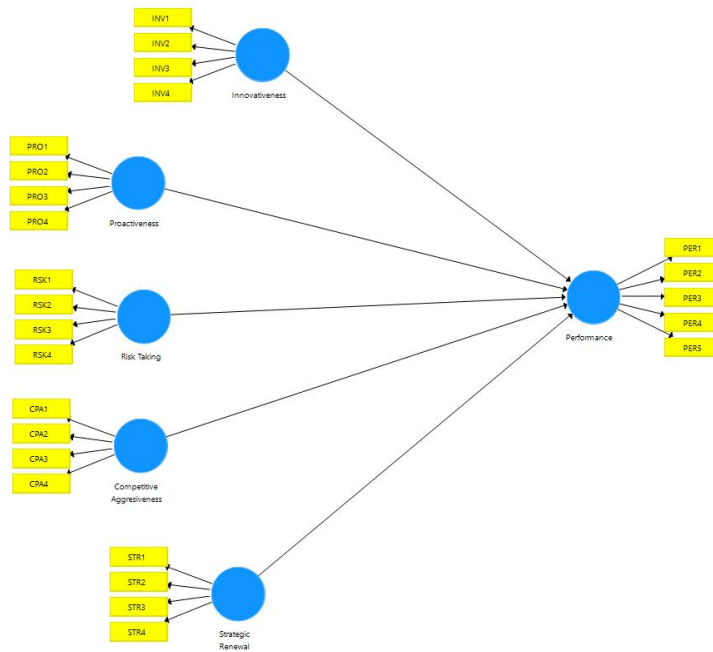


Figure1: Researcher’s Structural Model, 2023

The model depicts the effect of measurement variables of corporate entrepreneurship (innovativeness, proactiveness, risk taking, competitive aggressiveness and strategic renewal) on SMEs performance (organisational effectiveness and growth).

The detail description of the whole data in questionnaire form indicating all the variables and data, which was gotten from the respondents were analysed and presented below:

Variable	Mean	Median	Min	Max	SDV	Kurtosis	Skewness
INV	4.6	5	2.7	5	0.6	1.75	-1.56
PRO	4.4	5	2.3	5	0.7	0.75	-1.05
RSK	4.5	5	3.3	5	0.6	-1.00	-0.63
CPA	4.4	5	2.6	5	0.6	0.11	-0.94
STR	4.4	5	2.8	5	0.6	-0.08	-0.68
PER	4.3	5	1.8	5	0.8	1.62	-1.16

Table 1: Descriptive Statistics

Source: SMART, PLS Output, 2023.

The table 1 shows that the average response is between agreed and strongly agreed. It also shows the mean responses to each of the question for all the respondents, the median, the minimum, the maximum, and the standard deviation of the responses. The median is the

proper measure of the average in this instance because of outliers. Although, from the minimum and maximum values, there is no sign of outliers, but it is still necessary to state that the best measure of average for an ordinal response is median.

Test of Hypotheses

The assessment of PLS-SEM results involves a two-step approach: (1) the evaluation of the measurement models and (2) the assessment of the structural model (Chin, 2010; Hair *et al.*, 2016). The measurement model assessment involves the evaluation of construct measures' reliability and validity. This assessment draws on different measures, depending on whether a construct is measured reflectively or formatively.

Evaluation of Measurement Models

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.7 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, *et al.*, 2019). However, Hair, *et al.*, (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.7 and above 0.50 were not deleted from the model.

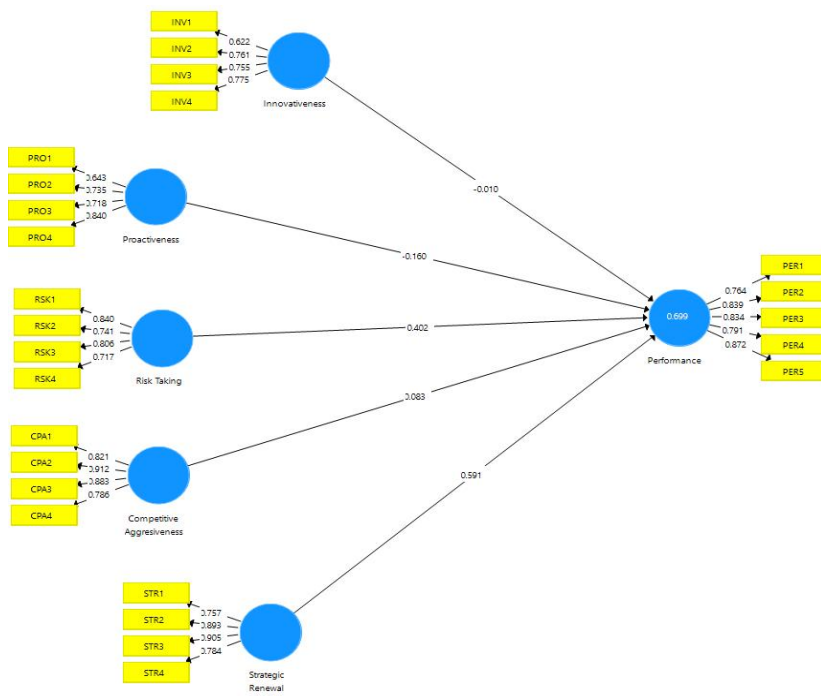


Fig 2: Indicator Loadings

Construct Reliability

To establish internal consistency reliability of the construct, Cronbach's alpha and composite reliability (CR) should be higher than the threshold of 0.7. It is clear from the table 4.4, that all the latent indicators are reliable since their values are higher than the threshold value of 0.7. As an alternative to Cronbach's alpha and composite reliability, Dijkstra and Henseler (2015) proposed rho A as an approximately exact measure of construct reliability, which usually lies between Cronbach's alpha and the composite reliability. Hence, rho A may represent a

good compromise if one assumes that the factor model is correct.

Convergent Validity

Convergent validity is the extent to which the construct converges in order to explain the variance of its items. To assess convergent validity, the average variance extracted (AVE) should be larger than 0.5. In table 4.3, all the constructs value of the average variance extracted AVE are larger than 0.5 which shows that our constructs satisfied the condition of convergent validity. It also indicates that the entire construct explains 50 percent or more of the variance of the items that make up the construct.

Table 2: Reliability of study scale

S/N	Variables		Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Innovativeness (INV)	INV1	0.622	0.716	0.820	0.534	4
		INV2	0.761				
		INV3	0.755				
		INV4	0.775				
2	Pro-activeness (PRO)	PRO1	0.643	0.756	0.825	0.544	4
		PRO2	0.735				
		PRO3	0.718				
		PRO4	0.840				
3	Risk taking (RSK)	RSK1	0.840	0.782	0.859	0.605	4
		RSK2	0.741				
		RSK3	0.806				
		RSK4	0.717				
4	Competitive Aggressiveness (CPA)	CPA1	0.821	0.873	0.913	0.726	4
		CPA2	0.912				
		CPA3	0.883				
		CPA4	0.786				
5	Strategic Renewal (STR)	STR1	0.757	0.857	0.903	0.701	4
		STR2	0.893				
		STR3	0.905				
		STR4	0.784				
5	Performance (PER)	PER1	0.764	0.879	0.912	0.674	5
		PER2	0.839				
		PER3	0.834				
		PER4	0.791				
		PER5	0.872				

Source: SmartPLS Output, 2023

Discriminant Validity

Discriminant validity is the extent to which a construct is empirically distinct from other constructs in the structural model. There are many traditional methods for discriminant validity assessment, such as cross loadings and the Fornell-Larcker criterion (Fornell & Larcker, 1981), but researchers are advised to apply the Heterotrait-Monotrait (HTMT) criterion (Henseler *et al.*, 2014). This is because traditional methods fail to indicate a

lack of discriminant validity, even when two constructs are perfectly correlated, rendering this criterion’s use ineffective for empirical research.

For this thesis, table 4.5 shows the HTMT criterion for all the latent constructs. The discriminant validity of the construct is valid if the upper bound of the 95% confidence interval of HTMT is lower than 0.9. From table 4.5, this condition is satisfied.

Table 3: Heterotrait-Monotrait Ratio (HTMT) Criterion

	Competitive Aggressiveness	Innovativeness	Performance	Pro-activeness	Risk-taking	Strategic Renewal
Competitive Aggressiveness	1.000					
Innovativeness	0.686	1.000				
Performance	0.697	0.447	1.000			
Pro-activeness	0.702	0.910	0.622	1.000		
Risk-taking	0.767	0.897	0.833	0.956	1.000	
Strategic Renewal	0.749	0.413	0.884	0.793	0.765	1.000

Source: SmartPLS Output, 2023

Assessment of the Structural Model

To assess the structural model, Hair *et al.* (2013) suggested looking at the R², beta, and corresponding t-values via bootstrapping procedure with a resample of 5000. They also suggested that, in addition to these basic

measures, researchers should also report the predictive relevance (Q²) and the effect sizes (f²). Figure 1 showed the structural model results, the loadings and the R² values for customer satisfaction and customer loyalty. The resample of bootstrapping procedure was done using 5000.

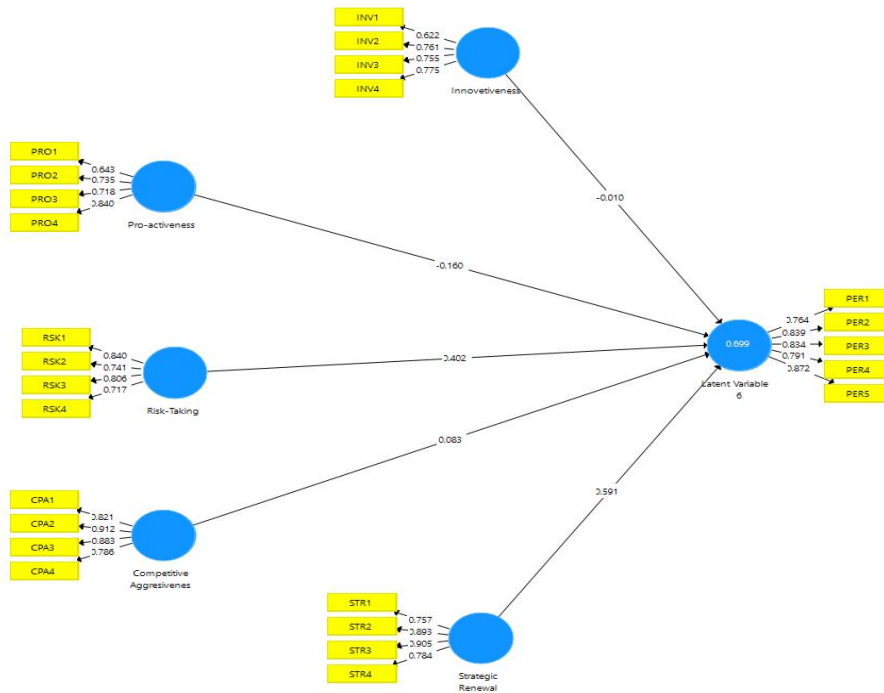


Figure 3. Structural Model

Test of Hypotheses

Table 4 below shows the path coefficient of the regression results using Smart Pls 3.2. This is the result for testing the five hypotheses of the study.

Table 4: Path Coefficient of the Model

Hypotheses	Beta	T Statistics	P Values	f ²
Innovativeness -> Performance	-0.010	0.177	0.859	0.000
Pro-activeness -> Performance	-0.160	2.450	0.015	0.023
Risk-making -> Performance	0.402	8.368	0.000	0.167
Competitive Aggressiveness -> Performance	0.083	1.614	0.107	0.010
Strategic Renewal -> Performance	0.591	9.177	0.000	0.387

Source: SmartPLS Output, 2023

Hypothesis One

H₀₁: Corporate innovativeness has no significant effect on performance of printing firms in FCT, Abuja, Nigeria;

The result from table 4.6 shows the coefficient of innovativeness as -0.010 with a p-value 0.859. This means that innovativeness has a negative and insignificant effect on performance of printing firms in FCT, Abuja, Nigeria. With this, there is no sufficient evidence to reject the null hypothesis since p-value is greater than 5%. Therefore, we conclude that innovativeness has no significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

Hypothesis Two

H₀₂: Corporate pro-activeness has no significant effect on performance of printing firms in FCT, Abuja, Nigeria;

The result also shows the coefficient of pro-activeness as -0.160 with a p-value 0.015. This means that pro-activeness has a negative and significant effect on performance of printing firms in FCT, Abuja, Nigeria. With this, there is sufficient evidence to reject the null hypothesis since p-value is less than 5%. Therefore, we conclude that pro-activeness has significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

Hypothesis Three

H₀₃: corporate risk taking has no significant effect on the performance of printing firms in FCT, Abuja, Nigeria;

The result from table 4.6 shows the coefficient of risk taking as 0.402 with a p-value 0.000. This means that risk taking has a positive and significant effect on performance of printing firms in FCT, Abuja, Nigeria. With this, there is sufficient evidence to reject the null hypothesis since p-value is less than 5%. Therefore, we conclude that risk taking has significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

Hypothesis Four

H₀₄: competitive aggressiveness has no significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

The result from table 4.6 shows the coefficient of competitive aggressiveness as 0.083 with a p-value 0.107. This means that competitive aggressiveness has a positive and insignificant effect on performance of printing firms in FCT, Abuja, Nigeria. With this, there is no sufficient evidence to reject the null hypothesis since p-value is greater than 5%. Therefore, we conclude that competitive aggressiveness has no significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

Hypothesis Five

H₀₅: Strategic renewal has no significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

The result from table 4.6 shows the coefficient of strategic renewal as 0.591 with a p-value 0.000. This means that strategic renewal has a positive and significant effect on performance of printing firms in FCT, Abuja, Nigeria. With this, there is sufficient evidence to reject the null hypothesis since p-value is less than 5%. Therefore, we conclude that strategic renewal has significant effect on the performance of printing firms in FCT, Abuja, Nigeria.

Next, the study assesses explanatory power of the model using coefficient of determination (R^2). With R^2 of 0.699, corporate entrepreneurship explains 69.9% of variance in performance of small and medium printing firms (see table 4.6). The R^2 ranges from 0 to 1, with higher values indicating a greater explanatory power. As a guideline, the R^2 values of 0.75, 0.50, and 0.25 can be considered substantial, moderate, and weak (Henseler *et al.*, 2009; Hair *et al.*, 2011). The R^2 values of 69.9 indicates a moderate explanatory power of the exogenous variables. The R^2 value is also significant at 5% level.

The f^2 assess how the removal of a certain predictor construct affects an endogenous

construct’s R² value. The assessment of the effect sizes (f²) shows significance of the relationships, but it does not show the size of an effect. Both substantive significance (f²) and statistical significance (p) must be

reported. To measure the effect size, Cohen's (1988) guidelines was used, which are 0.02 for small effects, 0.15 for medium effects, and 0.35 for large effects. Table 4.6 shows that all relationships had a medium effect.

Table 5: R² and Predictive Relevance of the Model

Endogenous Variables	R ²	Q ² (=1-SSE/SSO)	P Val.
<i>Performance</i>	0.699***	0.695	0.000

*Notes: ***(P<0.01), **(P<0.05), *(P<0.1)*

Source: SmartPLS Output, 2023

The predictive sample reuse technique (Q²) can also effectively show predictive relevance (Chin *et al.*, 2008). Based on the blindfolding procedure, Q² shows how well data can be reconstructed empirically using the model and the PLS parameters. In this thesis, Q² was obtained using cross-validated redundancy procedures. As a guideline, Q² values should be larger than zero for a specific endogenous construct to indicate predictive accuracy of the structural model for that construct. As a rule of thumb, Q² values higher than 0, 0.25, and 0.5 depict small, medium, and large predictive relevance of the PLS-path model, whereas a Q² less than zero means the model lacks predictive relevance. As shown in table 4.7,

Q² for both endogenous variables indicate acceptable predictive relevance.

Collinearity test and Predictive Power of the Model

Before assessing the structural relationships, collinearity was examined to make sure it does not bias the regression results. This was done using the Variance Inflation Factor (VIF). VIF values above 5 are indicative of probable collinearity issues among the predictor constructs, but collinearity problems can also occur at lower VIF values of 3 to 5 (Mason & Perreault 1991; Becker *et al.* 2013). Ideally, the VIF values should be close to 3 and lower. If collinearity is a problem, a frequently used option is to create higher order models that can be supported by theory (Hair *et al.*, 2016).

Table 6: Inner VIF Values of the Model

Variables	Performance
<i>Competitive Aggressiveness</i>	2.195
<i>Innovativeness</i>	2.266
<i>Pro-activeness</i>	3.697
<i>Risk-taking</i>	3.209
<i>Strategic Renewal</i>	3.000

Source: SmartPLS Output, 2023

From table 6, none of the VIF values is close to 5 which shows that they are no indication of probable collinearity issues among the predictor constructs for this thesis.

To assess the predictive power of the model, the PLS predict was employed. When interpreting PLS predict results, the focus should be on the model’s key endogenous construct (performance of small and medium printing firms), as opposed to examining the

prediction errors for all endogenous constructs' indicators. The prediction statistics used to test the predictive power of the model in this thesis is the root mean squared error (RMSE), which is defined as the square root of the average of the squared differences between the predictions and the actual observations.

To determine the predictive power, the thesis compare the RMSE values with a naïve the

recommended naïve benchmark (produced by the PLS predict method) uses a linear regression model (LM) to generate predictions for the manifest variables, by running a linear regression of each of the dependent construct's indicators on the indicators of the exogenous latent variables in the PLS path model (Danks & Ray, 2018). The test result is shown in table 4.9.

Table 7: Predictive Power of the Model

	RMSE		Q ² _predict	
	MV	LM	MV	LM
PER1	0.714	0.531	14.943	0.283
PER2	0.660	0.455	15.613	0.416
PER3	0.663	0.559	18.026	0.544
PER4	0.501	0.384	9.605	0.481
PER5	0.406	0.302	7.046	0.559

Source: SmartPLS Output, 2023

Since the majority of the dependent construct indicators in the PLS-SEM analysis produces higher prediction errors compared to the naïve LM benchmark, this indicates that the model has a low predictive power.

Discussion of Findings

The study found that there is positive and significant effect of corporate entrepreneurship on the non-financial performance of small and medium printing firms in FCT, Abuja, Nigeria. This implies that corporate entrepreneurship contributes positively to the performance of printing firms in FCT, Abuja- Nigeria. Also, corporate entrepreneurship contributes significantly to the performance of printing firms in FCT, Abuja. This finding is in line with the findings of Moruff et al (2019) and Adudu et al (2021) who found positive and significant effect of corporate entrepreneurship on performance. However,

none of the study on the empirical findings disagreed with the findings of this study.

The finding in this study is in tandem with Marshall's Approach to Entrepreneurship which believes that innovation and creativity are used in making minor changes in the market process and that production of large volume is necessary for economic growth (Schumpeter, 1942). This creates many players in the market place, and as a result creates equilibrium that brings about perfect competition and not monopolistic market.

The first finding revealed that innovativeness has negative and insignificant effect on non-financial performance of small and medium printing firms which implies that the management of printing firms in FCT have not been focusing on some areas of innovation such new product, methods, processes, tools, equipment and machinery, which can lead to new and better products, services and processes. This finding is in line

with that of Ernest and Sule (2020) who found that process innovation has a weak effect on sales growth of SMEs in Kogi State.

Pro-activeness also showed negative but significant effect on non-financial performance of small and medium printing firms in FCT Abuja, Nigeria. This implies that management of printing firms in FCT Abuja are being anticipating of future problems, needs or any change thereof as the findings from the study shows negative and significant effect on performance. This finding does not agree with the findings Adefulu et al., (2018), who found positive and significant effect of proactiveness on growth of selected small and medium scale enterprises.

The third finding revealed that risk taking has a positive and significant effect on non-financial performance of small and medium printing firms in FCT Abuja, implying that printing firms in FCT are venturing into unknown by engaging in calculated business related eventualities such as firms orientation to go for new initiatives for the purpose of corporate profit and performance at significant rate. This is consistent with the findings of Obioma, et. al., (2020) who found positive and significant effect of risk taking on performance of businesses.

Also, competitive aggressiveness revealed positive and insignificant effect on non-financial performance of small and medium printing firms in Abuja. This signifies that small and medium printing firms in FCT are highly concerned with action response attributes, including volume, speed, and duration, in order to reveal a more complete picture with regard to a firm's competitive propensity and advance theoretical parsimony. This is in line with the finding of Patrick and Kairo (2022) who found competitive aggressiveness to have positive influence on performance.

Lastly, the study found that strategic renewal had a positive and significant effect on non-financial performance of printing firms in FCT Abuja. This implies that rapid response

to changing the business model in proportion to the market and finding innovative ways that add value to the customers are on higher rate as the study found strategic renewal to be positive and significant. This is consistent with the finding of Asmaa (2021) who found positive and significant effect of strategic renewal on performance.

Conclusion and Recommendations

Based on the research findings, the study concludes that corporate entrepreneurship is a positive and significant factor that affects non-financial performance of printing firms in FCT, Abuja. The study also concludes that risk taking and strategic renewal can help firms maintain a reasonable level of performance. In line with the findings from the study, printing firms in FCT, Abuja need to be innovative and proactive in their business activities. Study also concluded that risk-taking, competitive aggressiveness and strategic renewal are among the tools of corporate entrepreneurship that enhance performance. This is because findings shows that printing firms in Abuja are taking-risk, highly competitive aggressive and strategic in business activities.

Based on the findings and conclusions above, the study recommends thus:

Printing firms in FCT, Abuja should increase their level of innovativeness by improving their knowledge, ideas, methods, processes, tools, equipment and machinery. Implementing this will leads to new and better products and services to increase performance as the result from the findings shows innovativeness has negative effect on performance.

That, printing firms in FCT, Abuja should increase their level of pro-activeness, corporate ability to adjust and alter situations, anticipate future implications, being opportunistic, continuous search for new market possibilities and opportunities as finding from the analysis revealed negative effect of pro-activeness on performance. The above, if implemented will lead to identifying potential issues and challenges before they become critical

problems. It will also have a positive reputation for being forward-thinking and innovative, which can attract talent and customers.

Furthermore, owners of printing firms in FCT, Abuja should continue with risk taking involvement - taking bold steps, by entering into the uncertain business environment and take advantage of the weakness of the business environment to create performance. The above, if implemented, will encourage innovation and creativity, which lead to competitive advantage, as it allows the organization to differentiate itself.

Printing firms in FCT, Abuja should not only intensify efforts to outperform rivals and/or aggressive responses to the actions of competitors by cutting costs, expanding to markets abroad, or upgrading existing products with new functions or additional services, but also establishing product or process solutions that address ecological constraints over competitors in yielding performance. This recommendation if implemented, will not only help these firms to establish dominance in their industry but will also disrupt competitors' strategies and create new opportunities for growth.

Finally, printing firms in FCT, Abuja should maintain the management philosophy of strategic renewal, with the intent of exploring and exploiting opportunities by making

modifications in structure, culture, and technology, in response to environmental changes, and to achieve the aspirations of the business. Implementing this recommendation will keep the firms relevant and adaptable in the long term as well as building trust and confidence among stakeholders.

Limitation of the Study

The study on effect of corporate entrepreneurship on non-financial performance of small and medium printing firms in FCT, Abuja - Nigeria. The study failed to use other sectors of the Nigerian economy such as banking, agriculture, education, etc. The study is limited to only registered small and medium printing firms in FCT, Abuja and used non-financial performance of the firms.

Suggestion for Further Studies

There are several potential opportunities to be considered in the future for further studies and improvements. Subsequent studies can focus on other sectors of the Nigerian economy with specific focus on financial performance aspects. This may include: return on assets, return on equity and return on investment. Similarly, further studies can be carried out to evaluate the effect of corporate entrepreneurship on other related sectors outside the FCT, Abuja.

REVIEWER'S GENERAL COMMENT

Publish with minor corrections



Professor Ifeanyi Onyeonuru

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MICRO-ENTREPRENEURS PERCEPTION ON ADOPTION OF SIMULATION FOR INVENTORY MANAGEMENT OPTIMIZATION IN LAGOS, NIGERIA

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Abstract

This study investigated the perception of different categories of micro-entrepreneurs on the possibility of adopting the simulation process for inventory management optimization in Lagos, Nigeria. The essence of the study was to assess the perception of selected micro-entrepreneurs in Lagos in terms of perceived usefulness and perceived ease of use of the simulation process as an alternative operations research technique for achieving optimality in inventory management. To accomplish the objective of the study, the quantitative descriptive survey research design was used and data were collected with the use of a structured questionnaire which was randomly administered to the micro-entrepreneurs in the study area. The responses to the administered questionnaire were analyzed using both deductive and inductive statistical tools particularly custom frequency table, independent samples t-test, and Mann-Whitney U test with the aid of SPSS. The findings revealed an overall mean value, $\bar{x} = 3.6877$ for micro-entrepreneurs perception which is strongly positive but there is no statistical evidence to support a difference between the perceptions of the two categories of micro-entrepreneurs investigated in the study area on possible adoption of simulation process for inventory management optimization, M-W U test, $U = 128346.000$, $N_1 = 342$, $N_2 = 758$, $Z = -0.263$, $p = 0.792 > 0.05$; and $U = 129311.500$, $N_1 = 342$, $N_2 = 758$, $Z = -0.063$, $p = 0.950 > 0.05$, two-tailed. The study, therefore, concluded that the simulation approach to managing inventories will be embraced by micro-entrepreneurs if introduced to them through entrepreneurial resources management education programs.

Key Words: Inventory Management, Micro-Entrepreneurs, Optimization, Perception, Simulation.

1.0 Introduction

Every business enterprise usually strives to achieve optimality in its operations to survive, grow, and expand functionally and competitively. However, only a few enterprises can continue to operate competitively in today's highly competitive business atmosphere without inventory management optimization. The reason, according to Osagie and Icheme (2018) is that about 75% of the scarce resources of every business firm are sunk in the production unit of the business in the form of current assets and inventories. Although Cvetkoska (2016) argues that enterprises with valuable, rare, and inimitable resources have the potential to

achieve superior or optimal performance Ezema and Amakom (2012) noted that enterprise resources should not only be valuable, rare, and inimitable to facilitate optimal performance, but the enterprise must also have an appropriate optimization tool and strategy in place to take advantage of its available scarce resources. Hence, there is a need for business operators to adopt appropriate optimization techniques in managing their scarce resources, particularly in the form of inventories.

Going by the SMEDAN-NBS 2021 MSMEs survey report, the growth of different categories of micro businesses is fast and the

impact on the economy is increasingly significant. Hence, micro-enterprises were regarded as the bedrock of the Nigerian economy. As of 2020, out of 39.7 million MSMEs in Nigeria, micro-enterprises accounted for 96.9% of the total and 87.9% of employment. However according to Lining and Ying (2018), how to manage inventories effectively and efficiently has often been a critical challenge for micro-enterprises. Their inability to optimize inventory management decisions was attributed to a lack of a formalized inventory control system and the complexity of the traditional inventory management models in use over the years, among other factors. This certainly calls for consideration of an alternative method of inventory management optimization that is relatively easier to adopt for an average micro-enterprise operator.

Previous studies on the adoption of operations research optimization techniques such as Eunjin *et al.* (2008); Agrawal *et al.* (2010); Seyedmasoudhosseini *et al.* (2013); Knowles *et al.* (2015); and Priyan (2017) among many other researchers have focused more on the applications in large enterprises, with very low emphasis placed on the applications in micro and small scale enterprises. However, the need for the adoption of various optimization techniques particularly simulation for inventory management by operators of micro-enterprises (micro-entrepreneurs) in developing countries, such as Nigeria cannot be over-emphasized according to Hugo *et al* (2016). Recent trends in different forms in Nigeria have revealed the amount of importance and interest attached to micro-enterprises by the government, educational institutions, and corporate bodies (Osagie & Icheme, 2018).

However, the adoption of any resource management optimization technique requires some degree of positive perception on the part of the adopters. However, there is scarce literature evidence to show that micro-enterprise operators have the right perception

of the use of well-established optimization techniques that they can adopt in managing their inventories for best results. Several studies in the past have identified the need for inventory management improvement among micro and small enterprises, but the focus has been on the use of the traditional inventory management model which involves a lot of mathematical complexities (Lining *et al*, 2008; Adeyemi *et al*, 2010; Agarana *et al*, 2016; and Daniel *et al*, 2018). As such, the achievement of optimality in inventory management which should ultimately boost enterprise overall performance in the opinion of the researcher cannot be assumed without the use of well-established optimization techniques particularly, the simulation process. SMEDAN-NBS in the 2017 micro, small, and medium enterprises (MSMEs) national survey reported: "Unfortunately in Nigeria, MSMEs have performed below expectation due to a combination of problems which may be innate with the operators". This calls for finding alternative approaches to managing their resources for optimal performance.

The implication of not achieving optimality in inventory management in micro-enterprises is evident in the high rate of failure of micro and small enterprises within a few years of establishment. According to the US Small Business Administration (SBA) report (2020), one out of three micro and small enterprises in Nigeria failed within the first 18 months of operation. This assertion of SBA affirms the findings of Gage (2012) and Strangler (2016) that about 75% of micro and small enterprises usually fail. In order therefore, to improve the prevailing situation in the 21st-century micro-enterprise ecosystem, this study focused on the investigation of the perception of micro-enterprise operators as one of the key predictors of their attitude towards adoptability of the simulation process as an alternative approach for inventory management optimization which does not involve complex mathematical computations.

2.0 Objectives and Hypothesis

Development

The primary objective of this study is to assess the perception of different categories of micro-entrepreneurs on the possible adoption of a simulation process for inventory management optimization in Lagos, Nigeria. While the adoption of the simulation process for inventory management constituted the dependent variable of the study, the independent variable is micro-entrepreneurs' perception which was measured with the proxies- perceived usefulness and perceived ease of use.

To provide a tentative answer to the research question which is specifically what the perception of micro-entrepreneurs is on the possibility of adopting simulation for inventory management optimization, the null hypothesis that follows was formulated and tested for the objective of the study to be achieved.

H₀: There is no significant difference in the perception of different categories of micro-entrepreneurs on the possible adoption of simulation process for inventory management optimization

3.0 Literature Review

3.1 Micro-Enterprises in Perspective

Different people and nations have described what a micro-enterprise is differently based on several factors. However, the researcher has adopted the description given by SMRDAN-NBS (2021) that a micro-enterprise is any business with a staff strength of 3 to 9 people, a total asset of not more than ₦10m exclusive of land and buildings, with a turnover of between ₦3m to ₦25m.

Micro-enterprise operation is a serious factor in enhancing the quality of life in developing countries as most of them provide for the areas in the locality of their setup. They allow poor families to earn a living and serve their localities by offering to them, goods and services. Micro-enterprises have assisted

many individuals to live a life of dignity and lessen poverty (Shantanu & Londhe, 2014). Hence, a comprehensive strategy for raising the average living standard of the population must include micro-enterprises. Micro-enterprises include small wholesale businesses, retail shops, cottage businesses, transport businesses, agriculture and education businesses among others that are involved in a pronounced diversity of small-scale trade, services, and repair activities.

According to Shantanu and Londhe, (2014), there are three primary activities that micro-enterprises can engage in. These are generally categorized as production, trading, and rendering services. As adopted by the researcher, however, micro-enterprises in Nigeria have been categorized by Fate Foundation (2019) into the following two basic sector categories based on the operational activities they engage in.

1. **Primary Sector:** This comprises micro-enterprises engaged in Education, Agriculture, Entertainment, Hospitality, Manufacturing/Production, Food and Drink Services as well as health and Social works.
2. **Secondary sector:** This captures micro businesses involved in Financial Technology, Hardware Technology, Unique Services, and Green Businesses.

Motivations and Challenges of Micro-Enterprises

The most important motivational reasons for micro-business ownership include but are not limited to growing income, becoming own boss, and demonstrating that the operators can do well in business. However, certain necessary and critical conditions for success or high performance in micro-business operations were described to be a reputation for trustworthiness, providing good customer relation services, possessing good managerial skills, responsiveness to customers, and hard work. Among the challenges encountered by micro-entrepreneurs in operating their enterprises include the following.

- i. Undependable (unreliable) employees
- ii. Strong competition
- iii. Poor management skills and training
- iv. Inadequate infrastructure
- v. Insufficient cash flow and limited access to fund
- vi. Limited input and output market
- vii. Regulatory challenges
- viii. Multiple taxations
- ix. Corruption

3.2 Inventory Management Concept

According to Stevenson (2010), inventory management is a word that a firm adopts to manage its investment in inventory. It includes keeping track of and tracking stock levels, predicting demand for the future, and determining when and how orders might be filled (Adeyemi & Salami, 2010). As a result, inventories refer to things that are stored for sale or that have not yet been used in the production process, whereas an inventory system depends on the specific level that must be maintained, the timing of stock replenishment, and the nature of the order size. Every inventory policy aims to lower inventory carrying costs while also maintaining the availability of sufficient amounts of high-quality products to meet customer needs (Ehrhardt & Brigham, 2011). To Ghosh and Kumar (2003), inventory is a stock of items that a company keeps on hand in case a need arises in the future. In essence, inventory management strives to improve customer service, which is accomplished by preventing stock out due to market elasticity. The importance of inventory management in all corporate processes, including operations, marketing, accounting, and finance was emphasized by Brag (2005) in support of this description.

Resources must be used to the fullest extent during activities that can generate revenue for an enterprise to be sustainable. Making wise selections about inventory management will maximize organizational effectiveness, save bench time, and increase the ability to reduce costs and maximize profits. It is both economically unsound and practically

impractical to expect goods to enter a system at the same moment that a demand arises. And lacking inventory at hand (i.e. shortage of inventory), the time it would take for consumers' orders to be filled would be very long leading to loss of sales and creation of avoidable idle or bench time. Similarly, excess inventory is practically not desirable as it leads to increased holding costs, stock pilfering or spoilage, and tied-down capital. To ensure that resources are provisioned in advance of business needs and alignment with overall business priorities and objectives, it is necessary at this level to have a high-level understanding of the tools or methodologies that can be used in the implementation of business-policy-oriented resource

provisioning. This informs the greatest possible inventory management decision as a technique that will provide a clear formulation of the criteria that will guide the choices and thereby rationalize the decision-making process (Farzaneh & Mousa, 2016).

Types of Inventory

Inventories were categorized by Vohra (2008) based on their intended use. Inventories, according to him, may be kept for a variety of reasons, but in general, an enterprise can employ any of the following five different types of inventories to fulfill these needs.

1. Movement Inventories

Transit inventories are another name for these. Because a significant quantity of resources must be transferred during transportation, businesses are unable to serve customers while items are moving.

2. Buffer Inventories

This is sometimes referred to as reserve stock. This is a store of essential goods that a government builds up when supplies are abundant and prices are low, holding it for use when supplies are scarce to set the price. To guard against the uncertainties of demand and supply, buffer inventories are kept. The average is often known by an organization, and it

may even be exceeded. Stocks can be stored more than typical or anticipated demand to meet this kind of event. Although the lead time may be known, occasionally unforeseen occurrences may cause the lead time to change.

3. Anticipation Inventories

These stockpiles are kept in anticipation of increased product demand. This problem arises when a business starts producing specialized goods before the appropriate season for them arrives, such as when producing umbrellas and raincoats before the rainy season arrives.

4. De-Coupling Inventories

This will disconnect several manufacturing system components. To stop the processing of these devices, inventories are kept between each one. Different individuals and equipment typically operate at various speeds, ensuring that production continues even when a machine malfunctions. In the face of fluctuating work rates and equipment malfunctions, the decoupling of inventories has a calming effect.

5. Cycle Inventories

Instead of being kept for the precise amounts that could be required at a given moment, these inventories are kept for purchases that are typically done in lots. There wouldn't be any cycle inventories if every purchase was made precisely when it was needed.

Reasons for Holding Inventory

According to Banjoko (2004), business enterprises maintain inventories for several reasons, including but not only restricted to the following seven reasons he lists.

- i. To improve the constant material need and flow in the production system
- ii. To cater for disparities in product requisition.
- iii. To accommodate production scheduling flexibility

- iv. To separate successive tasks or operations stages
- v. To smooth out production operations
- vi. To offer a method of protection against upcoming price and delivery fluctuations
- vii. To give room for getting a reasonable quantity of items to enjoy related discounts.

The Lean Theory and Inventory Management

According to Wangari (2015), the theory contends that inventory management is a crucial part of every supply chain. The just-in-time concepts are extended by the lean theory, regardless of whether the supply chain is for a product or a service. The idea explains how producers may make orders with more freedom, hold fewer inventories on-site, and pay no carrying costs for inventory.

Lean theory is a technique for organizational transformation that is used to boost profits; it was developed in Japan by Taiichi Ohno of the Toyota Production System. After the Second World War, Japan's manufacturing industry was subjected to restrictions that prompted Taiichi Ohno to establish a new form of production method that was superior to mass production at the time (Rattner, 2006). The approach entails using just half of the labor, area, stock, and time required for product creation compared to mass manufacturing. Additionally, it produces a wider range of products with fewer flaws. The key to redeploying resources that have been freed up, as the author pointed out, is that these changes are anticipated to lead to higher sales. To enhance profit, lean thinking is the goal (Rattner, 2006).

Inventory management is crucial in balancing supply and demand among all supply chain participants, eventually enabling flexibility in dealing with both internal and external events in the modern, globally integrated company world. The majority of the enterprises investigated do not apply even the most fundamental inventory control principles and practices, which continues to be a serious

issue for industry in developing nations (Wangari, 2015). Order lead times cannot be calculated with any degree of precision due to the reliance on imported industrial raw materials and parts, as well as the pervasive bureaucratic delays and related communication issues in developing nations (Chen, Frank, & Wu, 2007).

The notion has been criticized since it can only be put into practice when a corporation and its trading partners work closely and for a long time to share information (Floyd, 2010)

3.3 Entrepreneurial Perception

To give their surroundings meaning, people organize and interpret their sensory impressions through the process of perception. To put it another way, perception is the process of becoming conscious of one's surroundings via one's senses. A person's response to events depends on how he interprets what is going on around him. Two entrepreneurs can view the same thing and interpret it differently in their business context, which is explained by entrepreneurial perception. To give meaning to apparent problems involves studying and interpreting them. The motivations, interests, cultural context, value system, memories, fantasies, expectations, background, and previous experiences of entrepreneurs all have a role in how they analyze and interpret a sensual reception. As a result, since the nature and intensity of these impacts vary, different entrepreneurs will view the same business opportunity as it is presented in the same context. As a result, perception is a person's perception of reality, which is subjective rather than objective.

People's behavior is dependent more on their impression of reality than reality itself, which makes perception extremely essential. It is crucial to entrepreneurship because it increases the likelihood that someone will engage in an entrepreneurial activity if they have a favorable impression of it (Gem, 2010). Endogenous and exogenous factors will both have an impact on how a person views

entrepreneurship. Endogenous factors are those under a person's control and have to do with personality and character. The exogenous factors relate to environmental issues like taxation rates, inflation, and regulatory laws and are out of a person's control. Even though these elements may have an impact on everyone, those who have a positive view of entrepreneurship will believe they have what it takes to overcome any potential obstacles (Moy, Luk, & Wright, 2003)

The objectives a person set for themselves and the results they anticipate from their efforts are determined by how they perceive themselves and their surroundings. A prerequisite for an entrepreneurial mindset is the perception of an opportunity, together with the will and resources to take advantage of it. People who start their businesses see profitable prospects where others do not. Entrepreneurs are known to view circumstances as having lower risk. They concentrate on their advantages and strengths rather than their flaws and external dangers.

Implications of Perception for Entrepreneurial Managers

Operators of enterprises must be conscious of the following perception-informed attitudes while managing enterprise operations for optimal decision-making and excellent performance

- i. The way the workforce behaves is not determined by how their workplace truly is but rather by how they perceive or think it to be.
- ii. More than the actual situation, the workforce's perception of their work environment will affect how productive they are.
- iii. Job satisfaction, turnover, and absenteeism of the workforce are responses to their individual personal perceptions.

3.4 Simulation Process and Optimization

Through the process of simulation, an issue is studied by building a model of the process involved, and the best answer is then sought through a series of planned trials and errors. Simulation is the replication of a real-world object or situation (Fourie, 2007). Simulation makes an effort to mimic some aspects of the behaviour of a real-world or abstract system using the actions of another system. Numerous simulation applications exist, including modeling natural and social systems to understand how they function (Okonkwo, 2010). In safety engineering and technology, simulation can be used to test some real-world practical scenarios. This concept is distinctive in that the future real impacts of some potential scenarios can be demonstrated through simulation utilizing a stimulator or other experimentation with a hypothetical setting. This process can be challenging or time-consuming at times. When actual experimentation is not practical or the model cannot be solved, simulation is utilized (Barwa, 2015)

Advantages of Simulation

There are various advantages associated with the use of simulation which includes but are not restricted to the following

- a. It provides descriptive results instead of optimal results so that one can ask “what if” type of questions, especially in deterministic simulation models where thorough sensitivity analysis of such a model can enable the manager to gain insight into the problem areas that need urgent and careful alternatives.
- b. Through sensitivity analysis, it allows management to specify its profit and growth objectives.
- c. It assists in finding quality control issues in the manufacturing process, suggests methods that might increase performance, and also points up potential areas for improvement and training that can get rid of production bottlenecks.
- d. Through retrospective simulation it helps a company to use a file of historical data to simulate how each of some identified

alternatives to a problem would have operated in the past and also to use such data to correct for future trends, thereby enhancing quality management decisions.

- e. It saves time especially when computers are used

4.0 Methodology

This study focused on the perception of selected micro-entrepreneurs, in Lagos, Nigeria concerning the possible adoption of a simulation process for inventory management optimization. The data used for analysis in the study were collected from 1100 micro-enterprise owner managers exclusively selected with the use of a structured closed-ended questionnaire. The study population comprised 3,329,156 micro-entrepreneurs who were the owners of the same number of micro-enterprises surveyed in Lagos State by SMEDAN-NBS (2017). The sample size was determined using Slovin’s formula as cited in Serakan (1992) and drawn from the study population with the use of both stratified and random sampling techniques. Deductive and inductive statistics were used to analyze the data collected. The hypothesis was tested independent samples t-test, and Mann-Whitney U test with the aid of Statistical Package for Social Sciences (SPSS).

The study was confined to the fundamental issue of perception is significant to the adoptability of the simulation process as an alternative technique for handling daily inventory management decision problems in micro-enterprises across Lagos State as a case study. Lagos being the largest economic hub in West Africa and the fourth-largest economy in Africa with over 60% of Nigeria's industrial investments according to Oluwole (2021) was considered appropriate for the study.

5.0 Results and Discussion

5.1 Micro-Entrepreneurs' Perception (Objective)

To assess the perception of different categories of micro-entrepreneurs on the possible adoption of simulation process for inventory management optimization

Table 5.1 presents the deductive group statistics on micro-entrepreneurs' perception in the study area. Perceived usefulness and perceived ease of use were used to measure perception on a 5-point scale. The criteria used for the deductive analysis were: $0.00 \leq \bar{x} \leq 1.20$ (Not Sure), $1.21 \leq \bar{x} \leq 2.01$ (Disagreed), $2.02 \leq \bar{x} \leq 2.82$ (Strongly Disagreed), $2.83 \leq \bar{x} \leq 3.64$ (Agreed), and $3.65 \leq \bar{x} \leq 4.99$ (Strongly Agreed). From the data output in tTable5.1, micro-entrepreneurs in the primary and the secondary sectors had $\bar{x} = 3.9068$, and $\bar{x} = 3.8041$ respectively concerning the perceived usefulness of the simulation process for inventory management decisions. The implication of this is that both categories of micro-entrepreneurs in the study area strongly perceived that the use of the simulation process will achieve effective and efficient inventory management decisions thereby improving business performance

through cost minimization, increased turnover, and improved profit margin.

Similarly, the data on the perceived ease of use of the simulation process for inventory management decisions as captured in table 5.1 revealed that micro-entrepreneurs in the primary sector had $\bar{x} = 3.5231$ and those in the secondary sector had $\bar{x} = 3.5168$. This means that the selected micro-entrepreneurs in both categories perceived that the simulation process is not difficult to learn, understand, and use for inventory management decisions to achieve optimality. They also perceived that the simulation process does not require a lot of mental effort to become skillful in its use for inventory management decisions.

Overall, $\bar{x} = 3.6877$ and by implication, it means that the selected micro-entrepreneurs in the study area strongly perceived that the simulation process is useful and not so difficult to use to achieve optimality in inventory management. Hence, adopting the simulation technique is possible within the micro-enterprise ecosystem with the necessary training.

Table 5.1: Deductive Group Statistics on Micro-Entrepreneurs' Perception

Variable	Sector	N	Mean	Std. Dev.	Std. Error Mean
Perceived usefulness	Secondary sector	342	3.8041	1.11550	.06032
	Primary sector	758	3.9068	.91698	.03331
Perceived ease of use	Secondary sector	342	3.5168	.68652	.03712
	Primary sector	758	3.5231	.70228	.02551

Source: Researcher's Field Survey, SPSS Output (2022)

5.2 Test of Hypothesis

H₀: There is no significant difference in the perception of different categories of micro-entrepreneurs on the possible adoption of simulation process for inventory management optimization

To test H₀, the researcher used the independent samples t-test and Mann-Whitney U test. As can be seen in Table

5.2, an independent samples t-test was performed to test if a mean difference between the two categories of micro-entrepreneurs being studied exists. The assumption of homogeneity of variances was tested and satisfied via Levene's F test, $F(1098) = 19.27$, $p = 0.051 > 0.05$ for perceived usefulness, and $F(1098) = 0.21$, $p = 0.647 > 0.05$ for perceived ease of use.

For the perceived usefulness pooled t-test result, the independent samples t-test was associated with a statistically insignificant difference, $t(1098) = -1.604$, $p = 0.109 > 0.05$ with a mean difference of -0.10268 which falls within the 95% confidence interval of difference, -0.22831 to 0.02295 . For perceived ease of use pooled t-test result, the independent samples t-test was also associated with a statistically insignificant difference, $t(1098) = -0.138$, $p = 0.890 > 0.05$ with a mean difference of -0.00627 which also falls within the 95% confidence interval of difference, -0.09541 to 0.08287 . As such, there is no statistical evidence to support a significant difference between the perceptions of the two categories of micro-entrepreneurs in the study area on the possibility of adopting a simulation process as a technique for optimal inventory management decisions. Hence, the null hypothesis cannot be rejected. Similarly, Table 5.3 and Table 5.4 present the results of the Mann-Whitney U test to also test if there is a difference in the rank

sum of the two categories of micro-entrepreneurs in the study area concerning their perception of the possible adoption of the simulation process as a technique for inventory management optimization. The results revealed that there is no statistically significant difference in the perceptions of the two categories of micro-entrepreneurs studied on the possibility of adopting simulation process for optimal inventory management decisions, $U = 128346.000$, $N_1 = 342$, $N_2 = 758$, $Z = -0.263$, $p = 0.792 > 0.05$, two-tailed, for perceived usefulness and $U = 129311.500$, $N_1 = 342$, $N_2 = 758$, $Z = -0.063$, $p = 0.950 > 0.05$, two-tailed, for perceived ease of use. Therefore, the null hypothesis (H_0) was conferred that there is no significant difference in the perception of different categories of micro-entrepreneurs on the possible adoption of simulation processes for inventory management optimization in the study area.

Table 5.2: Independent Samples t-Test on Micro-Entrepreneurs' Perception

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
PU	Equal variances assumed	19.27	.051	-1.604	1098	.109	-.10268	.06403	-.22831	.02295
	Equal variances not assumed			-1.490	557.2	.137	-.10268	.06890	-.23802	.03266
PEOU	Equal variances assumed	.210	.647	-.138	1098	.890	-.00627	.04543	-.09541	.08287
	Equal variances not assumed			-.139	671.6	.889	-.00627	.04504	-.09471	.08216

Source: Researcher's Field Study, SPSS Output (2022)

Table 5.3: Mann-Whitney U Test on Perceived Usefulness

	Sector	N	Mean Rank	Sum of Ranks
Perceived usefulness	Secondary sector	342	546.78	186999.00
	Primary sector	758	552.18	418551.00
	Total	1100		

Test Statistics

	PU
Mann-Whitney U	128346.000
Wilcoxon W	186999.000
Z	-.263
Asymp. Sig. (2-tailed)	.792

a. Grouping Variable: Sector

Source: Researcher's Field Study, SPSS Output (2022)**Table: 5.4: Mann-Whitney U Test on Perceived Ease of Use**

	Sector	N	Mean Rank	Sum of Ranks
Perceived ease of use	Secondary sector	342	551.40	188577.50
	Primary sector	758	550.10	416972.50
	Total	1100		

Test Statistics

	PEOU
Mann-Whitney U	129311.500
Wilcoxon W	416972.500
Z	-.063
Asymp. Sig. (2-tailed)	.950

a. Grouping Variable: Sector

Source: Researcher's Field Study, SPSS Output (2022)**6.0 Conclusion and Recommendation.**

The study found, that the majority of the micro-entrepreneurs in the study area were ready and willing to adopt the simulation process, based on their positive perception that using the simulation process as an alternative approach to inventory management in general will result in greater effectiveness and efficiency for improved business performance. The study concluded that the predictor variable was significant to the dependent variable that was investigated in the study area going by the various results of its analyses and investigation into micro-entrepreneurs' perceptions of potential adoption of simulation for inventory management optimization in Lagos, Nigeria. This suggested that micro-entrepreneurs perception influences how much they

embrace and use simulation processes for optimizing inventory management.

It is recommended that the various stakeholders saddled with the responsibility of promoting micro-enterprises in Nigeria should step up their game on awareness campaign and begin concentrated training on the application of simulation process for inventory management optimization decisions by way of regular seminars and periodic training workshops for micro-enterprise and small business operators.

Abbreviations**GEM:** Global Entrepreneurship Monitors**H₀:** Null Hypothesis**MSMEs:** Micro, Small, and Medium Enterprises**NBS:** National Bureau of Statistics**SBA:** US Small Business Association**SPSS:** Statistical Package for Social Sciences \bar{x} : Mean of means

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EFFECTS OF PROACTIVENESS ON THE PERFORMANCE OF SELECTED SMALL AND MEDIUM SCALE HOSPITALITY BUSINESSES IN OGUN STATE, NIGERIA**KEINDE, TAIWO OLUBUNMI & ADENUGBA OLUBUNMI**

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Abstract

The work examined the effects of proactiveness on the performance of selected small and medium scale hospitality businesses in Ogun State, Nigeria. Survey research design was adopted for the study. The study was carried out among selected hotels/guests houses in three (3) cities in Ogun State, namely: Abeokuta, Sagamu and Ijebu Ode. A total of twenty-five (25) hotels/guest houses were purposively selected from the prominent hotels/guest houses in the study area. Primary data was collected with the aid of three (3) structured questionnaires, administered to 350 respondents (25 Managers, 75 Employees and 250 Customers). Data collected were analyzed using both descriptive and inferential analytical tools. Findings revealed that proactiveness has a significant positive effect on performance ($p=0.05$) of the selected small and medium scale hospitality businesses in Ogun State, Nigeria. The study concluded that proactiveness had a significant positive effect on the performance of selected small and medium scale hospitality businesses in Ogun State, Nigeria. It was recommended that proactiveness of employees should be encouraged. Such encouragement could be a self-recognition of staff effort and provision of incentives to stimulate healthy competition among employees for result oriented cause. Such rewards for proactiveness among employees should be rated on generally acceptable standard and norms within the industry.

Keywords: Proactiveness, SMEs, Performance, Hospitality, Businesses**Introduction:**

The significance of small and medium enterprises in Nigeria cannot be over-emphasised. This is due to the fact that production needs prompted by consumption needs of a developing nation are in a large scale taken care of by SMEs (Kenney and Mujtaba, 2017). The effect of SMEs are clearly expressed in the Gross Domestic Product through full employment, income distribution, the development of local technology, better utilization of indigenous resources, economic growth, industrialization and rural development. However, despite their contribution to the national economy, fast-changing and intense worldwide competitive environment have placed Nigerian SMEs in a vulnerable position. To deal with these challenges previous research findings have suggested corporate

entrepreneurship (CE) indicators such as proactiveness as a key ingredient for organizational success and have been found to lead to higher performance (Wiklund and Shepherd, (2019).

SMEs, by number, dominate the world business stage. Estimates suggest that more than 95% of enterprises across the world are SMEs, accounting for approximately 60% of private sector employment (Ayub, 2020). Japan has the highest proportion of SMEs among the industrialized countries, accounting for more than 99% of total enterprises (Economist Intelligence Unit, 2018). India, according to its Ministry of Micro, Small and Medium Enterprises, had 13 million SMEs in 2008, equivalent to 80% of all the country's businesses (Goedhuysa and Veugelers, 2018). In South Africa, it is

estimated that 91% of the formal business entities are SMEs. (Akande and Oladejo, 2020). Estimated data for the 27 countries in the European Union (the EU-27) also illustrate the importance of SMEs. They account for 99.8% of all enterprises, employ 67% of all workers and contribute 58% of gross value added (GVA) which is defined as the value of their output less the value of intermediate consumption and an important factor in GDP.

The hotel industry is a global sector (with significant growth expectations) which caters for a majority of people, and with a majority of employees working to achieve its objective. In Ogun State, Nigeria, in particular, the hotel industry has experienced an upsurge in growth and development in recent times, and it is expected that the industry will continue to grow rapidly, as characterized by population growth in the community and the influx of local tourists to the environs (Akpabio, 2017). This paradigm shift in tourism development puts an extra burden on tourism industry practitioners in the expansion in technology, acquisition of resources, and production methods, which in turn put tremendous pressure on both the environment and existing infrastructure and create further environmental impacts on existing climatic conditions.

Statement of the problem:

In Nigeria, entrepreneurial ventures have a low survival rate as entrepreneurs start their ventures but are unable to turn them into sustainable businesses. Also, most new SMEs in Nigeria do not move from the first stage of existence which is take off stage to other stages such as survival stage, and resource maturity stage (Fatoki, 2018). Several characteristics and factors have been identified to be key determinants of SMEs performance. Such factors include funding, infrastructure, training, managerial skills, technology etc in spite of these effort the desired expectations has not been achieved. Akehruste *et al.*, (2019) posits that the

constraints to SME performance in Nigeria are infrastructural deficiencies such as electricity outages which cause damage to machinery and equipment, and transport bottlenecks which hamper their access to markets. Consequently, most firms rely on self-supply of electricity by using generators, which escalate their costs of production. There are also the problems of limited access to finance for expansion and new product development, inability to engage in new ideas and creative processes, and failure to adopt newness of technology, which have made the small and medium enterprises supply its customers with the same sets of old unreliable products/ services.

Entrepreneurial pro-activeness has been identified to underpin firm's growth, but several studies such as (Anderson and Eshima, 2017; Ayub *et al.*, 2020) on entrepreneurial pro-activeness-growth nexus have provided mixed results based on the aggregated dimensional measure of entrepreneurial orientation. Despite the importance of SMEs, pro-activeness of entrepreneurs have been poor which is evident in poor scanning for change, low discovery of future opportunities, low level of alertness and poor capability to anticipate competitors' needs. All these have hampered SMEs performance in Nigeria, and this gives rise to the need to investigate it further.

Furthermore, from the statistics available in SMEDAN (2017), more than 90 per cent of Micro, Small and Medium Enterprise in Nigeria are informal, have autonomy issues and lack of strategic direction in their businesses which affects performance. Today it is widely claimed that entrepreneurship is a vital component in the process of economic growth and development (Carter, *et al.*, 2021).

Significance of the study:

Findings from this work will be useful to business owners, academics, policy makers, by providing empirical insights on the effect of proactiveness and how they influence the

performance of SMEs most especially the hospitality industries.

Small and medium scale hospitality business owners and managers in Ogun State, as well as those in other parts of Nigeria and some developing countries of Africa, at large, will benefit from the findings of this study in that it will provide them an insight into the benefits of using innovation parameter studied in this work to predict the factors that affect the performance of SMEs. The findings from this study would be beneficial to the Nigeria Government, particularly Ogun State. Tourism is a veritable source of income to national development and it is linked to the hospitality businesses. This will generate income and boost the hospitality businesses in the state. Ogun State is a tourist centre that has special occasions like the annual Ojude Oba celebrations, the Olumo Rock, Osogbo Shrine, etc, these attract people for visitation, thereby lodging in the hotels and guest houses. This will boost the hospitality industry in the state. Finally, this study will be of great importance to policy makers, as it would assist policy makers on how to formulate policies that will encourage more establishment and expansion of small and medium enterprises in order to create employments for the youths as well as equip them with modern infrastructure.

Review of related literature:

Conceptual Review:

The concept of Proactiveness

Entrepreneurial managers play an important role to engage in opportunistic expansion through providing the necessary guidance, imagination and vision. Proactiveness is the capacity to act before others in product introduction, capturing new markets or resources tapping, which are vital ingredient of entrepreneurship, in which an entrepreneur seeks new opportunities which are new to the current operations of the business (Narver *et al.*, 2017; Olson, Slatter and Hult, 2019). Any

organization that adopt proactiveness in its strategies is able to achieve, maintain and gain competitive advantage in an emerging market environment. Proactiveness in a flooded market needs a firm to be the first in establishing new needs or introducing new commodities often to be able to have new approaches to achieve sustainable competitive advantage (Porter, 1980).

According to Rauch, Wiklund, Lumpkin and Frese (2019), “proactiveness is an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand” (Opportunity-seeking). This includes the ability to recognize these various opportunities and forecast trends within both the internal and external environment. Taking initiatives by pursuing upcoming chances and participating in emerging markets is also associated with the proactive dimension of entrepreneurship (ability to take initiatives) (Miller, 1983; Covin and Slevin, 2017; Lumpkin and Dess, 2018). Acting on future wants and needs in the marketplace requires a strong willingness to learn in the first place in order to create a first-mover advantage vis-à-vis the competition (Strong Willingness to Learn). Besides, as proactive firms have the desire to act as pioneers, the aspect of self-motivation has to be highlighted (Self-motivation) (Lumpkin and Dess, 2018; Wiklund and Shepherd, 2019). According to Lumpkin and Dess (2006), “a proactive firm is a leader rather than a follower, because it has the will and foresight to seize new opportunities, even if it is not always the first to do so”.

The overall prerequisite to lead the market and “shape the environment, that is, to influence trends and, perhaps, even create demand” has been identified as passion for the business (Passion for the Business) (Lumpkin and Dess, 2018). As “building an entrepreneurial organization is fraught with challenges”, it is this passion, which

“provides an entrepreneur the motivation to get through tough times” and serves as a driver to act proactively (Barringer and Ireland, 2017).

Empirical Review:

Karacaoglu (2018) using a sample of 140 industrial manufacturing firms listed on Istanbul Stock Exchange (ISE) found that the original dimensions of entrepreneurship orientation (risk taking innovation and proactiveness) had direct interaction with organization financial performance. In a similar study in Netherlands, Kraus, Rigtering, Hughes and Hosman (2018) survey among 164 SMEs found that proactive SMEs behaviour had a direct influence on SME performance during the economic crisis. In Sri Lanka, Kumarpeli and Semasinghe (2019), conducted a research on the impact of entrepreneurial orientation on the growth of SMEs in Sri, the study found out that the relationship between proactiveness and firm growth was not significant. In the Czech Republic, Rahman, Civelek, and Kozubíková (2016) conducted a comparative study of MSE and SMEs on their proactiveness, competitive aggressiveness and autonomy. The study empirical results showed important differences among SMEs and Micro SMEs in regard to autonomy and proactiveness. In Russia, Shirokova, Bogatyreva and Beliaeva (2019) conducted a research on Entrepreneurial Orientation of Russian Firms and found direct relation between the entrepreneurial dimensions of proactiveness and innovativeness on business performance was in hostile external or dynamic environments. According to Ferreira and Azevedo (2018), proactiveness implies an organization’s efforts to seize new opportunities. Organization can use two approaches to act in a proactive manner: one: an organization can continuously seek out new service or product offerings. Two, organizations can introduce new technological capabilities and new products before competitors.

In Poland, Ejdys (2018) conducted a study on innovativeness and entrepreneurial orientation of SMEs. A questionnaire survey was conducted among 137 firms in the Podlaskie Region. Three hypotheses related to entrepreneurial orientation and innovativeness level were examined by Structural Equation Modeling (SEM). The relation between two constructs of entrepreneurial orientation and innovativeness, that is proactiveness and risk taking were analyzed. Research results showed that proactiveness has a significant positive total effect on improving innovativeness. The study concluded that proactiveness was positively and significantly related to organization innovativeness. In Malaysia, Arshada, Raslib, Arshad and Zain (2018) conducted a research and found out that among the five dimensions of corporate entrepreneurship, proactiveness had the highest correlation with business performance and proactiveness had an effect on business performance.

Lechner and Christian, (2016) investigated the relationship between proactiveness and firm performance in non-diversified and non-affiliated firms in Southwestern USA. The study measured proactiveness based on questions about the firm's tendency to lead than follow in the development of new products and technologies, the introduction of new products or services, and about the tendency to act in anticipation of future changes and needs. Performance was operationalized through sales growth, return on sales. Furthermore, the study found that the positive impact was stronger in early industries, which suggests that proactiveness plays a significantly role especially at the introduction and growth stage of an industry's life cycle. When taking the role of environment into account, Lumpkin and Dess (2019) found that the proactiveness performance relationship was stronger in a dynamic business environment, moreover, there was also positive relationship revealed in a hostile environment. When considering

these results, however, it is important to take into account that the results were based on a $p < 0.10$ significance level. Even though other studies before have used the same level, it is still not optimal as usually the level of $p < 0.05$ is required. When it comes to the relationship between proactiveness and performance, these two studies of Hughes and Morgan (2017) and Lumpkin and Dess, (2017) were the only ones identified to be unique. Both studies have come into a conclusion that proactiveness positively relates to firm performance especially at the early stages of the firm development, but the evidence cannot be claimed to be extensive. Thus, this work can contribute to the scarce research in this context.

Runyan (2018) conducted a study on the relationship between corporate entrepreneurship dimensions on small business organization. The result of their study revealed that proactiveness, innovativeness and risk taking positively relate to small business performance. Li, Huang and Tsai (2018) carried out a study on the relationship between corporate entrepreneurship dimensions such as: proactiveness, innovativeness competitive aggressiveness risk taking and autonomy and firm performance. The study found positive relationship between corporate entrepreneurship and its dimensions of proactiveness, innovativeness, competitive aggressiveness, risk taking and autonomy. (Miller 2011; Covin and Slevin; 2019; Lee and Peterson 2019) conducted a study on the relationship between proactiveness, risk taking and innovativeness on firm performance. The result revealed that proactiveness relates to firm performance.

Research Question:

The work was guided by the research questions below:

1. What are the effects of proactiveness on the performance of selected small and medium scale hospitality businesses in Ogun State, Nigeria?

Research Objectives:

The specific objective was to:

1. Appraise the effects of proactiveness on the performance of selected small and medium scale hospitality businesses in Ogun State, Nigeria.

Hypothesis:

The hypothesis below was constructed based on the objective of the study

H0₁: Proactiveness has no significant effects on performance of selected small and medium scale hospitality businesses in Ogun State, Nigeria.

Methodology:

Research Design

The study employed descriptive survey design to obtain information from respondents.

Population:

The population for the study consisted of all small and medium scale hospitality businesses in Ogun State Nigeria.

Sampling Technique and Sample Size:

The sample consisted of twenty five (25) prominent hotels/guest houses in the study area. Primary data was collected with the aid of three (3) structured questionnaires, administered purposively to 350 respondents.

Validity/ Reliability of Research Instrument:

A pilot test was carried out using selected small and medium scale hospitality businesses in Oyo State. 10% of the selected small and medium scale hospitality businesses in Ogun State was used. The result of the pilot test showed that the research instrument was reliable with the Cronbach's alpha of the scale being greater than 0.70.

Method of data collection:

Data for the study was collected with the aid of three (3) structured questionnaires.

1. 25 Questionnaires for Managers of the Hotels/Guest Houses.
2. 75 Questionnaires for employees.
3. 250 Questionnaires for customers of the Hotels/Guest Houses.

Method of Administration of Research Instrument:

The questionnaires were personally administered to the managers and employees of the hotels/guest houses, while that of the customers of the hotels/guest houses was handed over to the managers who assisted in distributing to customers, and were retrieved after two weekends.

Method of data analysis:

Data collected for the study was analysed using both descriptive and inferential

analytical tools. The descriptive analytical tools applied were means and standard deviations. The inferential analysis was done with the use of multiple regression analysis in SPSS to test the effect of the independent variable on the dependent variable.

Results:

Table 1: Descriptive Analysis of effects of proactiveness on the Performance of Selected Small and Medium Scale Hospitality Businesses in Ogun State, Nigeria.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std.Deviation
Performance	24	1.00	3.45	1.7969	.48346
Proactiveness	24	1.00	3.40	1.7726	.49595

SOURCE: Survey Result (2023)

As shown in Table 1, Hotel Businesses in Ogun State recorded a mean performance of 1.80 and a standard deviation of 0.48 suggesting that the industry performance is encouraging and most of the hotels are performing relatively well. Proactiveness has a mean of 1.77, minimum value of 1 and maximum value of 3.40. This is an indication that hotels across Ogun State are being proactive. The Standard Deviation of 0.50 suggests that proactiveness is a norm among hotels in Ogun State.

Presentation of Regression Results:

Table 2: Regression Model:

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.396	.386	.183	.2103

a Dependent Variable: PERFORMANCE

b PROACTIVENESS

SOURCE: Survey Result (2023)

The regression model in Table 2 shows that proactiveness has a beta value of .396, this is significant at 0.05% level of significance. This indicates that proactiveness has a significant positive effect on performance of

selected small and medium scale hospitality businesses in Ogun State, Nigeria.

Discussion:

The effect of proactiveness on the performance of SMES of hospitality

businesses in Ogun State accounted for 0.40 at 5% level of significance. Proactiveness accounted for 0.40 increase in the performance of hotel businesses in Ogun State, thus every successful proactive act embarked upon by the hoteliers, customer satisfaction and customer retention increases by 0.40. This supported the view of (Li, Huang and Tsai 2018). Also, this is similar to the view of (Ann 2018). This implies that the hoteliers ability to quickly act and take action where need arises and to quickly improve customer satisfaction and retention as a result of feedbacks from the services rendered proved supportive for the businesses. The hotelier abilities to act quickly by modifying their routines activities to meet up with recent development in the industry endear them towards customer acceptability. The organization's proactiveness encouraged employees to engage and support new visions and creative processes that enhance customer satisfaction.

Recommendations:

The following recommendations were made based on the findings of the study

Proactiveness of employees should be encouraged. Such encouragement could be a self- recognition of staff effort and provision of incentives to stimulate healthy competition among employees for result oriented cause. Such rewards for proactiveness among employees should be rated on generally acceptable standard and norms within the industry.

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Teams responsible for proactive ideas should be encouraged to stick together and develop further proactive capabilities that will end up becoming a key competitive advantage for their hotel.

Hotels in Ogun State should be encouraged to continue to search for new opportunities in line with global best practices.

Proactiveness which is an act of prompt response to issues and quick reaction to market forces by the hotel manager is extremely crucial and the enabling environment to consolidate on the existing cause.

Employees' behaviour should encourage exploitation of change that would accomplish different means of serving both existing and prospective customers.

Contribution to Knowledge

The study added to the growing body of knowledge on proactiveness and performance of small and medium scale hospitality businesses, it also established a strong relationship between proactiveness and performance of SMEs in the hospitality businesses by improving customers' satisfaction.

Suggestions for further study

The study only used questionnaires for data collection. Hence, future investigations could examine the outcomes posed in the framework by using additional methods such as observations and focused group discussion.

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EFFECT OF ADVERTISEMENT ON BRAND PERFORMANCE IN THE INSURANCE INDUSTRY IN LAGOS STATE, NIGERIA

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Abstract

Despite the numerous advertising tools available to enhance organisational performance, it is important to note that many organizations have mixed feelings about the effectiveness of advertising as a promotional element. The objective of this study is to determine the effect of advertising on brand performance in the insurance industry with specific reference to Nikon Plc. The survey research technique was employed and adapted questionnaires were administered to the respondents via an accessible sampling technique. The finding revealed that advertising has a significant positive effect on the brand acceptability of Nikon products and services ($\beta = 0.499$, $t = 10.274$, $p\text{-value} < 0.01$). The study recommends that Nikon Plc should embrace the use of advertising tools to improve the brand acceptability of its products and services.

Keywords: *Advertising, Brand acceptability, Brand awareness, Brand Loyalty.*

1. Introduction

The intense competitions in the turbulent business environment compel organizations to formulate proactive strategies to improve performance (Bakator, Dordevic, & Cockalo, 2018). Achievement enhances performance rests on the effective use of promotional strategies to create brand awareness, brand equity, acceptance and patronage for the company's product (Abdeta & Zewdie, 2021). The declining performances in the insurance sector are caused by the influx of new entrants which results in brand switching, loss of sales and weak competitiveness. This phenomenon can be curtailed via aggressive advertising campaigns (Cross, 2018) to boost brand performance. Advertising aid brand positioning, and corporate goodwill, and provide wider market coverage for the company's products (Kim, Choi, Song & Lee, 2019), it informs, persuades reminds and influences consumer's buying decisions (Bilgin, 2018), and sales turnover (Sha, Akbar, Ahmad, & Stark, 2019; Sajuyigbe, Amusat & Oloyede, 2013). Saha and De (2022) reiterate that advertising creates

competition and accelerates corporate profitability. Yet, companies are experiencing declining sales turnover and profitability despite huge advertisement costs (Ayodo & Ayodo 2017), particularly in the public sector (Wies, Hoffmann, Aspara and Pennings, 2019).

Moreover, advertisement messages are misleading and untrue and cause post-purchase dissonance. Advertising does not create immediate customer response and patronage as evidenced in the literature (Arshad, Noor, Noor, Ahmad, & Javed, 2014). Moreover, the sales and profitability effects of advertising are mostly difficult to ascertain (Karaxha, Ramosaj, & Abazi, 2016). Contrarily, Wies *et al.* (2019) succinctly stated that advertising does not enhance brand acceptability, cash flow sale turnover and market share of companies except in a relatively stable industry or marketing environment. However, recent studies have revealed contradictory findings on the effect of advertising on brand awareness. For instance, Mahendru (2014) affirmed that

firms gain no positive returns via advertisement expenses under perfect competition. Mahabubur, Rodriquez-Serrano and Highes, (2020) claimed that advertising expenditure is a waste of resources and doesn't create sufficient brand equity, while Saha and De (2022) established that increased advertising campaign has not resulted in enhanced firm value and brand positioning/acceptability.

1.2 Statement of the Problem

Empirical evidence clearly shows that firms in the insurance industry have experienced declining sales performance and profitability in recent times due to a multitude of factors among which are; poor economic conditions, inflation, increasing competition and lack of promotional effectiveness (Cross, 2018; Karaxha, Ramosaj & Abazi, 2016). The rising operational cost in the post-Covid-19 era is shrinking the firm's profitability and in turn, affecting the customers' patronage that is already discouraged by multiple advertisements they are exposed to every day (Awofadeju, Odorume, Taiwo, Philip & Adeagbo, 2015), coupled with noticeable decay of advertising effects as a result of digitalized marketing environment (DeCanha, Ewing & Tamaddoni, 2019). More so, there is a pronounced lack of advertisement expenditure which results in decreasing sales, cash flow and customers' demand in the insurance industry. The mixed findings and dearth of studies on advertising and brand performance in the insurance industry trigger the need to conduct this study. Hence, the study intends to fill the gap by examining the effect of advertising on brand performance in the insurance industry in Lagos State, Nigeria.

1.3 Objectives of the Study

The major objective of the study is to investigate the effect of advertising on brand performance in the insurance sector of Lagos State, Nigeria. Another specific objective is to:

- i. Determine the effect of advertising on brand acceptability of Nikon Insurance products.

1.4 Research Questions

- i. Does advertising have any significant effect on the brand acceptability of Nikon Insurance products?

1.5 Research Hypotheses

- H₀: Does advertising have no significant effect on the brand acceptability of Nikon Insurance products?

2. Literature Review

2.1 Conceptual Review

2.1.1 Concept of Advertising

Advertising is a promotional element mostly used to stimulate customers' demand and create product awareness. Advertising as one of the promotional instruments is used to influence customers' buying decisions, create brand switching and increase demand for the sale of the company's product (Chukwu, Kanu & Ezeabogu, 2019). The ever-increasing product diversity and competition in the market of goods and services have dictated the pace of growth in the number of advertisements. Despite admittedly diminishing effectiveness in recent years, advertising remains the favoured method of sales promotion (Johnmark, Israel, & Zumbung, 2014). Marketers regard advertising as one of the most powerful and effective promotional tools to reach customers (Sanawiri, 2018). Advertising gives information, persuades, reminds, corrects false impressions and convinces customers to buy a product or service (Godday, 2019).

Subsequently, advertising recurrent expenditures keep increasing in most organizations' growth due to the profit impact of advertising and its significant effects on

product sales and brand loyalty (Saha & De, 2022). Gooday (2019) asserted that advertising is a promotional tool designed to inform, influence, remind and increase sales. Advertising is the most visible element of the communications mix because it makes use of the mass media, i.e. newspapers, television, radio, magazines, bus hoardings and billboards (Wies *et al.*, 2019). Advertising as an element of the marketing communication mix provides long-lasting effects in influencing consumers' buying decisions and brand choices (Kim *et al.*, 2019).

As a promotional strategy, advertising serves as a major tool in creating product awareness in the mind of a potential consumer to make an eventual purchase decision (Godday, 2019). It can influence not only the individual's attitude, behaviour, lifestyle, exposure and in the long run, influence the culture of a nation (Abdeta & Zewdie, 2021). Syeda, Aslam, Azeem and Tufail (2019) opined that advertising is used to establish basic awareness of the product or service in the mind of the potential customer and to build up knowledge about it. Kim *et al.* (2019) posit advertising as one of the four major tools companies use to direct, persuasive communications to target buyers and the public noting that it consists of non-personal forms of communication (Zhou, Zhou, Feng, & Jiang, 2017) conducted through paid media under clear sponsorship. Advertising is usually a paid form of communication used to gain customers' patronage, limit switching behaviour and improve sales (Faleye, 2022). Furthermore, the developments and technological advancements have turned advertising into a more pervasive and powerful in its impact and effect (Karaxha *et al.*, 2016).

As a promotional strategy, advertising serves as a major tool in creating product awareness in the mind of a potential consumer to make an eventual purchase decision (Neupane, 2019; Yousefi, 2016). Advertising through all mediums influences audiences, but television

is one of the strongest mediums of advertising and due to its mass reach; it can influence not only the individual's attitude, behavior, lifestyle, exposure and in the long run, even the culture of the country (Kim *et al.*, 2019). Syeda *et al.* (2019) opined that advertising is used to establish a basic awareness of the product or service in the mind of the potential customer and to build up knowledge about it. Cross (2018) affirmed advertising as one of the four major tools companies use to direct persuasive communications to target buyers and the public noting that it consists of non-personal forms of communication conducted through paid media under clear sponsorship.

Advertising is a form of communication which is used to persuade a specific group of people to take some new action. Advertising is considered a major and important element for the economic growth of marketers and different companies in competition (Karaxha *et al.*, 2016). Advertising commands huge commercial investment and provides wider coverage for the company's products and services (Bakator, Dordevic, & Cockalo, 2018). Advertisements are useful for the marketing and selling of intangible products (Meyer & Ujah, 2017). It is also used to enhance corporate image and product positioning. Therefore, the advertising effect has become a key issue particularly in the sales turnover and profitability (Abdeta & Zewdie, 2021).

2.1.2 Brand Acceptability

Sales growth implies a periodic increase in the average sales turnover of a company's product in a market which has a direct and significant positive effect on customers' brand acceptability (Wibowo, Arrezqi, & Semarang, 2023). The instability in the political atmosphere in Nigeria and socio-economic challenges affect the sales turnover of most insurance companies and in turn, reduce the purchasing power of the customers. Advertising is a catalyst that can aid product/brand acceptability and improve sales performance in the insurance sector of the country (Sanawiri, 2018). It provides a wide

range of commercial activities using an advertising mix to persuade and influence the customers to purchase the company's product (Khoirudin, 2021), and in turn, enhance the acceptability of the company's brand of products. Empirical evidence revealed that advertising increases the sales volume of the company's product and enhances brand equity (Ayodo & Ayo, 2018). Onyejiaku, Ghasi and Okwor (2018) reiterated that advertising increases the sales growth of the company both in the short and long run with enhanced brand patronage (Sharma, Singh, Kujur, & Das, 2021). Nevertheless, advertising has been found to have significant present and future positive effects on corporate share price value performance and brand equity (Bilgin, 2018).

2.2 Theoretical Review

2.2.1 Market Response Theory

The study reviewed many theories that are relevant to the variables but it hinges on the Market Response Theory formulated by Edward Thorndike (1905). The rationale for choosing the theory is due to its aptitude in explaining the relationship between advertising and brand awareness. The theory is based on the assumption of a direct relationship between advertising and buying behaviour, measured by sales, market share and brand choice/acceptability (So, Wu, Xiong, & King, 2018). This excludes the presence of intermediate effects that may occur at the consumer level, for example expressing brand loyalty by some repeated acquisitions and not through a psychological predisposition of the individual. The theory has two dimensions: aggregate and individual. The aggregate dimension of the theory is based on the relationship between market data regarding advertising spending or the audience, on the one hand, and brand sales or market share, on the other hand. Individual dimension points toward the choice of individual brand or number of exposures necessary to generate individual or household purchasing behaviour (Bogdan, 2014). The

theory is germane to the study because it explains the rationale behind the consumers' brand choice and acceptability. Implying that the degree of exposure of the consumers to advertisement messages greatly influences their brand awareness and acceptability. Hence, advertising is a major predictor of consumers' brand awareness and brand acceptability (Bilgin, 2018; Duffett, 2020).

3. Methodology

The descriptive survey research design was employed in this paper to determine the effect of advertising on brand acceptability in this study. The choice of the research design is to avoid research bias that might affect the credibility of the study and findings. The total population for the study is 100 comprising both customers and employees of Nikon Insurance in Ikeja branch 30 respondents, Yaba (35 respondents) and Lagos Island (35 respondents). The choice of Nikon Insurance is because it's among the leading insurance outfits in Nigeria (Developmentaid.org, 2023) before it was bought by AMCON and Lagos State was selected as the study area due to proximity of scope of study to the researcher and because it contains all the major insurance players being the commercial hub in Nigeria. The study employed 5 5-point Likert measurement scales and adapted questionnaires to administer 70 questionnaires to accessible respondents in the study areas (i.e. Ikeja, Yaba and Lagos Island) via random sampling technique. A total number of 50 questionnaires were duly filled, returned and used for the analysis of the formulated hypothesis using Ordinary Least Square Regression aided by Statistical Package for Social Sciences (SPSS, v. 22).

3.1.1 Limitations of the Study

The study focuses on the insurance sector using Nikon Corporation with a limited sample size and constructs in some selected branches in Lagos State. Therefore, the findings of this study cannot be generalized.

Future studies should extend the constructs and scopes omitted in this study.

3.1.2 Model Formulation

The model employed for achieving the objective of the study and analysing the postulated hypothesis is: $BA_f = \alpha_0 + \beta_1 AD + \mu \dots \dots \dots (i)$

Key Terms

- BA- Brand Acceptability
- A- Advertising

4. Data Analysis, Interpretation and Discussion of Findings

4.1 Test of Hypothesis

H₀: Advertising has no significant effect on brand acceptability of NICON Insurance products

The hypothesis sought to establish the effect of advertising on the brand acceptability of Nicon Insurance Corporation products in Lagos State, Nigeria. The results are presented in the table below:

Table 4.1: Regression Results Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.499 ^a	.249	.247		.55551

a. Predictors: (Constant), Advertising
 Author’s computation from SPSS 22.0
 Source: Field Survey Research, 2023.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.574	1	32.574	105.558	.000 ^b
	Residual	98.132	318	.309		
	Total	130.707	319			

a. Dependent Variable: BA
 b. Predictors: (Constant), AD
 Author’s computation from SPSS 22.0
 Source: Field Survey Research, 2023.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.632	.230		7.092	.000
	Advertising	.591	.058	.499	10.274	.000

a. Dependent Variable: Brand Acceptability (BA)
 Author’s computation from SPSS 22.0
 Source: Field Survey Research, 2023.

As can be seen from the model summary in the table above, the adjusted R-squared of 0.247 indicates that 24.7% of the variation in brand acceptability can be explained by advertising. Other factors not included in the model account for 75.3%. The analysis of variance (ANOVA) table above shows that the model test is significant since the ($F = 105.558$, $p\text{-value} < 0.01$). This implied that advertising has a significant positive effect on the brand acceptability of Nikon Insurance Corporation products in Lagos State, Nigeria. The regression coefficients indicated that advertising is a good predictor of brand acceptability in Nikon insurance (Adj. $R^2 = .247$, $p\text{-value} < .000$). The result showed that there is a positive and significant effect of advertising on brand acceptability (Beta 0.499, $t=10.274$, $p\text{-value}<0.01$). This result implies that a unit change in advertising campaign increased brand acceptability by 49.9%. Agree with the empirical findings of (Abdeta & Zewdie, 2021; Gooday, 2019; Saha & De, 2022) and disagree with the findings of (Wies I2019; Saha & De, 2022).

4.2. Discussion of Findings

The finding of the study revealed that advertising is a veritable tool for increasing brand acceptability of Nikon insurance products and services in Lagos State, Nigeria (Beta 0.499, $t=10.274$, $p\text{-value}<0.01$). Agreed with the empirical findings of (Kim *et al.*, 2019; Sanawiri, 2018, Sharma, Singh, Kujur, & Das, 2021) and disagreed with the findings of Highes, 2020; Saha and De, 2022; Wies *et al.* 2019.

5. Conclusion and Recommendations

5.1 Conclusion

In line with the finding and discussion of this study, it can be concluded that advertising is a catalyst for enhancing brand acceptability in Nikon products and services.

5.2 Recommendations

Having thoroughly reviewed extant literature on constructs and variables of the study, the following recommendations are provided: Firstly, Nikon Plc should adopt corporate and intensive advertising as a strategic marketing tool to increase resounding customers' patronage and brand acceptability for their services.

When using advertisement, Nikon must make sure that the objectives, policy and procedure to be implemented are properly communicated to the intended audience or customers.

Also, NICON insurance can use advertising as a competitive tool. It will be worthwhile to note that as competition becomes intense in the insurance industry, an organization can use advertising to carve a niche for itself. So, in advertising NICON services, it must be precise, educating, entertaining and colourful with motivating slogans.

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BASIC SCHOOL CURRICULUM IN NIGERIA AND GREEN ENTREPRENEURSHIP.

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Abstract

This study examined the extent of awareness of elements of green entrepreneurship in the basic education curriculum and the extent of implementation of green entrepreneurship in the Nigerian basic education curriculum. The study was guided by two(2) research questions and the study adopted the descriptive survey design. The population consisted of all basic school teachers in Delta State, Nigeria. A stratified random sampling technique was used to select 1120 respondents from three senatorial districts of the state. The instrument for collection of data was a questionnaire titled “Basic School Curriculum in Nigeria and Green Entrepreneurship” (BSCNGEQ). The instrument was administered to the respondent with the help of 3 research assistant who also retrieved them immediately the respondents were done answering the questions. Data were analysed using simple percentages. Findings revealed that the Basic Education Curriculum in Nigeria already has embedded in it elements of creative and critical thinking and entrepreneurial skills in the content of the curriculum but was faced with challenges of proper implementation. Based on the findings, it was recommended that specialized teachers were required to be able to implement the curriculum. Training in this aspect will also be required.

Key Words: Basic Education, Curriculum, Nigeria, Green Entrepreneurship

Introduction

Education is a necessary tool or means for sustainable socio-economic development and advancement and is the reason why nations reform and strengthen their educational systems to be in line with the county’s aspiration and that of the international development goals (IDG’s) as posited by Orji (2012). The Universal Basic Education (UBE) is a product of restructuring. Education is considered by Okparanozie (2017) as a permanent change in behaviour which consists of all efforts made by a society to accomplish the set objectives of a nation which makes individual and societal needs to become desirable since it has to do with the

transmission of worthwhile values, skills, knowledge and planned activities that can help in building up of the learner’s potentials for national development. Basic Education is therefore the foundation of all education (Okparanozie, 2017).

Basic education is therefore like the base or foundation of our educational system upon which other higher levels of the educational system will rest upon. So if the foundation is well laid, the whole educational system will be solid.

It is in view of some contemporary and national concerns to make the Universal Basic Education (UBE’s) curriculum more practical, relevant, and more interesting to

the learners, to be in line with global best practices according to Obed-Chukwuka and Atakpo (2022) that the 9 year curriculum of the UBE was revised.

Meaningful learning experiences represent the heart of the curriculum because they play a huge role in shaping the learner's experience and his education in general. As such all learning experiences should be related to the basic foundation of the home and the environment the child lives in (Atakpo and Kpangban 2006). Learning experiences are all the activities the child goes through in the process of learning. It is important that the learning experiences should be worthwhile.

The Universal Basic Education

Jomtien Declaration and Framework of action on Education for All (EFA), a world education conference held in Jomtien, Thailand was what brought about Basic Education. It saw education in its broadest term as comprising formal, non-formal and informal forms of education. Basic education was to be adopted by all countries in a bid to reduce drop-out and illiterates in every society (UNESCO, 1990).

It was in compliance with this recommendation that President Olusegun Obasanjo formally launched the 9-3-4 Universal Basic Education (UBE) programme on the 30th of September, 1999 in Sokoto state. The implementation process of this program was truncated because of lack of enabling law to carry out certain aspects of the programme until the 26th of May, 2004 when the president signed the

- Primary 1 – 3 → Lower Basic
- Primary 4 – 6 → Middle Basic
- Junior Secondary (JSS) 1 – 3 → Upper Basic

UBE Bill into law following its passage by the National Assembly in its bid at making education available and compulsory to the Nigerian children. Section 3 of the National Policy on Education (2013) states that:

Basic Education shall be of 9-year duration comprising 6 years of Primary Education and 3 years of Junior Secondary Education. It shall be free and compulsory.

Basic Education encompasses the following:

- Programmes and Initiatives for early childhood care and socialisation.
- Education Programmes for the acquisition of functional literacy, numeracy and life skills; especially for adults (persons aged 15 and above)
- Special Programmes for nomadic populations
- Out of school, non-formal programmes for updating the knowledge and skills of persons who left school before acquiring the basics needed for lifetime learning.
- Non-formal Skills and Apprenticeship training for adolescents and youth who have not had the benefit of formal education.
- The formal school system from the beginning of primary education to the end of junior secondary school.

The researcher is however interested in formal school system from beginning of primary school education to the end of junior secondary school.

Curriculum/Structure of the 9-Year Basic Education

The 9-year Basic Educational curriculum consists of the following:

Before the introduction of the 9-year educational curriculum, Primary School pupils were required to take up to 14 subjects while Junior Secondary students could take up to 17 Subjects. With the introduction of the new curriculum structure, the range of subjects is as follows:

- Lower Basic Curriculum → 9 – 10 Subjects
 - Middle Basic Curriculum → 10 – 12 Subjects
 - Upper Basic Curriculum → 11 – 13 Subjects
- Core subjects in the nine year curriculum are: English Studies, Mathematics, Basic Science and Technology, Social studies, Civic Education, Cultural and Creative Arts, Health and Physical Education, Language, Religious studies (CRS/IRS), Computer studies and French.
 - Elective Subjects are: Arabic, Agriculture, Business studies and Home Economics.
 - French is introduced as from primary 4
 - The addition of Technology at the early stage
 - Introduction of Computer studies.
 - HIV/AIDS, peace and environment which are now important aspects of the curriculum
 - The inclusion of creative and critical thinking, entrepreneurial skills into contents of the curriculum.

Table 1: Lower Basic Education Curriculum (Primaries 1-3)

Subjects	Explanatory Notes
1. English Studies	<ul style="list-style-type: none"> • Official national language • Medium of instruction in schools • The subject predisposes itself for the infusion of the following Road Safety Education, Disaster Risk Reduction Education, Consumer Education. • Subject includes Literature-in-English
2. Mathematics	<ul style="list-style-type: none"> • Fundamental discipline for science and technological development • Important in everyday life
3. Nigerian Languages (One Nigerian Language)	<ul style="list-style-type: none"> • National Policy on Education (NPE) stipulates that the medium of instruction should be the language of the immediate environment of the child. • Schools are free to select such Nigerian Language to be taught.
4. Basic Science and Technology (BST) <ul style="list-style-type: none"> • Basic science • Basic Technology • Physical and Health Education • Information Technology (IT) 	<ul style="list-style-type: none"> • Each of the listed components will serve as themes for the Basic Science and Technology Curriculum • Climate change is part of the Basic Science theme • Disaster Risk Reduction Education and Consumer Education are infused into Basic Science and Technology Curriculum • Create enabling environment for the subject in all schools by making computer available in schools.
5. Religion and National Values (RNV) <ul style="list-style-type: none"> • Christian Religious Studies/Islamic Studies • Social Studies • Civic Education • Security Education 	<ul style="list-style-type: none"> • Listed components will serve as themes in the Religion and National Values Curriculum • Contents are planned for all children to take Social Studies, Civic education and Security Education themes • Separate classes should be run for CRS theme and IS theme • Consumer Education, Disaster Risk Education and Peace and Conflict Resolution curricula are infused into the Civic Education, Social Studies and Security Education themes • Create enabling environment for the subject in all schools
6. Cultural and Creative Arts (CCA)	<ul style="list-style-type: none"> • Important for preservation of our cultural heritage and fostering creativity.
7. Arabic Language	<ul style="list-style-type: none"> • Optional
Note: <ul style="list-style-type: none"> • Minimum of 6 subjects; Maximum of 7 subjects • Emphasis should be on basic concepts and their explanations • Teaching and learning activity must be creative, innovative, and practical. • Avoid content repetitions across themes and subjects • Admit only basic contents from old curriculum. 	

Source: NERDC, 2013.

Table 2: Middle Basic Education Curriculum (Primaries 4-6)

Subjects	Explanatory Notes
1. English Studies	<ul style="list-style-type: none"> • Official national language • Medium of instruction in schools • The subject predisposes itself for the infusion of the following: Road Safety Education, Disaster Risk Reduction Education, Consumer Education. • Subject include Literature-in-English
2. Mathematics	<ul style="list-style-type: none"> • Fundamental discipline for science and technological development • Important in everyday life
3. Nigerian Language (One Nigerian Language)	<ul style="list-style-type: none"> • Schools are free to select such Nigerian language to be taught.
4. Basic Science and Technology (BST) <ul style="list-style-type: none"> • Basic science • Basic Technology • Physical and Health Education • Information Technology (IT) 	<ul style="list-style-type: none"> • Each of the listed components will serve as themes for the Basic Science and Technology Curriculum • Climate change is part of the Basic Science theme • Disaster Risk Reduction Education and Consumer Education are infused into Basic Science and Technology Curriculum • Create enabling environment for the subject in all schools by making computer available in schools.
5. Pre-Vocational Studies <ul style="list-style-type: none"> • Home Economics • Agriculture • Entrepreneurship 	<ul style="list-style-type: none"> • Each of the listed components will serve as themes for the Pre-Vocational Studies • Consumer Education is infused into Pre-Vocational Studies • Create enabling environment for the teaching of pre-vocational studies in schools
6. Religion and National Values (RNV) <ul style="list-style-type: none"> • Christian Religious Studies/ Islamic Studies • Social studies • Civic Education • Security Education 	<ul style="list-style-type: none"> • Listed components will serve as themes in the Religion and National Values Curriculum • Contents are planned for all children to take Social Studies, Civic Education and Security Education themes • Separate classes should be run for CRS theme and IS theme • Consumer Education, Disaster Risk Education and Peace and Conflict Resolution curricula are infused into the Civic Education, Social Studies and Security Education themes • Create enabling environment for the subject in all schools
7. Cultural & Creative Arts (CCA)	<ul style="list-style-type: none"> • Important for preservation of our cultural heritage and fostering creativity
8. French Language	<ul style="list-style-type: none"> • Nigeria's second official language • Nigeria is surrounded by Francophone countries • The study of French Language will make our children more competitive at the global level.
9. Arabic Language	<ul style="list-style-type: none"> • Optional
Note: <ul style="list-style-type: none"> • Minimum of 8 subjects; Maximum of 9 subjects • Emphasis should be on basic concepts and their explanations • Teaching and learning activities must be creative, innovative, and practical. • Avoid content repetitions across themes and subjects • Admits only basic contents from old curriculum 	

Source, NERDC, 2013.

The (UBEC) Universal Basic Education Commission has made it free, compulsory and the right of every child to benefit from this programme as the programme covers pre-primary programs (ages 3-5), nine years of formal compulsory schooling consisting of six year primary and three years junior secondary school at the end of which every child is expected to have acquired appropriate and relevant skills and values to be employable and contribute his or her quota to national development (Maduekwe, 2015).

The Sustainable Development Goals SDG's

The Millennium Development Goals (MDG's) adopted by world leaders in year 2000, through the United Nations, were not met by the year 2015, which was the target set for achieving improved living conditions of all humans especially those in the third world. This then resulted in the formulation of the 17 Sustainable Development Goals (SDGs) Goal Number 11 on Sustainable Cities and Communities has given rise to the topic of green entrepreneurship.

Green Entrepreneurship and the Nigerian Basic Education Curriculum

Green Entrepreneurship according to www.entrepreneurdata.com (2023) means protecting the environment and leaving a clean environment for future generations and that is today's most pressing issues because today everybody is concerned with how to save energy, how to protect our environment, how to promote reusability and economic growth.

Sanjal (2023) opines that the green entrepreneur is one who cultivates green business with the help of green practices. He further stated that a green entrepreneur is one who consciously addresses environmental or social problem/need through entrepreneurial ideas and that they penetrate the market by swapping conventional or traditional products.

In the same view legalzoom.com (2023) has affirmed that a green business commitment to sustainability creates a positive impact in the community while targeting a valuable market gap that allows one to grow.

Green entrepreneurship therefore, is all about having/producing ecofriendly products, prioritizing sustainability and conservation or working to reduce negative environmental impacts.

The Basic Education curriculum in Nigeria already has included elements of creative and critical thinking and entrepreneurial skills into the contents of the curriculum and the program covers pre-primary programmes (Government has encouraged pre-primary session to be attached to all existing government public primary schools in the country) and nine years of formal education at the end of which the child is expected to have acquired appropriate and

relevant skills necessary for him to survive and contribute to the Nigerian society.

Basic education period falls within the period when the child is growing and can learn a lot of things that will be very important in his later life (Obinaju, 2000). Basic Education period falls within the period of both early and late childhood and is characteristically marked by both growth and development and psychosocial perspectives and the child's mind is easily impressionable, that is every bit of situation impresses the child. All learning experiences selected for this level of education should be related to the basic foundation of the home and the environment (Atakpo, 2000). This period of basic education is the period when the child is ready to learn a lot and to use their senses to find out about the world around them. It is therefore of a great importance that the curriculum consists of activities geared towards developing the wholeness of the child and how to protect the environment, for instance selecting more practical and more creative learning experiences for the young learners and teaching them how to improvise things using materials that are easily available. There are not many studies on green entrepreneurship and the basic education curriculum in Nigeria. This is the gap which the study intends to fill.

Statement of the Problem

Green entrepreneurship is a novel concept, which places emphasis on sustainable environment, the use of eco-friendly products, the need for conservation and reminds us of the importance of reducing negative environmental impacts in our society. The benefits of green entrepreneurship in our basic education curriculum cannot be over-emphasized for

instance climate change which according to Anabaraonye et al (2024) is presently a burning issue of global concern requiring urgent attention.

It is against this backdrop that the researcher seeks to know the extent of awareness about elements of green entrepreneurship in the basic school curriculum and the extent of implementation of green entrepreneurship in the basic school curriculum.

Research Questions

The following questions are raised to guide the study;

- i. To what extent are Basic Education teachers aware of green entrepreneurship in the curriculum?
- ii. To what extent is green entrepreneurship implemented in the basic school curriculum?

Method and Procedure

The study consisted of all basic schools in Delta State. Simple random technique was used to select 1,120 basic school teachers from Delta North, Delta South and Delta Central Senatorial districts. The teachers comprised 560 primary 4-6

teachers and 560 JSS1-3 teachers in the three senatorial districts. A structured questionnaire titled “Basic School Curriculum in Nigeria and Green Entrepreneurship Questionnaire (BSCNGEQ)” was designed by the researcher. The questionnaire was divided into two sections. Section A was structured to obtain personal data of the respondents, while section B sought information aimed at providing answers to the two research questions.

The instrument for the study was subjected to face validation by two experts in Measurement and Evaluation. A total of 1,120 copies of the questionnaire were administered to the respondents by three research assistants who also retrieved same after completion.

The data collected were analysed using simple percentage.

Results

Research question one

To what extent are Basic Education teachers aware of elements of green entrepreneurship in the curriculum?

Table 1

S/N	Item	Agree	%	Disagree	%
1	Aware of ecofriendly products?	1110	99%	10	1%
2	Aware of the importance of reducing negative environmental impacts?	1120	100%	0	0%
3	Aware of the need to prioritize sustainability?	1111	99.2%	09	0.8%
4	Aware of the need for conservation?	1112	99.3%	08	0.7%
5	Aware of the 17SDGs (Sustainable Development Goals)?	560	50%	560	50%

Present in table one is the descriptive result of Basic Education teachers’ awareness of Green Entrepreneurship in the Curriculum. The result showed that half of the respondents 50% were aware of green entrepreneurship and almost all of them were aware of the inclusion of elements of green entrepreneurship in the curriculum.

Research Question two**To what extent is green entrepreneurship implemented in the basic school curriculum?****Table 2**

S/N	Item	Agree	%	Disagree	%
1	Improper implementation of the basic school curriculum affects its implementation	1009	90%	111	9.9%
2	The green entrepreneur contents are not allocated enough time for practicals.	1103	98%	117	10.4%
3	Adequate instructional materials for acquisition of skills lacking	1119	99%	01	1%
4	Inadequate skilled teachers to implement the necessary skills	931	83.1%	189	17%
5	Lack of training on green entrepreneurship	1110	99.1%	10	0.9%
6	Lack of conducive learning environment	1117	99.7%	03	0.3%
7	Lack of funds to procure materials for practical	1120	100%	0	0%

Table two presents the descriptive results of the extent to which green entrepreneurship is implemented in the Basic school curriculum. Results reveals that it is not properly implemented in the basic school curriculum.

Discussion of Findings

The study have revealed that Basic education teachers are aware of elements of Basic education that are embedded in the Curriculum but the problem is that there are a lot of challenges implementing the basic education curriculum.

The challenges of implementing the basic education curriculum, which will in turn improve green entrepreneurship has been identified by several researchers like Ejike and Oke (2018) to include shortage of specialized teachers, learning in environments that are not conducive, poor infrastructural facilities and lack of fund, among other things.

Conclusion and Recommendations

Specialized teachers, who will be able to implement the content of the curriculum by selecting learning experiences consisting of activities that are innovative while using materials that are easily available in the environment that will reflect and promote green entrepreneurship, are lacking (Ajayi, 2008). Training in this aspect is therefore required. More sensitization through organisation of seminars and workshops for teachers at this level would be required.

There is also the need for improvement in terms of the learning environment and facilities for this level of learners. Fund is another important factor that will be required.

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TAX REFORMS AND ENTREPRENEURIAL INVESTMENT IN NIGERIA**1, OKULENU SAMUEL ADETAYO**

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Abstract

The research focused on tax reforms and entrepreneurial investment in Nigeria and its overall consequences either to make or mar investment growths in Nigeria particularly the tax reforms of 2003, National Tax Policy of 2012, Financial Act 2020 and National Tax Policy of 2023. An ex-post facto survey design was used in the research. Annual time series data spanning from 2003 to 2023 were utilized. Preliminary diagnostic test was conducted to examine the veracity of the estimated model satisfied the OLS assumptions. The basic assumptions of the OLS were satisfied. The finding shows that tax reforms as proxied by Tax Revenue, Value Added Tax (VAT), Custom and Excise Duties (CED), Company Income Tax (CIT) and Petroleum Profit Tax (PPT) were positively and significantly stimulated and enhanced Entrepreneurial Investment in Nigeria. The study recommends that efforts should be made by government at all levels towards intensifying the tax reforms further to promote and sustained entrepreneurial investment policies should be directed towards re-addressing multiple taxations and high company income tax as its like, have the tendency of adversely affecting entrepreneurial investment growth.

Keywords: Tax reforms, Entrepreneurial Investment, Consequences, Growth, Tax Revenue and Tax Policy.

Introduction

The attendant rate at which entrepreneurial investment suffers the aftermath of tax reform has inhibited the normal growth of entrepreneurial investment in Nigeria. There is need for government to loosen the tax policies to assist entrepreneurial investment to thrive in Nigeria. Countries like Dubai and Sweden are enjoying tax holidays, thereby encouraging the entrepreneurial investment in those countries to grow faster and make adequate returns on investment.

Tax Reforms and Entrepreneurial Investment

The distinctive impact of tax is well documented in the extant literature. The supply-siders under the watch of Arthur Laffer expresses the disincentive effect of higher rate in excess of optimum tax rate on savings, investment and labour supply (Rosen, 2009). Taxation can strongly impact on investment by first impacting on the investment climate. A country's tax system has a strong effect on other macroeconomic indicators, hence has a systematic, predictable and regular relationship with economic growth and development.

Measures to spur entrepreneurial investment through tax reduction command wide-spread support. Investment incentives of taxation can be roughly divided into three categories – reduction in the effective price of new capital goods through the investment tax credit or accelerated depreciation, reduction in the corporate tax rate and reductions on the returns on investment at the personal level (Chigbu, Eze & Appah, 2012). Conclusively, while multiple taxation increases the cost of production, reduces the international competitiveness of locally produced goods and hinder inter-state commerce (Chartered Institute of Taxation of Nigeria, 2002), high corporate income tax reduces the cash flow of business enterprises, hence stiffens their investment capacity.

To this extent, tax reforms that reduce the tax rate and eschew multiplicity of taxation will not only improve the investment climate, but leverage entrepreneurial investment capacity by beefing internal fund for business enterprises. Thus, tax reforms are designed to serve three functions. They are amendatory function, the innovative function and the revenue function. While the amendatory role attempts to correct weakness in the tax system, the innovative function attempts to introduce something new in the tax regime and the revenue role attempts to beef up public tax generated revenue by broadening the tax base and preventing tax evasion and avoidance.

Taxes Revenue amounted to major source of income to both developed and developing countries. Tax generated revenues are used to finance public utilities, perform social responsibilities and grease the administrative wheel of the government. The Institute of Chartered Accountants of Nigeria (2006) and the Chartered Institute of Taxation of Nigeria (2002) define tax as an enforced contribution of money to government pursuant to a defined authorized legislation. The World Bank (2000) defines tax as a compulsory transfer

of resources to the government from the rest of the economy. Tax is a compulsory levy imposed on individuals and corporate identities regardless of the status (Nightingale, 2002; Soyode & Kajola, 2006).

In Nigeria, tax administration has been encumbered with several factors ranging from inadequate and unreliable data, paucity of administrative capacity, shortage of skilled manpower, corrupt tax officials, high incidence of tax avoidance and evasion, complex tax codes and the hydra – headed monster of multiple taxation (Oduola, 2006). Nigerian government has embarked on several tax reforms, since the year 1991. Prior to tax reforms, tax administration reflected inefficiencies, characterized by deficiencies in the tax administration and collection system, complex legislations and apathy on the part of those outside the tax nets (Ndekwa, 1991 cited in Ariyo, 1997). According to Oduola (2006), the need for tax policy reforms in Nigeria may be summarized as: (i) the compelling need to diversify the revenue portfolio for the country in order to safeguard against volatility of crude oil prices, and (ii) to promote fiscal sustainability and economic viability at the lower tiers of government.

Multiplicity of taxations constitute major challenge to tax administration in Nigeria even in the post-tax reforms era. Companies are subjected to several tax levies at all the levels of government. This has the concomitant outcome of raising cost of production, making locally produced goods loose international competitiveness and prevent inter-state commerce (Chartered Institute of Taxation of Nigeria, 2002). In addition, we observe that the corporate income tax rate is so high that it creates investment disincentive effect, since it erodes private investment profit. In Nigeria, the investment rate has been so low with investment constituting less than ten percent of the GDP (UNCTAD, 2005). In this study, an attempt is made to examine the impact of

tax reforms on investment in Nigeria, with special attention on the tax reforms of 2003 and the new national tax policy of 2012. The study is structured into five sections. Section one presents the introduction of the subject matter, section two presents review of extant literatures both theoretical and empirical, while section three presents the theoretical framework, specified model and method of analysis, section four presents the results of the estimated model as well as the policy implications of the results. Lastly, section five presents a summary of the paper and a few concluding remarks.

Objectives of the Study

The aim of the study is to determine the relationship between tax reforms and entrepreneurial investment in Nigeria, while the specific objectives are:

- i. To investigate the relationship between Value Added Tax (VAT) and entrepreneurial investment.
- ii. To explore the relationship between custom and excise duties and entrepreneurial investment.
- iii. To ascertain the relationship between company income Tax and Entrepreneurial Investment.
- iv. To know the extent of the relationship between Petroleum Profit Tax and Entrepreneurial Investment.

Literature Review

Taxation has been defined as a compulsory levy imposed on the citizens of a country by the government, in order to generate revenue that will be used in general administration (Anyanwu, 1997). Ogundele (1999) defines it as the process of or machinery by which communities of group of persons are made to contribute in some agreed quantum and method for the purpose of administration and development of the society. Tax is dynamic, so reforms are necessary to effect the required changes in the national economy (Ola, 2001). According to Azubuiké (2009), tax reform

is an ongoing process which policy makers and tax administrators continually adopt in the tax systems to reflect changing economies, social and political circumstances in the economy. Tax reform is a way of changing the way taxes are collected and managed by the government. It is an attempt to correct weaknesses in the existing tax system, which may bring about introduction of a new tax rate, a new legal clause, a new assessment system to enhance its efficiency. Tax reform measures are undertaken to strengthen modern taxes and drastically reduce the complexity and lack of transparency of the system (Oriakhi & Rolle, 2014; Odusola, 2006; Anyanwu, 1997). Furthermore, tax reforms are designed to reduce the burden of taxation of all people by the government, make the tax system more progressive and less regressive and simplify the tax system, by making it more accountable and understandable.

Nigerian Tax Reforms

The Nigeria tax system could be traced back to the eighteenth century when traditional rulers and local law enforcement agents collected money from their citizens, in order to finance development programmes in their communities. However, the history of modern taxation traced back to the year 1904, when personal income tax was introduced in Nigeria as community tax. The amalgamation of Southern and Northern Protectorates in the year 1914 led to the transfer of the native Revenue Ordinance of 1917 from northern region in the years 1918 and 1927 (Ola, 2001). Since then, there has been a steady progress in the tax regime with various attempts to modernize, expand, reform and improve the process, procedure and sanctions inherent in the system of taxation in Nigeria.

Furthermore, since 1986, Nigerian government has embarked on several tax reforms. Some of the objectives of the tax reforms include: (i) to accelerate improved service delivery to the public, (ii) to boost non-oil tax revenue, (iii) efforts at consistently reviewing the tax laws, in order

to curb the incidence of tax evasion and avoidance, (iv) to improve the tax administration, so as to make it more responsive, reliable, skillful and tax payer friendly (Ogbonna & Ebimobowei, 2011), and (v) to bridge the gap between national development needs and funding of the needs (Federal Inland Revenue Handbook, 2012).

Instructively, some of the reforms that have been embarked upon by the Nigerian government since the inauguration of Nigeria's tax system according to Ogbonna and Ebimobowei (2011) include: (i) the introduction of income tax in Nigeria between 1904 and 1926, (ii) granting of autonomy to Nigeria inland revenue in 1945, (iii) the Raisman Fiscal Commission of 1957, (iv) formation of the Inland Revenue Board in 1958, (v) the promulgation of Petroleum Profit Tax Ordinance No.15 of 1959, (vi) the promulgation of Income Tax Management Act of 1961, (vii) the promulgation of the Companies Income Tax Act of 1979, and (viii) Tax Policy and Administration Reforms Amendment 2001 and 2004.

The tax reform of the 90s was preceded by the inauguration of two study groups. One study group examined the direct tax regime, while the second examined indirect tax. A major outcome of the second study group was the introduction of value – added tax (VAT) in the year 1993. VAT marked a shift from tax on foreign trade related activities to consumption- based tax (Oriakhi& Rolle, 2014). Prior to this, the share of central, state and local government of VAT was 20%, 50% and 30% respectively (Ogbonna & Ebimobowei, 2011). However, by the year 1995, the sharing formula was revised in favour of central government thus (Central government, 35%; State government, 40% and Local government 25%). Agitations from sub-national government provoked another revision of VAT, so that currently the sharing formula for Central, State and Local governments are respectively, 15%, 50% and 25% (Oriakhi& Rolle, 2014).

The tax reform of 2004 was the outcome of recommendations made by the study group (2002) (see for example: Oriakhi& Rolle, 2014: 194-206). This tax reform was part of the National Economic Empowerment and Development Strategies (NEEDs). Essentially, the study group recommended that Nigeria needed a national tax policy that will be principally directed towards national development. On April 7, 2012 the national tax policy document was launched by President Goodluck Ebele Jonathan. Instructively some of the provisions of the national tax policy are: the provision of a stable preference point for all stakeholders in the country, shifting the focus of the tax regime from direct to indirect tax which is considered less distortionary, reducing the personal income tax from 25% to 15%, and company income tax from 30% to 20%, strategically increasing VAT from 5% to 15%, reducing and streamlining the number of tax incentives e.t.c. (see also, Oriakhi& Rolle, 2014).

An interesting component of the National Tax Policy of 2012 was the introduction of Tax Identification Number (TIN). This was a nationwide electronic base system for the registration and storage of data of tax payers in Nigeria. It was believed that TIN will help to broaden the tax base, increase tax generated revenue and eschew tax avoidance and evasion by providing a tracking system for tax payers. Furthermore, it was alleged that TIN will modernize tax administration in Nigeria and ensure it is in keeping with best global practice (Federal Inland Revenue Handbook, 2012).

Theoretical Review

Theories of Investment

John M. Keynes (1936) and Irving Fisher (1930), both argued that investment are not made until the present value of expected future revenues; at the margin, is equal to the opportunity cost of capital. Panoply of both theoretical and empirical studies

mainly focused on the determinants of fixed business investment. There is a general consensus that business environment significantly impact on investment decisions. The tax regime of any country has been established as one of the determinants of its business climate. A key area of controversy is whether depreciation allowance and tax credit influence investment in physical assets. Several investment models have been formulated to examine the determinants of investment decisions. Three of these models will be examined. They are the accelerator model, the Neoclassical model and the cash flow model (see for example, Rosen, 2009).

The accelerator model assumes fixed capital-output ratio, proposing that the relationship between capital and output is technologically fixed. The model expresses change in capital stock as a multiplier function of change in output. Thus, the determinant of investment is change in output (Jhingan, 1976; Iyoha, 2003). Adopting this model implies that tax benefits such as depreciation allowance and tax credits cannot influence investment decisions, since investment is solely determined by output.

The Neoclassical model is built on the assumption that the ratio of capital to output is not technologically fixed. Thus, firms are faced with myriads of technologies to choose from. A resulting question is: how do firms choose their technologies? Jorgensen (1963) and Hall and Jorgenson (1967) posit that firms' investment decision is influenced by their user cost of capital. The user cost of capital is simply the cost a firm incurs as a result of owning an asset. This cost includes the direct cost of the asset, depreciation, taxes and the opportunity cost of the capital. The user cost of capital shows the rate of return a project must attain to be profitable. Thus, if a firm must invest in an asset, then, the rate of return of the asset must exceed the user cost of the asset.

Empirical Studies

Literatures on the impact of tax and tax reforms on investment abound locally and globally. This is owing to the fact that taxation constitutes the major source of revenue to the government, and hence government activities may ground to a halt in the absence of an effective and efficient tax administration. In this section of the study, effort is made to present empirical evidences reveal in several studies on the impact of tax reforms on investment.

In a cross country study, using fourteen OECD countries, Cummins, Hasset and Hubbard (1996) employ the GMM approach to examine the impact of tax reform on investment. The study reveals that 12 out of the 14 countries had investments that are significantly responsive to changes in the tax rate. This portends that if the tax reforms in these countries reduces the tax rate, it will stimulate investment in those countries.

Rodrigo (2004) empirically examined the relationship between tax reforms and private investment using Chile data. He employed data for the years ranging 1975-2005. The study confirmed the findings of Cummins et al. (1996) which found that tax reforms stimulate investment by freeing up investible resources. Similarly, Mihai and Dan (2011) examine the impact of tax on economic growth for the Romania economy. Using the method of Vector Auto regression (VAR), and examining the statistical properties of the variables based on Kwiatkowski – Phillip Schemidt shin and Phillip – Peron tests, the researcher admonish that tax policy in Romania cannot be taken to extremes, and thus suggested that caution be taken in the implementation because a large amount of factors that could not be accounted for may have influenced the results. In yet another study, Mika, Andrew and Shiv (2012) examine the impact of the tax system on small and medium scale enterprises (SMEs) in Shinyanga Municipality, Tanzania. The study utilized the primary data approach,

which was analyzed using descriptive statistics using frequencies and percentages. The results show that majority of the respondents' position that the prevailing tax system is detrimental to the robust performance of small and medium scale enterprises (SMEs). Thus, the study suggested the reforming of the tax policies.

Muhammed, et al. (2012) examined the impact of Pakistan taxes on investment and economic growth. The study utilizes the Ordinary Least Square method for estimating the growth model, while the Johansen's co-integration test was utilized in estimating the investment model. Results reveal that taxes do not directly impact on economic growth, but it does indirectly influence investment. Thus, higher income taxes impeded growth and result in disinvestment due to the savings channel. Newman (1998) examines the impact of tax reform on revenue productivity in Ghana. The study concluded that tax reforms impacts on productivity positively and significantly.

In Nigeria, there are only a handful of studies on the impact of tax reforms on investment, as myriads of the study on tax reform focus on economic growth. Adereti, Adesina and Sanni (2011) examine the impact of VAT on economic growth in Nigeria, using time series data spanning the years 1994-2008 as well as the ordinary least square as methodology. Results reveal that VAT both positively and significantly stimulate Nigeria's economic growth as proxied by the Gross Domestic Product (GDP). In the same vein, Ajakaiye (2000), using the computable general equilibrium model examine the impact of VAT on key sectoral and macroeconomic aggregates. By assuming a model with a cascading effect of VAT, the results show that VAT has the most deleterious effects on the economy. Adegbe and Fakile (2011) investigated the impact of company income tax on economic development in Nigeria. They found that tax avoidance and evasion are the major

hindrances to revenue generation in Nigeria. They suggested among other things, the computerization of the integrated tax operations for enhancement of revenue collection.

Ogbonna and Ebimowei (2012) examine the impact of tax reform on Nigeria's economic growth and development. Time series data covering the period 1994-2009 as well as econometric techniques such as white test, Ramsey test, Breuch Godfrey test, Jarque Bera test, Augmented Dickey fuller test, Johansen test and Granger causality test were adopted. Results reveal that tax reform positively and significantly impact on economic growth, thus enhanced development, and that tax reform granger causes economic development in Nigeria. The study further hints that tax reform improve the revenue generation machinery of government to undertake socially desirable expenditure that translates to economic growth in real output. Olatundun (2008) in his study of the effect of taxes on business financing decisions and firm value in Nigeria, shows that adjusted for tax, cash flow, debt shield and cost of capital have significant positive effects on investment, while the marginal tax rates and interests expenses negatively and significantly impact on firm investment. Chigbu et al. (2012) empirically examine the causality between taxation and economic growth in Nigeria. They employed the following econometric tools. Augmented Dickey – Fuller, Diagnostic tests, Granger causality and Johansen Co-integration. Their results reveal that taxation as an instrument of fiscal policy affects and granger cause economic growth in Nigeria.

Re-iteratively, studies on tax reforms have focused on several particular areas, such as effect on economic growth, revenue productivity and other macroeconomic outcomes (see Newman, 1998; Ogbonna & Ebimowei, 2012; Worlu & Nkoro, 2012; Nahid, 2013; Oriakhi & Rolle, 2014). Among all the numerous studies on tax reforms, it is only Cumin et al. (1994 and

1996) that examine the impact of tax reforms on investment. In the light of the inconclusive state of the empirical evidences thus far obtained in this area of

study, this paper sought to improve on previous studies by specifically examining the tax reforms implication for investment in Nigeria using econometric tools.

Through some basic assumptions, Rosen (2009) obtained the user cost of capital (c) as:

$$\frac{C}{(1-t)(1-\theta)} = \frac{r + \alpha}{(1-t)(1-\theta)} (1 - V - K) \quad (3.1)$$

In equation (3.1) C represents the user cost of capital, t is the personal income tax, θ is the corporate income tax, r is the rate of return after tax and α is the rate of depreciation.

Equation (3.1) portends that while corporate and individual taxes increase the user cost of capital, tax credit and depreciation allowance reduces it. Thus, taxation can influence the user cost of capital, and ultimately influence the investment decision. Several studies have been conducted to examine the relationship between user cost of capital and investment. For instance, Engen and Skinner (1996) established that investment elasticity of user cost of capital ranges between 0.25 and 0.1, thus validating the tenets of the neoclassical investment model (see for example, Rosen, 2009).

The cash flow model posits that it is the cash flow that determines investment. Cash flow is simply the difference between a firm's revenue and its expenditure on input. Thus, firm's investments are bankrolled from their internal fund. The cash flow model unlike the neoclassical model disagree that the opportunity cost for internal fund is the same as that of external fund. Based on their assumption that firms do not have unhindered access to external fund, hence, any reduction on firm's cash flow, resulting in a fall in internal fund will discourage investment decision. A basic underlying assumption of this model is the

existence of imperfect capital market with adverse selection and moral hazards, so that using external funds to finance investment projects become relatively more expensive than financing them with internal funds (Hubbard, 1998). Though, the relationship between cash flow and investment appears to be contentious and ambiguous, yet several studies find a systematic relationship between cash flow and investment (see Hubbard, 1988).

Methodology

This study employed the Ordinary Least Square techniques, which is set to obtain the parameter estimates by minimizing the sum of squared residuals (Iyoha, 2006; Gujarati and Porter, 2009). Preliminary diagnostic test on the OLS assumption will be conducted. Such tests include descriptive analysis of the data, the Jacque Bera test, the Breach pagan-Godfret test, the Autoregressive conditional hetereskedasticity test and the Ramsey Reset test. Time series data on the various forms of taxation (value-added tax, company income tax, custom and excise duties and petroleum profit tax) and cross fixed capital formation were obtained for the years 2003-2023. Data on these variables were sourced from secondary source, such as various publication of Central Bank of Nigeria, Federal Inland Revenue for various years and published journals and articles.

In the light of the discussions in previous sections the variables used in the specification of the model to be tested empirically is specified in a functional form as follows:

$$GFCF = \beta_0 + \beta_1 VAT + \beta_2 CED + \beta_3 CIT + \beta_4 PPT + U_{it} \dots\dots\dots(3.2)$$

Where $\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the parameters to be estimated and:

GFCF = Gross fixed capital formation

VAT = Value – added tax

CED = Custom and excise duties

CIT = company income tax

PPT = petroleum profit tax

U_{it} = Stochastic error term

This study sought to empirically investigate the relationship between entrepreneurial investment and the series of tax reforms in Nigeria. Based on previous studies, tax reforms are proxied by the following taxes VAT, CED, PPT and CIT, while entrepreneurial investment is proxied by gross fixed capital formation. Based on *a priori* expectations, all the coefficients should be positive.

Regression Assumption Tests Certain assumptions are the building blocks on which the Ordinary Least Square rests. Gujarati and Porter (2009) suggest four critical assumptions that must be met before utilizing the OLS regressions. They are the assumptions of normality, constant variance, non-serially dependent error term and the assumption of linearity of the parameter estimates. This section presents the outcomes of the test for these assumptions.

Empirical Analysis

Table 1:
Regression Assumption Tests

Normality Test		
Variable	Jacque-Bera Statistics	Prob
GFCF	2184	0.00
VAT	1312	0.00
CED	1842	0.00
PPT	1362	0.00
CIT	1400	0.00

Multicollinearity Test		
Variable	Coefficient Variance	Centered VIF
GFCF	3.123	1.134
VAT	3.152	1.428
CED	1.212	2.341
PPT	5.321	1.002
CIT	4.842	2.346

Heteroscedasticity Test: ARCH		
F-Statistic = 5.32	Prob. F (4, 28)	0.201
Obs R-Squared = 4.86	Pron Chi-Square (1)	0.281
Breuch-Godfrey Serial correlation LM Test		
F-Statistic = 92.78	Prob. F(4, 28)	0.42
Obs R-Squared = 81	Prob Chi-Square ID	0.58

Ramsey Reset Test		
t-statistic = 3.51	DF =	0.18
t-statistic = 3.51	Prob F. (4, 28)	0.18

Source: Authors' Computation, 2023

The Jarque Bera statistics helps us in examining the distribution of the variables in the specified model. Result indicates that the probability values for all the variables are zero, hence, the variables are normally distributed and therefore outliers are unlikely, as each of the variables are symmetrical without skewness. The variance inflation factor helps us to examine the presence of multicollinearity.

VIF shows us the extent to which the variance of a particular variable is inflated because that variable is correlated with another variable(s). VIF that is less than 10 implies absence of multicollinearity (see Ibadin & Elijah, 2014). Results as observed in Table 1 indicate that VIF for all the variables falls below 10, implying absence of multicollinearity among our variables.

Estimated OLS Results

The estimated OLS results obtained using sample observations for the years 1981-2012 is shown in the table below and subsequently analyzed:

Table 2: OLS Regression of Gross Fixed Capital Formation on Taxation Determining Variables

Dependent variable: GFCF				
	Equation 1	Equation 2	Equation 3	Equation 4
VAT	3.3418 (1.1812) [2.8292]**	3.1314 (3.1218) [1.003]	4.8181 (1.3216) [3.6456]*	
CIT	2.3184 (1.2181) [1.9031]***	2.1842 (1.3535) [1.6137]***	3.1319 (0.1284) [24.3917]*	1.2382 (0.1821) [6.7996]*
PPT	4.8912 (4.2132) [1.1609]	2.1321 (0.1842) [11.575]*		1.3216 (0.1818) [7.2695]*
CED	5.3248 (1.4836) [3.5891]*		-12.3218 (2.1619) [-5.6995]*	1.2342 (2.3218) [0.5316]
R ²	0.32	0.08	0.85	0.18
R ²	0.30	0.08	0.85	0.18
F-Stat	2.13	3.48	8.36	1.32
D.W	2.62	0.75	2.03	2.72

Source: Authors' Computation, 2023

N.B () represents the standard error, [] represents the t ratio *, **, *** represents the coefficients that are statistically significant at 1.5 and 10 percent respectively.

The OLS results are presented in table 2 above. Four distinct regression equations were utilized. In equation 1, the explanatory variables are all the various income taxes, but in equation 2, we expunged CED, in equation 3 and 4 respectively, the expunged variables are PPT and VAT. Comparing the four regression equations using the R^2 , the adjusted R^2 , the F – statistics and Durbin Watson statistic, then, equation 3 presents the most robust outcome. The R^2 value of 0.85 shows that 85% of the variation in GFCF is due to the included regressors, while the remaining 15% which cannot be accounted for was due to the Gaussian white noise. The f-statistics value 8.36, indicates that there is a linear relationship between the dependent variable and the regressors. The coefficients for VAT and CIT are positive, while that of CED is negative, thus, while increase in VAT and CIT by a unit will cause GFCF to rise respectively by 4.8181 and 3.13191 units, but a unit rise in CED will cause GFCF to fall by 12.3218 units. All the coefficients are found to be statistically significant with VAT, CIT and CED, while the t-ratios show: 3.6456, 23.917 and -5.6995 respectively. The Durbin Watson statistics value of 2.03, can be approximated to 2 indicating the absence of first order serial dependence.

Discussion of the Results / Policy Implication(s)

The empirical results presented and analyzed in previous section provide an opportunity for us to deduce policy implications. Using CIT and VAT to proxy tax reform, the study reveals that tax reform will stimulate investment in Nigeria. The Coefficients and t – ratios for CIT and VAT are respectively 3.1319 (24.3917) and 4.8181 (3.6456). Thus, both CIT and VAT

are significant and positively related to entrepreneurial investment. Tax reform by redressing issue of double taxation and high tax rate will provoke tax compliance, boost tax generated revenue and stimulate domestic investment. These findings support those of Cummins et al. (1996), Rodrigo (2004) and Ogbonna and Ebimowei (2012). The positive and significant coefficient of CIT supports the findings of Adegbe, *et al.* (1996) who found that tax reforms tend to improve the investment climate and ultimately crowd in investment. Nigeria's government in an attempt to boost tax generated revenue must also consider the harmful effect of multiplicity of taxation and high corporate income tax on the investment climate.

Conclusion

This study is motivated by the fact that Nigeria like every other developing country must make efforts to boost internally generated revenue in order to finance its ever burgeoning recurrent and capital expenditure, yet it needs to encourage entrepreneurial investments as much as possible to boost its growth. It is based on this premise that the study examined the impact of the various tax reforms starting from the 90s on investment in Nigeria. This study employed the multiple regression analysis with OLS estimation technique, using data from both CBN and Federal Inland Revenue service. The study proxied the various tax reforms with the various income taxes, while entrepreneurial investment was proxied by the gross fixed capital formation (GFCF). The study shows that VAT and CIT significantly and positively stimulate GFCF, but CED negatively, but significantly stimulates GFCF. On the whole, the study indicates that tax reforms by addressing the teething problems of Nigeria's tax administration, particularly the hydra-headed monster of multiple taxation and the high corporate income tax, will create favourable

entrepreneurial investment climate that will stimulate investment in Nigeria.

The country is faced with the dilemma between raising internally generated revenue through taxes and still maintaining an entrepreneurial investment friendly climate. The country must learn to muddle in by promoting a tax climate with moderate tax rates and single tax, so as to provoke tax compliance and stimulate domestic entrepreneurial investments.

Recommendations

Based on the estimated results and the findings, this study recommends that efforts should be made by government at all levels to intensify and sustain the tax reforms, particularly, the new national tax policy of 2023. Two critical areas that must be looked into are the multiplicity of taxations and the high corporate income taxes. Finally, tax reforms should be conscientiously directed towards investment stimulation in Nigeria.

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THEORETICAL ANALYSIS OF ORGANIZATIONAL SOCIALIZATION TACTICS AND EMPLOYEES' JOB SATISFACTION

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Abstract

Tactical dimensions are the methods and strategies adopted to incorporate new members into an organization until they become mature and experienced. However, most old members (due to envy of previous track records and higher qualifications of new members) envy new members. This always leads to jealousy and frustration of new members; and this subsequently translates into new members' demoralization and discouragement. This eventually leads to the new employees' exhibition of job dissatisfaction. This paper therefore examines organisational socialisation tactics and employees' job satisfaction, using textbooks, academic journal articles, internet sources, and so on. One of the findings shows that organisational socialisation tactics have a positive relationship with employees' job satisfaction. One of the recommendations of this study is that management of organizations should place premium on formal organizational tactics, in order to achieve employees' job satisfaction

Keywords: Organizational tactics, trainee programme, organizational culture, job satisfaction, emotional intelligence.

Introduction

Socialization refers to “the process of moving from being an organizational outsider who is unfamiliar with the norms, procedures and culture of the organization to become an organisational insider who has been working with mastery of the internal working norms, procedures and culture of the organisation” (Allen, Eby, Chao, & Bauer, 2017), cited in Qadeer, Islam, Ajmal, & Shahzadi, 2020). Organisational culture can be transmitted through organisational socialization process which involves learning, adaptation, acculturation, and integration. An employee's transition from one organisation to another would encounter cultural differences between his former and new organization arising from several organisational variables, such as values, behavioural norms, company policies, and guidelines, which are of vital consideration before the commencement of his new schedule of duties (Saks & Gruman, 2018; Saks, Uggerslev, & Fassina, 2007; Ashforth,

Sluss, & Saks, 2007). Socialization usually occurs when an employee changes an organization, but it is more pronounced at the point of assumption of duty by an employee in his new organization, this is because his acculturation prior to assumption of job duties (Ashforth & Nurmohamed, 2012; Saks & Ashforth, 1997), is of vital necessity.

Socialisation has been avowed by management scholars as a process of identity construction and the understanding of oneself (Dubar, 2015, cited in Silva, Hanashiro, & Vieira, 2023). It is a continuous process that is based on the collectivity of the people's views and opinions, and it stimulate both individual and group identity formation. It facilitates enculturation of individuals needed to effectively function in the society through the acquisition of society based knowledge and experience (Dubar, 2015; Fronas, 2016). It should be understood clearly that

identity formation is the product of successive socialization (Silva et al., 2023).

Organisational socialization is the process of transmission of organizational culture to new employees with the existing employees assisting in the process in order to enable new employees acquire the requisite organizational knowledge and skill for effective task performance (Taormina, 2009; Van Maanen & Schein, 1979). Therefore, organisational culture is a necessary approach geared towards the survival and sustenance of any organization. This is because for any organisation to survive and succeed, it must continuously embark on admittance of new members as the case arises. So, without effective organisational socialization tactics, it stands the chance to lose the gains of receiving new members in the organisation.

The integration of new employees into the organisation is one crucial moment in their work life. The appointment of new employees into an organisation is vital for organisational growth and development. So, organisations have to facilitate the integration and inclusivity of new members into the organization (Ashforth, Sluss, & Harrison, 2007, cited in Islam, Ajmal & Butt, 2022; Ellis, Bauer, Mansfield, Erdogan, Truxillo, & Simon, 2015). The major aim of socialization is to translate new comers to organisation into full organisational insiders (Allen, 2006). Socialization can be achieved by deploying both organizational socialization tactics (OSTs) and proactive socialization behaviours (PSBs) (Ashforth, Sluss & Saks, 2007a; Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). Proactive behaviours have the propensity to reduce employee turnover, and increases employees' job performance (Ashforth & Black, 1996; Ashforth, et al 2007a; Gruman, Saks, & Zweig, 2006; Saks, Gruman, & Cooper-Thomas, 2011). Organisational socialisation does not only assist in adapting new employees to the

organisation, but it also enhances the effectiveness of their job's performance.

Management scholars such as Ostroff & Kozlowski, 1992; Saks & Gruman, 2014 argued that organisational socialisation is the learning and mentoring process that leads to acquisition of knowledge, skills and orientation which enables organisational new members to have a proper fit with their new organisation. Nevertheless, there are currently paucity of studies which actually investigated whether organisational socialisation is sacrosanct in achieving employees' job satisfaction. Although, both employers and employees are beneficiary of an effective socialization process (Morrison, 1993; Allen, Eby, Chao, & Bauer, 2017; Huang, Cheng, Sun, Jiang, & Lin, 2021), most old members envy new members, and this leads to new members' demoralisation and discouragement. This study therefore attempts to investigate whether or not organisations socialisation tactics are positively instrumental in the achievement of employees' job satisfaction both at the present moment and in the future.

The objective of this paper is to examine the impact of organizational socialization on organizational job performance.

Theoretical Review

The Socialization Resources Theory (SRT)

The socialisation Resources Theory (SRT) postulates that organizations need to deploy learning approach through formal and informal methods, as organizational resources to assist new organizational members fit into the organization and have an enhanced job performance (Saks & Gruman, 2014). The SRT emphasized the arrangement of training and orientation programmes which are based on either formal or informal approach in order to enculturate new employees into the organization, and to further enhance their

job performance skills through the knowledge they acquired from their training programmes. The theory advocated the formulation of deliberate training programme that are structured and institutionalized by the organization.

The application of the SRT to this paper is based on the fact that organizations have training programmes that either formally or informally designed to re-orient and train their new members in the context of the organizations' culture, and to assist them cope and to be adequately compatible with the job environment and be able to address the job demands. In most organizations, this early training programme can be a long period formal training programme in an institution outside the organization, or it could be by way of induction programme for new employees within the organization, which is aimed at sensitizing them on the nature of the organization, as well as familiarizing them with certain values and cultural attributes required to effectively function in the organization, with the overall aim of achieving effective employees' job performance and their achievement of job satisfaction.

Self-Determination Theory (SDT)

The self-determination theory (SDT) is an intrinsic motivational theory which is based on the fact that person's desire for personal growth, development and advancement is self-driven (Ryan & Deci, 2000). Proactive socialization has been found to have a significant positive relationship with intrinsic motivational drive and at the same time to be positively related to job performance (Zhang, Liao, Yan, & Guo, 2014). The basic tenets of the SDT is that personal achievement and advancement, which are attributes of effective job performance are self-driven and are products of self-motivation, which subsequently leads to personal development and advancement.

Therefore, the application of the SDT to this paper is based on the fact that employers provide training programmes to their new employees which are meant to facilitate learning about the new organization and get accustomed to the organizational culture within a short period of time. The knowledge acquired would then enable them to function effectively in the organization without being subjected to too much control and commanded instructions, since the initial training and coaching programmes provided for new members by the organization would equipped them with the requisite knowledge and skills to meet the demands of their job tasks and become effective and independent in the discharged of their assigned responsibilities. This certainly would eventually translate into self-motivational drive on the part of the new employees in line with the SDT, since the new employees would exercise some level of control and decision making with regards to his job schedules.

Organizational Culture

Organizational culture influences how employees think, feel and act (Kondra & Hurst, 2009, cited in Silva, Hanashiro & Vieira, 2023). Organization culture can be transmitted through socialization among the different age profiles in the organization (Silva et al., 2023). Organizational culture and organizational socialization are two sides of the same coin. Organizational socialization cannot occur in the absence of organizational culture, neither can organizational culture be transmitted without organizational socialization (Alvesson, 2002). Organizational culture is based on the shared beliefs, assumptions, values, orientation and experiences of organizational members (Kondra & Hurst, 2009). Organizational culture exhibits a unifying force among members of a particular organization, and differentiates employees of different organizations (Giorgi et al., 2015). The organizational culture is a determinant of how organizational members

respond to problems and challenges. The prevailing organizational culture forms the basis of employee's perception of problems and also influences the various strategies of organizational survival devised by employees (Giorgi, Lockwood, & Glynn, 2015; Antonacopoulou & Pesqueux, 2010; Van Maanen & Schein, 1979). Organizational culture is one fundamental organizational variable that determines the effective performance of organizations, and employees' satisfaction.

New employees in organizations imbibe new organizational cultural values, such as the acquisition of formal and informal organizational culture, organization knowledge, organizational values, and how to embark on job task, as well as learning the prevailing organizational leadership styles in the new organization. The employees also, involve in cognitive and emotional learning, in order to develop the adaptive capacity to function effectively in the new organization. Also, the new employees need a change of previous mentality in order to effectively adapt to the new organization, and its demands (Harris, Cooper-Thomas, Smith, & Smollan, 2020).

Organizational research has been categorized into three main streams, such as the organizational stream, individual stream and integrative stream (Allen et al., 2017; Antonacopou & Pesqueux, 2010; Ashforth & Nurmohamed, 2012; Bauer, Morrison, & Callister, 1998; Silva et al., 2023). The organizational stream centers on how the organization carries out socialization of its new members'. The various processes involved in achieving the objective of socializing new entrants into the organization. The individual stream refers to how the individual who is new in the organization navigate through the process of organizational socialization, including how he acquires the relevant knowledge and skill needed for his effective socialization. This stream basically refers to

the role and contribution of the individual in the socialization process. Integrative stream is the combination of the above mentioned streams in the process of organizational socialization. In other words, it is the interrelationship of the organizational stream and individual stream in the course of achieving socialization of new organizational members.

Organizational Socialization Tactics and Employees' Job Satisfaction

The concept of organizational socialization tactics was conceived by Van Maanen and Schein (1979). It examines the relationship between tactics (organizational strategies for achieving socialization) and resulting outcomes. Tactical dimensions are the methods and strategy adopted to incorporate new members into an organization until they become matured and experienced members of the organization (Silva et al., 2023). There are three dimensions of organizational socialization tactics. The content tactics refers to a process where the organization shows the interest in the enculturation of new members through the design of appropriate programmes to achieve that goal (Kim, Cable, & Kim, 2005). The social tactics involves the enculturation and adaptation of new members to the organization through the assistance of colleagues and supervisors (Shore et al., 2009). The context tactics is the achievement of organizational socialization of new employees through the provision of training programme by the organization (Saks & Gruman, 2011).

Other scholars have also identified several categories of organizational socialization tactics. For example, Van Maanen and Schein (1979, cited in Silva et al., 2023) classified socialization tactics into six groups. These are: (1) collective/individual process; (2) formal/informal process; (3) sequential/random steps in the socialization process; (4) fixed/variable process; (5) serial/disruptive process; (6)

investiture/divestiture process. The applied tactics influences the role orientation of the new employee leading to the following outcomes: custodial or confirming orientation. This is where the new employees maintain a conservative conformist stance in line with the prevailing culture of his new organization. The content innovation refers to the act of initiating new changes and innovations in the traditional method of discharging existing job tasks. Also, the role innovation is the approached which is aimed at promoting new organizational practices to suit organizational demands and achievement of set targets (Silva et al., 2023)

In the same vein, Jones (1986) further developed two approaches of socialization from the socialization tactics model earlier formulated by Van Maanen and Schein (1979). These are institutionalized socialization tactics, which enculturate new members into the organization to passively accept the existing organizational culture and follow the laid down procedures without questioning and individualized socialization tactics is an approach that is based on an informal consideration, unstructured, innovative, and is bent on questioning the status quo. The approach is centered on the personalized views of the new entrants as against the organizational collective view.

Just as the name implies, the approach is dynamic and individualistic in nature, which permits the new members of organizations to question certain organizational acts which they found to be uncomfortable. It is individualistic in nature. It entails a process where individual employee chooses to act and perform activities alone without soliciting the cooperation from others. This approach emphasizes independence in action and non-collectivist method of carrying out functions and activities. On the other hand, the contest tactics refers to a situation where the management of

organizations set work agenda that would be based on group cooperation and collectivism. The accomplishment of such task designed by management would be based on team work and collaboration of organization members.

Malik and Manroop (2017, cited in Silva et al., 2023), developed customized socialization tactics, which entails the combination of several organizational socialization tactics, and also advocated for the individual and collective tactics, as well as the suggestion of the application of the integrative, which refers to the acculturation of newcomers in organizations. The views of Van Maanen and Schein (1979) as well as those of Jones (1986) are predicated on the fact that the outcome of organizational socialization of an individual is dependent on the socialization tactics adopted in socializing such individual. In other words, the outcomes of organizational socialization vary along with the socialization tactics adopted in the process of socialization with some socialization outcomes more positive than others depending on the type of tactics applied. In view of the above, Bau and Erdogan (2012) conceived proximal outcomes, which measures the extent at which organizational members are integrated, and assume full participation in activities of the organization. Similarly, Bauer and Erdogan (2012, cited in Silva et al., 2023), further proposed distal outcomes, which refers to the extent to which organizational socialization is crucial to organization performance. This implies that a relationship exists between organizational socialization and effective performance of organizations. According to Ellis et al. (2015, cited in Silva et al., 2023, pp. 4-5), "Proximal outcomes as an indication of building and acquisition of newcomers resources, divided into personal resources (such as self-efficacy, proactivity, locus of control), relational resources (such as positive integration and social acceptance), and structural resources (such as person-

organization fit and role clarity); distal outcomes include health, well-being, job attitudes, job behaviours, job performance, talent retention, and understanding of organizational culture and values”.

In addition, Van Maanen (1978) suggests certain key organizational socialization tactics, such as the tournament socialization strategies, which is based on dual concepts: the competition/contest tactics. The competition tactics. Certain proactive behaviours, such as networking and building of interpersonal relationships between new employees and their old colleagues are vital socialization tactics which enhances effective organizational socialization (Nguyen, Bui, & Nguyen, 2020). “The critical factor to promote commitment to job and organization is not that insiders simply provide requisite resources to new comers, it is rather that they give sincere and positive feedback for newcomers to become involved in their work, based on fundamental value congruence among group members” (Seok-Young, 2018, p. 367).

The act of building interpersonal relationship by new organizational members, and imbibing the habits of seeking for field back on how he is responding to the socialization process are potent instruments for an effective achievement of organizational socialization (Ryan & Deci, 2020). An increase in the social capital resources of a new employee enhances his rate of organizational socialization and effective integration into his new organization (Fang, Duffy, & Shaw, 2011; Morrison, 2002). The association and social interaction between the new employees and their old colleagues are very crucial to the effective socialization and social incorporation into the organization (Fleming, Goldman, Correlli, & Taylor, 2016; Korte, 2009). This is an informal approach of organizational socialization tactics which can be combined with the

formal methods provided and managed by organizations management.

The requisite organisational skills and patterns of behaviour can be acquired by employees through their involvement in work related relationship (Morrison, Chen, & Salgado, 2004). Free-flow of adequate information about job tasks and organizational activities assist new employees in building a cordial and mutual relationship with their colleagues in the organization (Korte, 2009). Previous studies show that social interactions with co-workers within the organization facilitates organizational socialization (Kammeyer-Mueller & Wanberg, 2003; Korte & Lin, 2013). “Social integration with old members of the organization enhances the chances of new organizational members getting fully embedded in the organization” (Fleming et al., 2016). Positive relationship are essential ingredients to an effective organizational socialization (Morrison, 2002). Similarly, informal information channel boosts organizational socialization far more than information transmitted through formal channel (Choi, 2018; Fang et.al. 2017). The above described approach to organizational socialization relies basically on social interaction and interrelationship with old colleagues and other co-workers in the organization. Informal associations that exist within the workplace can also add weight to this approach.

In a nutshell, organizational has been perceived as the transmission of social and organizational knowledge, beliefs, skills, values, and other adaptive factors, which enables the new employee to cope with new job task and the new organizational environment (Ashforth et al., 1997, cited in Silva et al., 2023; Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Chong et al., 2021, cited in Silva et al., 2023), in order to be transformed from being outsiders to organizational insider (Silva et al., 2023). This process of translating organizational

outsiders into organizational insiders is one of the basic approach to achieving job satisfaction of employees. Since, in this context a successful conversion of new employees from outside to organizational insiders invariably implies the realization of job embeddedness of those new employees. And job embeddedness is a product of job satisfaction. Therefore, the various empirical analysis highlighted in this section shows the existence of a positive relationship between organizational socialization tactics and employees job satisfaction.

In the light of the above, it is logical to assert that organizational socialization leads to employees' job satisfaction (Ashforth, Sluss & Harrison, 2007b). Similarly, organizational socialization translates to lower turnover of employees (Allen & Shamrock, 2013, cited in Qadeer et al., 2020). It is worthy of note that poor organizational socialization methods lead to high rate of new employees turnover (Kammeyer-Mueller & Wanberg, 2003). Most studies have found that effective organizational socialization culminates into employees' commitment to organizations and achievement of job satisfaction (Meyer et al., 2002). In a similar development, a study conducted by Qadeer et al. (2020) found a positive relationship between socialization tactics with employees' perceived organizational support. Also, training and development of workers have been found to exhibit a positive relationship with perceived organizational support (Perrot, Bauer, Abonneau, Campoy, & Erdogan, 2014); Tang, 2017, cited in Qadeer et al., 2020). From the above, since training and development which is a subset of organizational socialization tactics have been found to have a positive relationship with employees' perceived organizational support (POS), it therefore, implies that organizational socialization tactics leads to employees' job satisfaction as investigated in this research work.

Organizational Socialization Tactics

Organizational socialization apart from been responsible for effective adaptation of new employees also ensures employees exhibition of job embeddedness, organizational citizenship behaviour and job satisfaction (Ashforth et al., 2007; Vogel & Feldman, 2009). However, organizational socialization process is not without challenges and difficulties, nor stress free and quick in occurrence (Maanen & Schein, 1979). An employee that transited into an unfamiliar organizational setting, and with outright different organizational culture has some level of anxiety and stress to contend with (Ellis et al., 2015; Nelson, 1987, cited in Silva et al., 2023), especially, in an attempt to take up new job tasks, engage in social relations, and striving to advance in their careers (Allen et al., 2017).

New employees in an organization are enmeshed in psychological insecurity and anxiety due to the new job challenges before them. They strive to overcome the situation through learning functional and social demands of their new organization, acquiring new skills and work methods, as well as striving to be innovative. Although, at the initial stage, their values may conflict with those of their co-workers (Saks & Gruman, 2018; Fetherston, 2017; Van Maanen & Schein, 1979). The foregoing, implies the vital necessity of organizational socialization tactics in order to assist new employees overcome certain constraints that may be associated with their assumption of duties in different organizational settings. Managers should not leave organizational socialization to chances, or to old organizational members to apply their discretion and initiatives to socialize new members. But organization should make it a matter of deliberate organizational policy formulation with regards to socialization of new organizational members. There should be an institutionalized approach to that effect.

Methodology

The study utilized mainly the qualitative research design. The qualitative data were gathered in order to establish the relationship between the variables of interest under investigation (Osunbor, & Ofobruku, 2023). The data for this study were sourced mainly from secondary sources using Researchgate, Scopus, Google Scholar, and Science Direct search engines. The keywords of the study were used to determine whether to be dropped or selected secondary data that was employed for this study. Over fifty journals and over four textbooks were textually analyzed to gain in-depth insight concerning the variables that were investigated.

Discussion of Findings

Consequent upon the textual analysis of the secondary data collected for this study, it was found that the organizational socialization tactics has a positive relationship with employees' job satisfaction. The implication of this findings is that the type of organizational socialization tactics determines the level of employees' job satisfaction. Similarly, an effective organizational socialization tactics tends to lead to an improved employees' job satisfaction. For instance, the process of translating organizational outsiders into organizational insiders is one of the basic approach to achieving job satisfaction of employees because the effective translation of new employees from outsiders to organizational insiders invariably implies the realization of job embeddedness of those new employees. And job embeddedness is a product of job satisfaction. Therefore, the various empirical analysis highlighted in this section shows the existence of a positive relationship between organizational socialization tactics and employees job satisfaction. This view is supported by (Ashforth et al., 1997, cited in Silva et al., 2023; Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Chong et al., 2021, cited in Silva et al., 2023; Silva et al., 2023).

In the light of the above, it is logical to assert that organizational socialization leads to employees' job satisfaction (Ashforth, Sluss & Harrison, 2007b). Similarly, organizational socialization translates to lower turnover of employee (Allen & Shanock, 2013, cited in Qadeer et al., 2020). It is worthy of note that poor organizational socialization methods lead to high rate of new employees turnover (Kammeyer-Mueller & Wanberg, 2003). Most studies have found that effective organizational socialization lead to employees' commitment to organizations, a process that implies that employees are satisfied with their jobs (Meyer et al., 2002). The above findings is also supported with study conducted by Qadeer et al. (2020), who found a positive relationship between socialization tactics with employees' perceived organizational support (POS). Also, training and development of workers have been found to exhibit a positive relationship with POS (Perrot, Bauer, Abonneau, Campoy, & Erdogan, 2014; Tang, 2017, cited in Qadeer et al., 2020). From the above, since training and development which is a subset of organizational socialization tactics have been found to have a positive relationship with employees' perceived organizational support POS, it therefore, implies that organizational socialization tactics leads to employees' job satisfaction as investigated in this research work.

In addition, three major organizational socialization tactics were identified in the study. These are: the content tactics, the social tactics, and the context tactics (Kim et al., 2005; Shore et al., 2009; Saks & Gruman, 2011). It was found in the study that the content tactics refers to the programmes and activities which the organization generally put in place to cause new members of the organization to be enculturated and adapted to the organization. On the other hand, the study

found that the social tactics refers to the socialization of new members of the organization through the efforts, assistance and cooperation of the old members in the organization. In other words, these socialization tactics entails the social interrelationship and interaction between the old and new members of the organization, which eventually leads to the new members imbibing the organizational culture through this kind of interaction. This position is also supported by Fleming et al., 2016; Korte, 2009; Kammeyer-Mueller & Wander, 2003; Korte & Lin, 2013). The context tactics refers strictly to the arrangement of a deliberate training programme for new members either within the organization or outside the organization in order to facilitate the enculturation process of new members of organizations.

However, this study, contrary to popular views, disagree with the context tactics of organizational socialization which placed emphasis on the achievement of socialization of new members through the interaction and interrelationship of organizational members this is due to the fact that it is not completely true that old members of organizations usually encourage the new members, but on the contrary, most old members due to envy of previous track records and higher qualifications of new members tend to be envious of new members, a process that eventually lead to jealousy and frustration of new members, and which subsequently translates into new members demoralization and discouragement. And the fullest manifestation of such situation is the new employees' exhibition of job dissatisfaction. Nevertheless, this trend poses a tremendous set back the success and performance of the organization. The situations abound where the major challenges of new organizational new members' challenges of enculturation is the problems posed by old members in the organization. These problems get accentuated when it happens that the

position assigned the organizational new members is higher than those of the new members of relatively similarly job position, without considering the exceptional attributes exhibited by the new members which have earned them such higher job status. In most cases, majority of organizational new members feel alienated rather than be integrated due to exhibited acts of jealousy by envious old members and colleagues.

“Therefore, it is plausible that prior relationships do not always help the organization to achieve its objective. For example, organizational old-timers might actively undermine new employees by belittling, suppression, and do not acknowledge them for their successes” (Kammeyer-Mueller et al., 2013, cited in Qadeer, 2020). Studies such as Bauer and Erdogan (2014) have shown that old organization members tend to demoralize new members' employees owing to their perceived organizational change which the new members may likely kick-start in the organizations. So, they become agitated because they prefer the status quo than certain discomfoting changes irrespective of the prospects of such organizational changes. In view of the above, it is the submission of this paper that organizations should drive socialization process of new members through a well-established formal and structured informal approach, other institutionalized approach, and not leave the initiation process of new members to the whims and caprices of the old members who would adopt various informal approaches that may be counterproductive due to the above discussed personality clashes and other issues that may ensue between the old and new organizational members.

Conclusion

Socialization has been viewed as an approach of translating organizational outsiders, that is, the new entrants into organization, to organizational insiders, which refers to the matured and well adapted members of organizations, who have been enculturated into the organizational culture (Allen et al., 2017, cited in Qadeer, et al., 2020), and who have also internalized the mastery of the various job techniques. The socialization resource theory (SRT) and the self-determination theory (SDT) were adopted as the theoretical framework of the study. The SRT postulates that organizations need to deploy learning approach that are based on both formal and informal methods, as organizational resources to assist new organizational members fit into the organization in order to guarantee an effective job performance (Saks & Gruman, 2014). On the other hand, the SDT is centered on the approach that personal achievement and advancement, which are attributes of effective job performance are self-driven and are products of self-motivation. So, the theory implies that training provided to new employees would enable them to function and effectively discharge their assigned tasks, and also assist them achieve self-independence, which eventually translates to self-motivation, and in turn lead to personal development and advancement.

Organizational culture is based on the shared beliefs, assumptions, values, orientation and experiences of organizational members (Kondra & Hurt, 2020). While organizational socialization is the process involved in enculturating new members through getting new members of the organization adapted to the organizational culture and the work practices of the organization. Organizational socialization tactics refer to the methods and approaches adopted to incorporate new members into an organization until they

assume maturity and experience as befitting a bonafide member of an organization (Silva et al., 2023). Three major categories of socialization tactics have been identified. These are: content tactics, social tactics, and context tactics. Despite the promising nature of organizational socialization process, it is not without challenges and obstacles, nor free of stress and rapid occurrence (Maanen & Schein, 1979). However, an employee that moved an unfamiliar work environment would experience some level of anxiety and stress to contend with (Ellis et al., 2015; Nelson, 1987, cited in Silva et al., 2023).

Findings from the study shows that organizational socialization tactics has a positive relationship with employees' job satisfaction. In other words, an effective organizational socialization tactics tend to lead to an enhanced employees' job satisfaction. Further findings from the study also shows, contrary to popular views that socialization of organizational members cannot be reliably achieved through the socialization process driven by old members of the organization because most old members of organizations due to envy of previous track records and higher qualifications of new members tend to be envious of new members, a process that subsequently culminate to jealousy and frustration of new members, which eventually translates into the new members becoming discouraged and demoralized. And the fullest manifestation of such situation is the new employees' exhibition of job dissatisfaction.

Recommendations

The following recommendations have been suggested as the way forward towards ensuring an effectively planned organizational socialization tactics that subsequently translates to employees' job satisfaction. The management of organizations should place premium on formal organizational tactics, which are deliberately constructed and structured to

effectively meet the socialization requirements of new entrants in organizations in a bid to achieve employees' job satisfaction.

The reliance on old organizational members to assist in socialization of new organizational members should be discouraged as a principal tactics of socialization of new members of organizations, this is due to its counter-productive nature which have been discovered in this study, rather, such informal approach should be regarded as an alternative approach to a more formal organization driven approaches. Organizational mangers and supervisor should be adequately trained and educated on areas of emotional intelligence and sensitivity training, in order to acquire the requisite socialization skills which will in turn be deployed in socializing organizational new entrants into the organization.

The management of organizations should be objective, sensitive, and transparent in appointing new members into top positions of organizations in order to avert jealousy of the old members of equal status in skills and educational qualification with those new members who are promoted to positions higher than those of old members of equal or even higher status than the promoted new

members. This will not only be discomfoting to the new members it could also cause the affected old members to be demotivated and demoralized, a process that could eventually culminates into low job satisfaction and shrinking job embeddedness, as well as increased turnover of the old experienced workers.

Apart from organizing regular training to managers and supervisors on how to assist new members to adapt to organizational culture, organizational members in general should also be trained and educated through repeated workshop and seminars both within and outside the organization, especially, in the areas of sensitivity and emotional intelligence training, as well as, training in cultural dynamics and cultural shift, so as to be able to collaborate and interact with organizational new members and to easily adapt to the cultural shift that may accompany any changes that might be introduced by new members of organizations. The management of organizations should pay rapt attention and invest in the institutionalization of a tested and trusted organizational socialization tactics in order to ensure the existence of an effective socialization tactics which have the propensity to engender employees' job satisfaction, and effective job performance.

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JOB EMBEDDEDNESS, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MULTINATIONAL ENTERPRISE IN NIGERIA

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Abstract

Researchers are still on the cross road on how best to achieve organizational citizenship behavior. The major element of job embeddedness in organizations, have been speculated in some clime that it may often lead to the culture of organizational citizenship behaviour. It is in this regard, that the research examined job embeddedness and organizational citizenship behavior in selected multinational enterprise in Nigeria. This study made use of the survey research design. Data were collected from selecting the staff of selected multinational firms in Nigeria. Findings revealed that there is a positive and significant relationship between Job embeddedness, and organizational citizenship behavior in multinational enterprise in Nigeria. This research further revealed that job embeddedness enhances organizational citizenship behaviour, which in turn leads to effective performance of organizations. This study recommendation that business institutions should strategically reposition their human resource policy in their organization to firmly potent instrument of enculturation of the attitudes of job embeddedness. This will ensure the achievement of organizational citizenship behavior.

Keywords: fit to an organisation, link to an organization, sacrifice to an organization, organizational citizenship behaviour

1. INTRODUCTION

Employees that are highly embedded in their job show tendencies of organizational citizenship behaviour (OCB) and an enhanced job performance (Lee et al., 2004). The perception of employees about the human resources (HR) support enhance their corresponding support for the organization (Allen et al., 2003). The above implies that job embeddedness is a determiner of organizational citizenship behaviour. A positive relationship has been identified between job embeddedness and organizational citizenship behaviour (Lyu & Zhu, 2019).

Other similar studies have also indicated a negative relationship between job embeddedness and turnover of employees in organizations (Crossley et al., 2007; Zhang et al., 2019). These reports highlighted the utmost significance of job embeddedness in creating organizational citizenship

behaviour in organizations. “Therefore, it is expected that the employees with high on job embeddedness are more likely to engage in organisations citizenship behaviour since people in an organization do not work alone and their roles are interdependent” (Chhabra & Mishra, 2022, p. 362). The connection between highly embedded employees and their co-workers or other stakeholders assist them in acquiring resources, such as knowledge, skills and physical resources from within the organization, which would in turn be effectively utilized and help them to be engaged in OCB. (Chhabra & Mishra, 2022).

“The study also found overwhelming evidence for the positive relationship between job embeddedness and OCB (Chhabra & Mishra, 2022, cited p. 375). A similar study conducted by Ma and Lu (2023, p. 286) found that “OCB and

organizational embeddedness are positive and strongly correlated. Further studies indicate that job embeddedness in organizations is negatively correlated to high employees, turnover (Hao & Wendona, 2009). Similarly, a high organizational embeddedness leads to reduction in turnover intentions (Lin & Sha, 2017). The above studies indicate a strong connection between job embeddedness and OCB, which therefore implies that an organization cannot achieve one without the other. It literally follows that the achievement of job embeddedness by an organization will stimulate the exhibition of OCB by employees of such organization.

2. CONCEPTUAL REVIEW

Job embeddedness refers to the process where employees are attracted to their jobs and organization, and where they have no intention of leaving the organization (Crossley et al., 2007; Mitchell et al., 2001). Job embeddedness is a new managerial idea that is centered on the viewpoint of an employee to either remain with an organization or leave the organization (Mitchell et al., 2001). Various studies have identified job embeddedness as a potent determinant of worker's intention to either leave their job or to remain in it (Holtom, & O'Neill, 2004; Cunningham et al., 2005; Shafique et al., 2011). According to Mitchell et al. (2001), job embeddedness comprises three dimensions, such as, (a) employees link to other individuals and groups within the organization; (b) how employees perceive their fit with both their jobs, organization and their society; (c) the perception of employees of the sacrifices that will be involved in leaving their job.

Fatima, Shafique, Qaderi, and Ahmed (2015) observed that the extent to which organizational workers feel motivated in their workplace will determine the extent to which they will be embedded in their organization. A study conducted by Bergiel et al. (2009) revealed an inverse relationship between the worker's intention to leave the organization and human resource (HR) practices of the organization. The above findings imply that a good HR practices promotes job embeddedness among employees of organizations. In the same vein, Fatima et al. (2015) argued that HR practices, which is a type of organizational resources has the propensity to cause job embeddedness to appreciate in the organization.

Haven't go through several studies, this study perceived Job embeddedness as the forces that make employees to remain in their job without any intention of quitting. It is important to understand that some scholars have used job embeddedness and organizational embeddedness interchangeably (Ng & Feldman, 2010). A similar the study conducted by Bergiel et al. (2009), revealed that an improved HR practices lead to increase rate of job embeddedness among employees. It should be noted that employees with high job embeddedness do not quit their jobs easily because of the privilege they perceive they would forfeit when they leave the organization (Fatima et al., 2015). "Organizational embeddedness has three dimensions: fit, link, and sacrifice" (Ma & Lu, 2023, p. 275). Figure 1, shown how this study perceived job organizational embeddedness.

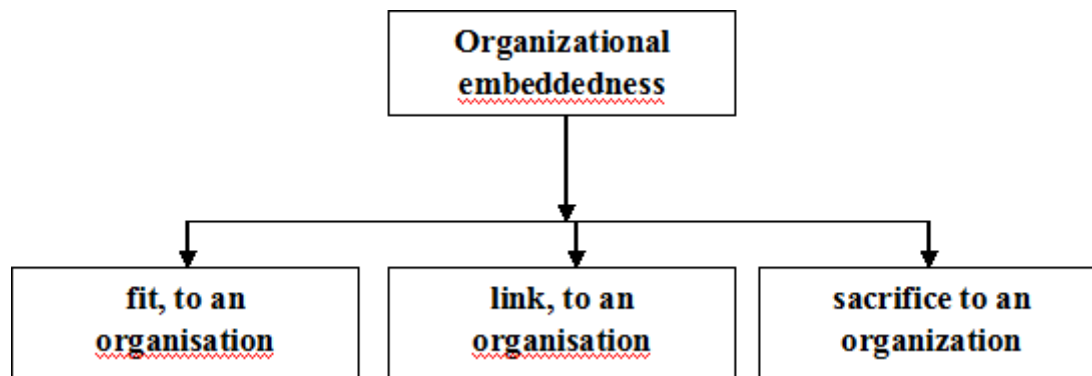


Figure1: Organizational embeddedness Model

Source: author perception (2023)

Figure 1:

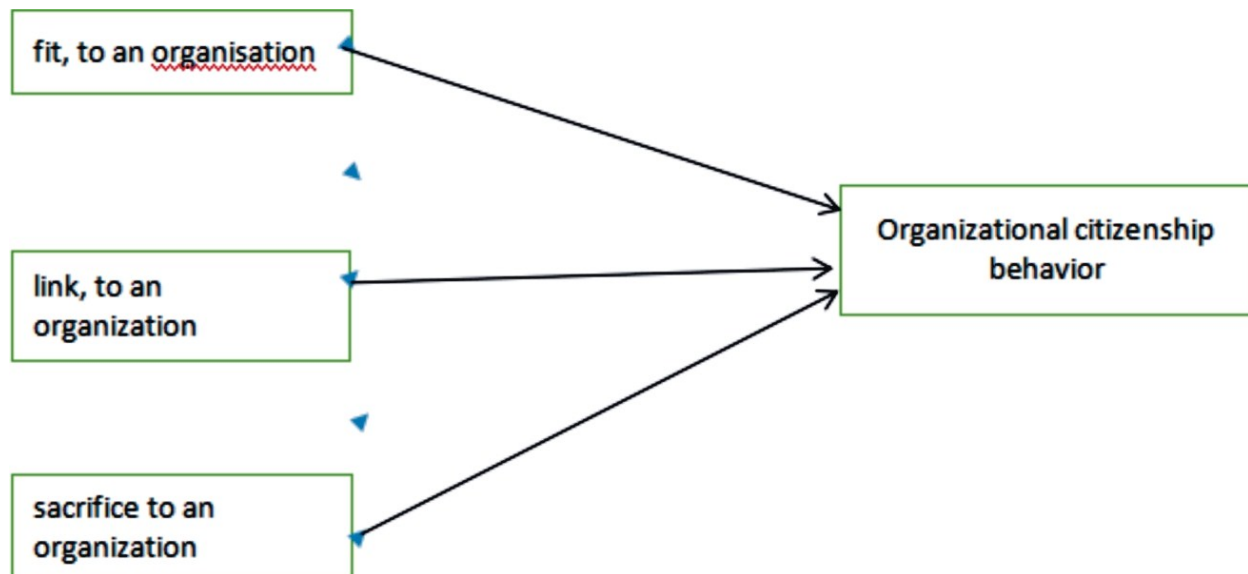
This therefore, implies that attractive organizational resources, such as a better HR practices stand the chance of increasing the retention of employees in the workplace. But on the contrary view, job tension has been identified to have a positive impact on workplace deviance (Yusof et al., 2019), and work place deviance is antithetical to job embeddedness, which is a factors that is inimical organizational citizenship behaviour.

“Link to an organization focused on the participant’s working groups, relationships with colleagues, and social responsibility in the organization’s name. ‘Fit’ to an organization is focused on whether the participant shares the organization’s values. Finally, sacrifice means the sacrifices or losses individuals face when they leave the organization or community, including material and psychological losses” (Mitchel et al., 2001, cited in Ma & Lu, 2023, p. 276).

These dimensions’ cause restraints to an employee’s decision to leave an

organization considering the fact that he has been accustomed to a conducive organizational climate with colleagues he has been associated with over a long time, being enculturated into the core values of his organization, and would not be so certain about the values of the next organization he would find himself. Also, the factor of comfort he derives from his organization is another serious food for thought since he might not be sure of getting a commensurate or even high levels of monetary and non-monetary incentives in other organizations he might aspire to go into.

All these variables duly considered serve as constraints to employees in quitting their present job. Hence, organizations are strongly advised to ensure that the three dimensions of job embeddedness, that is, fit, link and sacrifices are embraced in their organizations, in order to develop a culture of organizational citizenship behaviour, which would lead to their retention and achievement of enhance organizational performance.

Organizational embeddedness

Source: Author's Conception (2023)

Fig 2: Diagrammatic representation of conceptual framework

Therefore, this study has three hypotheses:

1. Ho1: fit, to an organisation has no significant effects on employees' Organizational citizenship behavior in selected multinational firms in Edo State.
2. Ho2: link, to an organisation have no significant effect on organizational citizenship behavior in selected multinational firms in Edo State.
3. Ho3: sacrifice to an organization has no significant relationship on organizational citizenship behavior in selected multinational firms in Edo State.

3. METHODOLOGY

A cross-sectional research design was employed to accurately examine the relationship that exists between Job embeddedness, and organizational citizenship behavior of selected multinational enterprise (MTN and Globacom) in Nigeria. The study ascertained the populations' current view of the subject matter, the use of questionnaire for the collection of relevant data was considered more appropriate (Osunbor, & Ofobruku, 2023). The population which comprises of all staff of MTN and Globacom in Oredo Local Government Area of Edo State. The population of these organizations as at February, 2024 was 242.

This information was gotten from various Human Resources department of the organizations.

The choice of this population is based on the fact that there have been speculations as regards the high consideration of job embeddedness in both organizations, coupled with the ease of accessibility of the researcher to the respondents. This research made use of a standardized structured questionnaire adopted from Crossley et al. (2007) to measure the organizational embeddedness dimensions and OCB was measured with the items adopted from Ma et al. (2022).

Table 1 Population Distribution

Organisations	Number of Enterprises
MTN	119
GLOBALCOM	123

Source: Human Resource Department

Taro Yamane (1967) sample size determination formula was employed; the formula is given as follows:

$$n = \frac{N}{[1 + N(e)^2]} \quad 1$$

$$n = \frac{242}{[1 + 242(0.05)^2]} = 151$$

This sample size was proportionately allocated to the different organisations reliant on the proportion of the total population using the Kumar (1976) proportional allocation formula as given

$$N_x = \frac{(n.N_h)}{p} \quad 2$$

The proportionate allocation is as given below:

- i., GLOBALCOM (123 Persons) $\frac{151(123)}{242} = 77$
- ii., MTN $\frac{151(119)}{242} = 74$

Table 2: Sample Size

S/N	NAME	NO. OF STAFF	CALCULATED SAMPLE
1	GLOBALCOM	123	77
2	MTN	119	74
TOTAL		242	151

Source: Researcher's fieldwork (2023)

The sample size is 151. That is, 77 copies of questionnaire were distributed at GLOBALCOM office in Benin city, while 74 copies of questionnaire were distributed at MTN office in Benin city. In each organization, the respondents were given copies of questionnaire based on convenience. Ten (10) extra copies of the questionnaire were distributed to the organisations respectively to cover any unrecoverable copy of the questionnaire. Hence, 151 copies of the questionnaire were distributed to respondents.

3.1 Reliability.

The Cronbach Alpha method was used to determine the reliability of the instrument. Thirty (30) participants outside the targeted sample study area were used for the study. They were administered the questionnaire and their responses were assessed. Data collected was analysed using Cronbach Alpha correlation coefficient. The result obtained is presented in Table 3 below:

Table 3: Cronbach Alpha values of the instrument

Variable	No of Questions	Cronbach Alpha value
Fit, to an organization	5	0.775
Link, to an organization	5	0.790
Sacrifice to an organization	5	0.762
Organizational citizenship behavior	5	0.782

Source: Researcher's Computation, (2023)

3.2 Method of Data Analysis

The method of data analysis chosen for this study is regression analysis. Regression analysis is structured as a tool that explains the relationships among variables (independent and dependent variables) and it also examined the structure of the interrelationships expressed in the equations. It is a good choice to test the hypotheses of the study.

The regression model having a functional form which is given as follows:

$$OCB = f(FO, LO, SO) \quad 3.2$$

The econometric form of the model is specified as follows

For Hypothesis One, Two, and Three:

$$OCB = \beta_0 + \beta_1 FO + \beta_2 LO + \beta_3 SO + e \quad 3.3$$

Where:

OCB = Organizational citizenship behavior

FO = Fit, to an organization

LO = Link, to an organization

SO = Sacrifice to an organization

e = Error term.

β = regression parameter, which measures the coefficient of the independent, each of these indicators measure the effect of a given change in the independent variable on the dependent variable.

β_0 = constant or intercept of the independent variable, this is the average value of the dependent variable when the independent variable is equal to zero.

μ = error term or stochastic variable, this is included in the model to accommodate the influence of other variables that affect the dependent variable but which are not included in the model.

Descriptive Analysis of Fit, to an organization

Table 4 Fit, to an organization

	N	\bar{x}	STD Dev
1 I feel tied to my organization	150	4.45	0.499
2 I am enjoying the tenets of my organisation.	150	4.27	0.866
3 I am at peace with ways things are done in my organisation.	150	4.31	1.018

4	I will maintain my employment with this company because of the organisations values.	150	4.12	0.859
5	My organization culture encourages me to put in more energy into my job.	150	4.23	0.893
Grand mean			4.28	0.823

Source: Researcher's Computation, (2023)

Responses for Fit, to an organization, ranged from “strongly disagree (1)” to “strongly agree” (5). All the 5 items had mean scores above the 2.50 bench mark which implies that the majority of the respondents agreed to all the items. All the items on Fit, to an organization have high averages ranging from 4.12 to 4.45. The standard deviation ranged from 0.499 to 1.018. The standard deviation is an indication of the closeness of the responses of the respondents. The implication of the above result in table 4 is that majority of the employees agreed that I feel tied to my organization; I am enjoying the tenets of my organisation; I am at peace with the ways things are done in my organisation; I will maintain my employment with this company because of the organisations values and My organization culture encourages me to put in more energy into my job. The mean score and standard deviation for pay is ($X=4.28$; $S.D 0.823$), which is above the criterion of 3.00. this implies that respondents rate the Fit, to an organization highly in the selected firms in Benin City, Nigeria.

Descriptive Analysis of Link, to an organization**Table 5 Link, to an organization**

		N	\bar{x}	Std. Dev
1	I feel attached to this organization.	150	4.54	0.598
2	I am attached to the company's policy so that I don't want to leave.	150	3.81	1.137
3	I am very connected to my department such that I don't want to leave.	150	4.07	1.081
4	I am connected to the organization management style such that I like to continue working here.	150	4.30	0.865
5	I feel attached to the benefits packages of the organization such that I enjoyed to continue working here.	150	4.51	0.766
Grand mean			4.27	0.886

Source: Researcher's Computation, (2023)

Table 5 above showed the result of the analysis of responses of the employees with respect to Link, to an organization. The result showed that 5 items had mean scores that ranged from 3.81 to 4.54 while their corresponding standard deviations ranged from 0.598 to 1.081. Majority of the respondents agree that I feel attached to this organization, I am attached to the company's policy so that I don't want to leave, I am very connected to my department such that I don't want to leave, I am connected to the organization management style such that I like to continue working here. Also, majority of the employees agree that I feel attached to the benefits packages

of the organization such that I enjoyed to continue working here. The mean score and standard deviation for the fringe benefits is ($X=4.27$; S.D 0.886), which is above the criterion of 3.00. this implies that respondents rate the structure and nature of the Link, to an organization tool in the selected firms in Benin City, Nigeria.

Descriptive analysis of Sacrifice to an organization

Table 6 Sacrifice to an organization

		N	\bar{x}	Std. Dev
1	It would be difficult for me to leave this organization.	150	4.32	0.846
2	I'm too caught up in this organization to leave.	150	4.16	0.769
3	I simply cannot leave the organization that I work for.	150	4.48	0.903
4	I am happy with the recognition given to me here such that it would be difficult for to leave the organisation.	150	4.75	0.480
5	I have taken specialized training such that it would be difficult for me to leave the organization.	150	3.81	1.151
Grand mean			4.30	0.749

Source: Researcher's Computation, (2023)

Table 6 Sacrifice to an organization, result showed that 5 items had mean scores that ranged from 4.32 to 4.16 while their corresponding standard deviations ranged from 0.480 to 1.151. The mean scores are indication that majority of the respondents agree that it would be difficult for me to leave this organization, I'm too caught up in this organization to leave, I simply cannot leave the organization that I work for, I am happy with the recognition given to me here such that it would be difficult for to leave the organisation. Lastly, majority of the employees believe that I have taken specialized training such that it would be difficult for me to leave the organization. The mean score and standard deviation for the recognition is ($X=4.30$; S.D 0.749), which is above the criterion of 3.00. this implies that respondents rate the structure and nature of the selected firms in Benin City, Nigeria.

Descriptive analysis of Organizational citizenship behaviour

Table 7 Organizational citizenship behavior

		N	\bar{x}	Std. Dev
1	I share a personal property with others to help their work.	150	4.20	0.363
2	I attend functions that are not required but that help the organizational image.	150	4.42	0.547
3	I show pride when representing the organization in public.	150	4.36	0.387
4	I take action to protect the organization from potential problem.	150	4.13	0.929
5	I demonstrate concern about the image of the organization.	150	3.77	0.993
Grand mean			4.18	0.644

Source: Researcher's Computation, (2023)

Table 7 above showed the result of the analysis of responses with respect to Organizational citizenship behavior. The result showed that 5 items had mean scores that ranged from 3.77 to 4.42 while their corresponding standard deviations ranged from 0.363 to 0.993. The mean

scores shows that majority of the respondents agreed that I share a personal property with others to help their work, I attend functions that are not required but that help the organizational image, show pride when representing the organization in public, I take action to protect the organization from potential problem, and I demonstrate concern about the image of the organization. The mean score and standard deviation for the job satisfaction is ($X=4.18$; S.D 0.644), which is above the criterion of 3.00. This implies that respondents rate the level of organizational citizenship behavior highly in the selected firms in Benin City, Nigeria.

4. DATA ANALYSIS AND DISCUSSION OF FINDINGS

There are three hypotheses underlying the study. These hypotheses were analyzed and interpreted based on the result of the questionnaires, using multiple regression.

The study employed a multiple regression technique to test the hypothesized significant relationships between the dependent and independent variables. The multiple regression results obtained are presented in table 8 below.

Table 8 Multiple Regression Analysis

Dependent Variable	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
Organizational citizenship behavior	Constant	2.302	0.601		3.833	0.000
	Fit, to an organization	0.215	0.058	0.266	3.687	0.000
	Link, to an organization	0.338	0.076	0.328	4.474	0.000
	Sacrifice to an organization	0.158	0.072	0.164	2.205	0.029
R	0.821					
R ²	0.871					
F-statistics	10.710					
Adjusted R Square	0.746					

Source: Researcher's Computation, (2023)

From the Table 8 above, it is revealed that the adjusted R-squared is 0.871. This shows that about 87% of the systematic variation in the dependent variable is jointly explained by the explanatory variables, while the other 13% is explainable by other factors not captured in the model. This means that the model has strong predictive power. The F-statistics value is 10.710. This means that there exists a significant linear relationship between the dependent and explanatory variables in the model.

Test of Hypothesis 1

H₀₁: There is no significant relationship between fit, to an organisation and organizational citizenship behavior in selected firms in Edo State.

From the multiple regression results shown in table 8, the null hypothesis which states that there is no significant relationship between fit, to an organisation and organizational citizenship behavior in selected firms in Edo State is rejected at 5 percent level of significance. Table 8 result depict that fit, to an organisation is significantly and positively related to organizational citizenship behavior ($r = 0.266$, $p < 0.05$). Thus, the alternative hypothesis that there is a significant relationship between fit, to an organisation and organizational citizenship behavior in selected firms in Edo State is accepted.

Test of Hypothesis 2

H_{a2}: There is a significant relationship between link, to an organisation and organizational citizenship behavior in selected firms in Edo State.

From the multiple regression results shown in table 8, the null hypothesis which states that there is no significant relationship between link, to an organization and organizational citizenship behavior in selected firms in Edo State is rejected at 5 percent level of significance. Table 8 result depict that link, to an organisation is significantly and positively related to organizational citizenship behavior ($r = 0.328$, $p < 0.05$). Thus, the alternative hypothesis that there is a significant relationship between link, to an organisation and organizational citizenship behavior in selected firms in Edo State is accepted.

Test of Hypothesis 3

H₀₃: There is no significant relationship between sacrifice to an organization and organizational citizenship behavior in selected firms in Edo State.

From the multiple regression results shown on table 8, the null hypothesis which states that there is no significant relationship between sacrifice to an organization and organizational citizenship behavior in selected firms in Edo State is rejected at 5 percent significance. Table 8 result depict that sacrifice to an organization is significantly and positively related to organizational citizenship behavior ($r = 0.164$, $p < 0.05$). Thus, the alternative hypothesis that there is significant relationship between sacrifice to an organization and organizational citizenship behavior in selected firms in Edo State is accepted.

The study, also, identified human resources (HR) practices as the third causative factor of job embeddedness in organizations. It was established in the study that an effective HR practices in an organization usually translate to job embeddedness in organizations. These findings were supported by studies conducted by (Gould-Williams, 2003; Bergiel et al., 2009; Fatima et al., 2015; Allen et al, 2003). Another conclusion reached in the study is that job embeddedness translate into organizational citizenship behaviour. These findings were also in line with the works of (Lee et al., 2004; Lyu & Zhu, 2019; Abbasi & Ismail, 2023; Chhabra & Mishra, 2022; Ma & Lu, 2023).

5. CONCLUSION

Job embeddedness refers to the process where employees are attracted to their jobs and organization, and would have no intention of leaving the organization (Crossley et al., 2007). While organizational citizenship behaviour is the discretionary behaviour of employees which contribute to the achievement of the goals of organizations (Kalargyrou et al., 2022). The research investigated job embeddedness and organizational citizenship behaviour, using both the primary and secondary data. The social exchange theory was adopted as the theoretical framework of the study. The crux of the theory is that a psychological contract exists between employees and employers, where each parties are expected to fulfill the respective obligation to each other. The reseach linked the various determiners of job embeddedness to organizational

citizenship behavior. The study submitted to the views of Lee et al., (2004), and other scholars' findings cited in the work, that employees that are highly embedded in their job show tendencies of organizational behaviour.

6. RECOMMENDATIONS

Organizations should re-strategize and reposition their human resource units, since it is a potent instrument in ensuring the achievement of job embeddedness and organizational citizenship behaviour. Organizations should ensure that an adequate and conducive organizational climate is provided in order to ensure the development of organizational citizenship behaviour in the workplace. An organizational framework aimed at putting in place instrument that encourages job embeddedness among the workforce, so as to serve as strategy for achieving organization citizen behaviour. such actions must be logical, equitable, and reasonable and the conclusion that should must be based on facts and, the principle of natural justice.

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