E-ISSN: 1115 - 8530 P-ISSN: 3026-8958
MPRI-JFRBD | INTERNATIONAL JOURNAL OF FINANCIAL RES. AND BUSINESS DEVELOPMENT
VOL. 14 NO. 7 – OCTOBER, 2026

ENTREPRENEURIAL ORIENTATION AND SMEs PERFORMANCE IN SOKOTO METROPOLIS, SOKOTO STATE, NIGERIA

***BELLO IBRAHIM YABO; & **ABUBAKAR SALIHU TAMBUWAL**

*Shehu Shagari College of Education, Sokoto. bellotourist@gmail.com **Shehu Shagari College of Education, Sokoto. abuango@gmail.com

DOI: https://doi.org/10.70382/mejfrbd.v14i7.0137

Abstract

The study examined the influence of entrepreneurial orientation on the performance of Small and Medium Enterprises (SMEs) in Sokoto metropolis. The study was motivated by the continued performance challenges faced by SMEs despite their important role in employment generation and economic development. A quantitative survey design was adopted, and primary data were collected from a sample of 353 SME owners and managers, out of which 330 valid responses were analyzed. The research instrument was a structured questionnaire measured on a five-point Likert scale. Regression was used to test the research hypotheses. Results revealed that both pro-activeness and risk-taking showed significant positive effects on SME performance in Sokoto metropolis. The study concludes that entrepreneurial behaviours such as anticipating market opportunities and taking calculated risks are essential drivers of SME growth and competitiveness in Sokoto metropolis. It recommends that SME owners adopt proactive strategies, apply moderate risk-taking approaches, and that support agencies provide targeted training and financial assistance to strengthen entrepreneurial capability.

Keywords: Entrepreneurial orientation, Pro-activeness, Risk-taking, SMEs Performance, Sokoto state

Introduction

Background to the Study

Small and Medium Enterprises (SMEs) play a critical role in the economic development of many emerging economies, including Nigeria. In Sokoto metropolis, SMEs constitute a significant share of commercial activities, contributing to employment generation, poverty reduction, and the diversification of local economic opportunities. Despite their strategic relevance, many SMEs in the region continue to experience performance challenges such as low revenue growth, limited market expansion, weak innovation capacity, and high business failure rates. These persistent challenges have prompted researchers and policymakers to explore

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

internal strategic factors that influence SME success, among which Entrepreneurial Orientation (EO) has become a major focus.

Entrepreneurial Orientation refers to the strategic posture of a firm that reflects its readiness to identify and exploit new opportunities, innovate, and take calculated risks in a competitive environment. Among its dimensions, pro-activeness and risk-taking have been widely recognized as core drivers of firm performance, especially in dynamic markets where rapid adaptation and opportunity-seeking behaviour determine survival. Pro-activeness reflects a firm's forward-looking posture and its ability to anticipate and respond to emerging market trends ahead of competitors. In Sokoto's increasingly competitive business landscape shaped by changing consumer preferences, technological influence, and evolving commercial activities proactive SMEs are more likely to discover new markets, adapt to environmental changes, and achieve sustainable performance gains.

Similarly, risk-taking captures the willingness of SMEs to commit resources to uncertain ventures, introduce new products, or adopt innovative processes despite the potential for failure. In many parts of northern Nigeria, including Sokoto, SMEs often operate under conditions of environmental uncertainty, limited access to finance, infrastructural deficits, and fluctuating economic policies. These conditions make risk-taking decisions more complex, yet essential, for firms seeking competitive advantage. SMEs that exhibit moderate levels of risk-taking are better positioned to diversify their operations, invest in new opportunities, and improve overall performance.

Although several studies have examined entrepreneurial orientation and firm performance globally, empirical evidence from Sokoto metropolis remains limited, particularly regarding the role of pro-activeness and risk-taking in shaping SME outcomes. The unique socio-cultural norms, informal business practices, limited market structures, and diverse entrepreneurial motivations in the region create an environment in which EO dimensions may influence performance differently compared to other regions in Nigeria. Therefore, understanding how pro-activeness and risk-taking contribute to SME performance in Sokoto is crucial for designing appropriate support policies, strengthening entrepreneurial capabilities, and enhancing the competitiveness of local enterprises.

This study is motivated by the need to provide empirical insights into the relationship between entrepreneurial orientation using pro-activeness and risk-taking as proxies and SME performance in Sokoto metropolis. By examining these dimensions, the study seeks to offer a deeper understanding of the strategic behaviours that enhance SME growth, survival, and competitiveness within the region's dynamic business environment.

Despite their vital contribution to job creation, poverty reduction, and local economic growth, SMEs in Sokoto metropolis continue to face persistent performance challenges. Many struggle with low sales growth, limited market expansion, weak innovation capacity, and high vulnerability to environmental uncertainty. These challenges persist even though entrepreneurship is culturally embedded in Sokoto and commercial activities are widespread across markets in the metropolis.

A major concern is that many SME owners operate reactively rather than proactively, often responding to market changes only after competitors have taken the lead. This lack of forward-looking behaviour limits their ability to identify new opportunities, introduce new products, or

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

adapt to changing customer needs. In addition, many SMEs demonstrate low readiness to take calculated risks due to fear of financial loss, limited access to credit, and uncertainty in the business environment. As a result, they avoid strategic investments that could enhance growth and competitiveness.

Although entrepreneurial orientation particularly pro-activeness and risk-taking has been widely recognized as a driver of firm performance, empirical evidence specific to Sokoto metropolis remains scarce. The unique socio-cultural and economic environment of Sokoto suggests that the influence of EO dimensions may differ from findings in other regions. Consequently, the problem lies in the limited understanding of how pro-activeness and risk-taking collectively shape SME performance in Sokoto metropolis. This knowledge gap constrains effective policy formulation and limits SME owners' ability to adopt strategic behaviours that can enhance performance.

This study therefore seeks to answer the following research questions:
(a) Is there a significant relationship between pro-activeness and SME performance in Sokoto metropolis?
(b) What is the relationship between risk-taking and SME performance in Sokoto metropolis?

Accordingly, the study aims to determine the influence of entrepreneurial orientation on SME performance in Sokoto metropolis, Sokoto State.

Concept of Entrepreneurial Orientation

Entrepreneurial Orientation (EO) refers to the process through which SMEs and larger firms enter new markets (Stambaugh et al., 2017). Although EO has gained prominence in modern strategic management literature, it is not a new concept. Miller (1983) was among the first scholars to introduce entrepreneurial orientation into academic discourse (Covin & Lumpkin, 2011).

Miller (1983) defined entrepreneurial orientation as a firm's tendency to engage in product–market innovation, undertake relatively risky projects, and act proactively ahead of competitors. He identified three primary dimensions of EO: innovativeness, risk-taking, and pro-activeness. These dimensions are commonly combined to form a higher-order construct of firm-level entrepreneurship (Rauch et al., 2009). Building on Miller's framework, Covin and Slevin (1989) further developed the EO concept, which has since been widely applied in entrepreneurship and management research (Wales et al., 2021). They conceptualized EO as a unidimensional strategic orientation in which innovativeness, pro-activeness and risk-taking operate collectively. To measure EO, they developed a nine-item self-report scale, which remains one of the most widely used instruments in EO research (Rauch et al., 2009).

Subsequently, Lumpkin and Dess (1996) expanded the EO framework by identifying five dimensions that differentiate organizational entrepreneurial orientation: autonomy, competitive aggressiveness, innovativeness, pro-activeness and risk-taking. They emphasized pro-activeness and risk-taking as critical dimensions of EO. Pro-activeness reflects a firm's effort to anticipate and respond rapidly to emerging opportunities, while risk-taking refers to the willingness to commit resources to ventures with uncertain outcomes (Ibrahim & Abu, 2020). To effectively capture the entrepreneurial orientation of small enterprises, these dimensions must be appropriately measured. Measuring SME performance is therefore a critical area in entrepreneurship research.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Entrepreneurial orientation represents a planned business approach that forms the foundation for innovation and competitive decision-making (Nofiani et al., 2020). Firms with strong EO encourage employees to take calculated risks, make independent decisions, act proactively, and compete aggressively (Chou et al., 2020). Entrepreneurial decision-making is often characterized by high complexity and dynamic capabilities and when effectively implemented, EO enhances a firm's ability to collaborate with other organizations, government agencies, and internal stakeholders, thereby facilitating efficient resource mobilization (Yu et al., 2023). Overall, EO focuses on a firm's strategic posture toward innovativeness, pro-activeness risk-taking, and competitive aggressiveness, which are essential for effective strategic decision-making.

Pro-activeness

Pro-activeness is defined as an entrepreneurial alertness that enables firms to outperform competitors through dynamic actions such as introducing new products or services ahead of rivals and anticipating future market changes (Keh, Nguyen, & Ng, 2007). It reflects an entrepreneurial vision that drives strategic change, market adaptation, and the creation of new products and processes (Lisboa, Skarmeas, & Lages, 2011). Yli-Renko and Janakiraman (2008) describe pro-activeness as the continuous search for customers seeking new value, frequent product updates, and a deeper understanding of customer needs.

Pro-activeness is associated with the pursuit of first-mover advantages through environmental scanning aimed at identifying emerging trends and monitoring competitive activities (Sciascia, Naldi, & Hunter, 2006). Empirical evidence suggests that proactive firms generate more innovations; thus, higher levels of pro-activeness increase the likelihood of innovation development (Perez-Luño, Wiklund, & Cabrera, 2011). Proactive organizations strive to stay ahead by adopting new technologies and marketing new products or services (Dess & Lumpkin, 2005). By leveraging trends to meet future customer needs, proactive firms are better positioned to anticipate changes in demand and emerging problems that lead to new business opportunities.

First-mover advantages occur when firms enter new markets early, establish strong identities, implement innovative processes, or adopt new technologies, thereby gaining leverage over competitors (Kerin, Varadarajan, & Peterson, 1992; Golder & Tellis, 1993). Overall, proactiveness reflects a firm's desire to anticipate and respond effectively to market needs and future opportunities (Kouriloff, 2000; Schwartz, Teach, & Birch, 2005).

Risk-Taking

Risk-taking refers to a firm's tendency and willingness to commit substantial resources to opportunities or strategies with uncertain outcomes. Pérez-Luño et al. (2011) argue that risk-taking reflects decision-making under uncertainty regarding asset allocation, product choices, and market selection. Engaging with risk enables firms to overcome barriers and pursue new opportunities, including entry into foreign markets.

Rauch et al. (2009) found that risk-taking has a positive relationship with firm performance, although its effect is often weaker than that of pro-activeness and innovativeness. Risk-taking is typically treated as an independent EO dimension that interacts with other entrepreneurial behaviours (Naldi et al., 2007). Pérez-Luño et al. (2011) further noted that risk-taking is positively

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

associated with innovation output, suggesting that firms with higher risk-taking capacity are more inclined to develop new innovations.

Risk-taking orientation involves a firm's commitment to high-cost projects, bold strategic actions, and substantial investments in new technologies, products, and markets (Dess & Lumpkin, 2005). Firms with strong risk-taking orientations are willing to allocate significant resources to opportunities that carry a high likelihood of failure in pursuit of higher returns (Stewart & Roth, 2001).

Entrepreneurial Orientation and Performance

Several recent Nigerian studies provide strong support that entrepreneurial orientation significantly enhances SME performance through dimensions such as pro-activeness risk-taking, innovativeness, and competitive aggressiveness: Muazu, I. M., Adamu, M., & Inuwa, M. (2023) found that entrepreneurial orientation (with innovativeness, pro-activeness and risk-taking) positively and significantly affects SMEs' performance in Tafawa Balewa Local Government Area, Bauchi State, Nigeria. They conclude that stronger EO usage drives higher firm performance outcomes.

Ishaya, S., Pulka, B. M., & Tijjani, T. S. (2024) reported that EO dimensions competitive aggressiveness, innovativeness, pro-activeness, and risk-taking all positively relate to SMEs' performance in Maiduguri Metropolis, Nigeria. Ogbaini, C. A., Akpor, A. A., Oputa, J. E., Marvis, V. B., Williams, M. C. O., & Okafor, N. (2024) demonstrated that innovativeness, risk-taking, and pro-activeness significantly enhance SME performance in Lagos, Nigeria; autonomy was not found significant. Abodunde, S. M. (2024) examined EO parameters in Oyo State and likewise showed a positive relationship between EO dimensions (risk-taking, innovativeness, pro-activeness, autonomy, and competitiveness) and SME performance. Merdeka, R. R., Sudyantara, S. C., Almas, N., & Sholeh, M. H. (2024) examines the performance of MSMEs in emerging economies, particularly Surabaya City, Indonesia. The dimensions of entrepreneurial orientation were used to measure firms' performance. They are pro-activeness, innovativeness, risk-taking, autonomy, and competitive aggressiveness. The multiple linear regression analysis, classic assumption test, and purposive sampling technique were applied in this research. The findings of this study indicate that innovativeness, risk-taking, autonomy, and competitive aggressiveness variables significantly influence firms' performance. Only the pro-activeness variable was found not significant.

Aleid, A. A. A., & Khalil, S. N. (2024) revealed that entrepreneurial orientation and innovation (with manager motivation as a mediator) significantly influence SME performance in the United Arab Emirates, indicating that psychological and human factors can shape EO's effects.

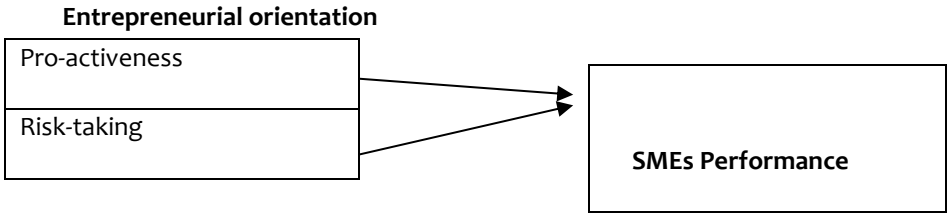
The research is guided by the Miller's (1983) Theory of Entrepreneurial Orientation which posits that an entrepreneurial firm is one that simultaneously engages in product-market innovation, undertakes risky ventures, and proactively outpaces competitors. In this framework, risk-taking is regarded as the willingness to commit resources to opportunities with uncertain returns, while pro-activeness represents the forward-looking and opportunity-seeking posture of the firm. These behavioural dimensions influence strategic decisions that ultimately affect firm performance.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Methodology

A survey design was adopted to investigate the influence of Entrepreneurial orientation on the performance of SMEs in Sokoto metropolis, Sokoto State, Nigeria. The entire registered SMEs within Sokoto State constitute the population for the study, whose number stood at 4,152 in 2024(SOCCIMA, & CAC, 2024). The study was conducted across the five local governments' areas that constitute Sokoto Metropolis. The local governments are Sokoto South, Sokoto North, Kware, Wamakko and Dange shuni. However, sample size of three hundred and fifty three (353) was arrived at, using Todaro Yamane's formula. The structured questionnaire was designed to collect the data on the variables of Entrepreneurial orientation and demographic characteristics of SMEs owners. In carrying out this study, regression was used to analyze the effect of Entrepreneurial orientation variables on the performance of SMEs in Sokoto Metropolis

Conceptual Framework



Findings

Table: 1 Mean Response on the Influence of Pro-activeness on SMEs' performance in Sokoto metropolis

	Statement	SA	A	SD	D	TA	TD	Decision
	Pro-activeness							
PRCT1	In general, my organization favour a strong tendency to quickly "Be the leader" in introducing new products or ideas.	273	30	0	10	303	10	Agree
PRCT2	Our firm constantly looks for businesses that can be acquired.	275	24	1	13	299	14	Agree
PRCT3	In dealing with its competitors, my organization is often the first business to introduce new products/services, administrative techniques, operating technologies etc	283	20	3	7	303	10	Agree
PRCT4	In dealing with its competitors, my organization typically responds to actions that competitors initiate.	257	36	9	11	293	20	Agree
	Total					1198	54	Agree

Source: Field work result 2026

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

The questionnaire items deals with the influence of pro-activeness on the performance of SMEs' in Sokoto metropolis The overall cumulative total of those that agreed stood at 1198 while total of those that disagreed stood at 54 with the overall cumulative mean score of 4 This implies that Pro-activeness influences the performance of SMEs' in Sokoto metropolis

Table: 2 Mean responses on the Influence of Risk-taking on the performance of SMEs' in Sokoto metropolis

	Risk- taking	SA	A	SD	D	TA	TD	Decision
RISKT1	In general my organization has a strong tendency for high-risk ventures, with chances of high returns.	300	5	0	8	305	8	Agree
RISKT2	In general, my organization favours exploring via incremental behaviour in achieving the organization's objectives due to the nature of the environment.	303	5	2	3	308	5	Agree
RISKT3	When confronted with decision-making situations involving uncertainty, my organization typically adopts a risky attitude to maximize the probability of making a profit.	257	36	11	9	293	20	Agree
RISKT4	In general, my organization is quick to deploy resources toward solving a problem without thoroughly solving it.	263	37	10	3	300	13	Agree
RISKT4	Owing to the nature of the environment, bold and wide-ranging actions are required to achieve the firm's objectives.	283	20	3	7	303	10	283
	Total					1509	5S6	Agree

Source: Field work result 2026

The questionnaire items deal with the influence of Risk- taking on the performance of SMEs' in Sokoto metropolis the overall cumulative total of those that agreed stood at 1,509 while total of those that disagreed stood at 56 with the overall cumulative mean score of 4.9. This implies that risk-taking influences the performance of SMEs' in Sokoto metropolis

Ho1: Pro-activeness has no significant relationship with SMEs' performance in Sokoto metropolis, Sokoto state

Table: 3 Regression Analysis of Respondents' Opinions on the Influence of Pro-activeness on the performance of SMEs in Sokoto Metropolis

Model	Beta	Std. Error	R-critical	R-cal	R^2	Adjusted R^2	Sig.
Pro-activeness	0.246	.299	0.088	0.561	0.007	0.004	.058

Source: Field work result 2026

The result determined a positive, statistical relationship between pro-activeness and performance of SMEs in Sokoto metropolis (Beta = 0.246, R-cal = 0.561 was found to be greater than R- critical

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

value of .0088). Thus, the null hypothesis was rejected. The result showed that increase in the performance of SMEs in Sokoto metropolis was associated with change in the pro-activeness of the SMEs. The result indicated that pro-activeness was an important predictor of performance of SMEs in Sokoto metropolis and any Changes in pro-active tendencies of the SMEs will lead to changes in their performance. This means that the more pro-active a firm is, the higher its performance and vice versa.

Ho2: There is no significant relationship between Risk-taking and SMEs' performance in Sokoto metropolis, Sokoto state.

Table: 4 Regression Analysis of Respondents' Opinions on the Influence of Risk-taking on the performance of SMEs in Sokoto Metropolis

Model	Beta	Std. Error	R-critical	R-cal	R^2	Adjusted R^2	Sig.
Risk-taking	0.345	.294	0.088	0.627	0.008	0.007	.066

Source: Field work result 2026

The result showed that risk taking significantly influenced market share of SMEs in Sokoto metropolis. (Beta = 0.345, R-cal = 0.627 was found to be greater than R- critical value of .0088). Thus, the null hypothesis was rejected. It was also established that the performance of SMEs in Sokoto metropolis was related to change in the SME's risk taking ability. Hence, risk taking exerts high level of influence on the performance of SMEs in Sokoto metropolis. The research has recognized that risk taking was a key predictor of performance of SMEs. It is therefore concluded that SMEs which take risk tend to perform better than those who avoid risks.

Conclusion

This study examined the influence of pro-activeness and risk-taking on the performance of SMEs in Sokoto metropolis, Sokoto State. The findings confirm that both dimensions of entrepreneurial orientation significantly affect SMEs' performance. The findings indicated that SMEs that demonstrate pro-activeness by anticipating market trends, identifying opportunities early, and adapting quickly to environmental changes tend to achieve higher growth and competitive advantage. It was revealed that SMEs that engage in calculated risk-taking, such as investing in new products, technologies, or markets, also show improved performance, despite potential uncertainties.

These results validate the study's hypotheses, showing that pro-activeness and risk-taking are critical drivers of SME performance in Sokoto metropolis and is consistent with the work of Abodunde, S. M. (2024), Abshar, D., & Septrizola, W. (2024), Ishaya, S., Pulka, B. M., & Tijjani, T. S. (2024), Mohammed, A. B., Andow, H. A., & Gaddafi, I. M. (2025), Muazu, I. M., Adamu, M., & Inuwa, M. (2023) etc. The findings highlight that entrepreneurial orientation is not just a strategic choice but a necessity for SMEs operating in dynamic and challenging business environments like Sokoto. In conclusion, enhancing pro-activeness and risk-taking among SMEs can substantially improve firm performance, foster innovation, and contribute to local economic development. Policymakers, SME support agencies, and financial institutions should focus on creating programmes, policies, and funding opportunities that strengthen these entrepreneurial

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

behaviours. Future studies may extend this research by exploring other EO dimensions, such as innovativeness and competitive aggressiveness, or examining moderating factors like government policy, infrastructure, and market conditions. Based on the findings of this study, the following recommendations are proposed to improve SMEs' performance in Sokoto metropolis:

1. SMEs owners should actively anticipate market changes, identify emerging opportunities, and adapt their strategies ahead of competitors. Training programmes, workshops, and mentorship should emphasize proactive decision-making, opportunity recognition, and early adoption of innovative business practices.
2. SMEs should be supported to take calculated risks, such as investing in new products, technologies, and market expansion, while minimizing potential losses. Financial literacy, risk management training, and access to affordable funding should be provided to enhance confidence in decision-making.
3. Development agencies, NGOs, and government bodies should organize programmes that build SME owners' skills in pro-activeness, risk-taking, innovation, and strategic planning. This will equip them to make informed business decisions that drive growth and sustainability

REFERENCES

Abodunde, S. M. (2024). Leveraging entrepreneurial orientation for the performance of small and medium enterprises (SMEs): Evidence from Oyo State, Nigeria; *Journal of Economics, Management & Business Administration*, *3*(2), 25–37

Abshar, D., and Septrizola, W. (2024). The influence of entrepreneurial orientation and market orientation on SME business performance; Marketing *Management Studies*, *6*(1), 45–58

Aleid, A. A. and Khalil, S. N. (2024). Entrepreneurial orientation and innovation: The mediating role of manager motivation on SME performance in the UAE. *International Journal of Entrepreneurship and Small Business*, *39*(1), 12–28.

Chou, T. et al (2020) Entrepreneurial orientation and firm performance: Evidence from small and medium enterprises. *Journal of Business Research*, *116*, 70–80. https://doi.org/10.1016/j.jbusres.2019.11.007

Covin, J. G., and Lumpkin, G. T. (2011) Entrepreneurial orientation theory and research: Reflections on a needed construct. *Entrepreneurship Theory and Practice*, *35*(5), 855–872. https://doi.org/10.1111/j.1540-6520.2011.00443.x

Covin, J. G. and Slevin, D. P. (1989) Strategic management of small firms in hostile environments; *Strategic Management Journal*, *10*(1), 75–87 https://doi.org/10.1002/smj.4250100107

Dess, G. G. and Lumpkin G. T. (2005) The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management Executive*, *19*(1), 147–156. https://doi.org/10.5465/ame.2005.15841975

Golder, P. N and Tellis G. J. (1993) Pioneer advantage: Marketing logic or marketing legend? *Journal of Marketing Research*, *30*(2), 158–170. https://doi.org/10.1177/002224379303000203

Ibrahim, M and Abu H. (2020) Entrepreneurial orientation and small business performance: The mediating role of innovation and risk-taking. *Journal of Small Business and Entrepreneurship*, *32*(5), 421–436. https://doi.org/10.1080/08276331.2020.1719392

Ishaya, S et al (2024). Entrepreneurial orientation and the performance of SMEs in Maiduguri metropolis, Nigeria *International Journal of Entrepreneurial and Technology Innovation*, *9*(2), 88–101

Keh, H. et al (2007). The effects of entrepreneurial orientation and marketing information on the performance of SMEs. *Journal of Business Venturing*, *22*(4), 592–611. https://doi.org/10.1016/j.jbusvent.2006.05.003

Kerin, R. A et a (1992). First-mover advantage: A synthesis, conceptual framework, and research propositions. *Journal of Marketing*, *56*(4), 33–52. https://doi.org/10.1177/002224299205600404

Kouriloff, M. (2000). Entrepreneurial orientation and innovation: A comparative study of SMEs. *International Journal of Entrepreneurship*, *4*(1), 57–74.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Lisboa, A., Skarmeas, D and Lages, C. (2011) Entrepreneurial orientation and firm performance: The role of innovation and internationalization. *European Journal of Marketing*, *45*(9–10), 1440–1464. https://doi.org/10.1108/03090561111151807

Lumpkin, G. T and Dess, G. G (1996) Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, *21*(1), 135–172. https://doi.org/10.5465/amr.1996.9602161568

Merdeka, R et al (2024). Road to success: How does entrepreneurial orientation and market orientation improve SME performance? *El-Barka: Journal of Islamic Economics and Business*, *7*(1), 1–18.

Miller, D. (1983). The correlates of entrepreneurship in three types of firms *Management Science*, *29*(7), 770–791 https://doi.org/10.1287/mnsc.29.7.770

Mohammed, A et al (2025) Relationship between entrepreneurial orientation and business performance of SMEs in Kano State, Nigeria *Open Access Journal of Business and Entrepreneurship*, *3*(1), 11–23.

Muazu, I. M. et al (2023). Influence of entrepreneurial orientation on the performance of small and medium-sized enterprises in Tafawa Balewa Local Government Area of Bauchi State, Nigeria. *International Journal of Intellectual Discourse*, 6(2), 112–126.

Naldi, L et al (2007). Entrepreneurial orientation, risk-taking, and performance in family firms *Family Business Review*, *20*(1), 33–47. https://doi.org/10.1111/j.1741-6248.2007.00076.x

Nofiani.A et al (2021).The dynamics between balanced and combined ambidextrous strategies: A paradoxical affair about the effect of entrepreneurial orientation on SMEs' performance. Journal of Entrepreneurship in Emerging Economies, 13(5), 1262–1286 https://doi.org/10.1108/JEEE-09-2020-0331

Ogbaini, C. A et al (2024). *The Role of Entrepreneurial Orientation in Small Medium Enterprises Performance in Lagos, Nigeria*; *Neraca: Jurnal Pendidikan Ekonomi*, 9(2), 107–119.

Perez-Luño, A et al (2011).The dual nature of innovative behavior: How entrepreneurial orientation influences innovation generation and adoption. *Journal of Business Venturing*, 26(5), 555–571. https://doi.org/10.1016/j.jbusvent.2010.03.001

Rauch, A et al (2009) Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, *33*(3), 761–787. https://doi.org/10.1111/j.1540-6520.2009.00308.x

Schwartz, R. G et al (2005). Entrepreneurial orientation: A conceptual framework for SME performance. *Small Business Economics*, 25(3), 249–263. https://doi.org/10.1007/s11187-004-8575-2

Stambaugh, J. E et al (2017). How well do EO measures and entrepreneurial behavior match? International Entrepreneurship and Management Journal, 13(3), 717–737.DOI: 10.1007/s11365-016-0432-5

Stewart, W. H. and Roth, P. L (2001) Risk tolerance differences between entrepreneurs and managers: A meta-analytic review. *Journal of Applied Psychology*, *86*(1), 145–153. https://doi.org/10.1037/0021-9010.86.1.145

Wales, W. J et al (2021) The status quo of research on entrepreneurial orientation: Conversational landmarks and theoretical scaffolding.
Journal of Business Research, 128, 564–577. https://doi.org/10.1016/j.jbusres.2020.10.046

Yli-Renko, H. and Janakiraman, R. (2008) The impact of entrepreneurial alertness on SME performance: Evidence from emerging markets. *International Journal of Entrepreneurial Behavior & Research*, *14*(2), 85–104. https://doi.org/10.1108/13552550810858905

Yu, X., Cao, N and Ren, H. (2023).The impact of entrepreneurial orientation on the sustainable innovation capabilities of new ventures: From the perspective of ambidextrous learning. Sustainability, *15*(11), 9026 https://doi.org/10.3390/su15119026

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]