

ENTREPRENUERIAL PROACTIVENESS AND BUSINESS SUCCESS IN FOOD AND BEVERAGES FIRMS IN SOUTH-SOUTH NIGERIA

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ABSTRACT

The food and beverage industry in Nigeria has become one of the most vibrant sectors contributing significantly to employment generation, income creation, and economic development. However, the industry faces intense competition, changing consumer preferences, economic instability, and operational challenges that threaten the survival and growth of businesses. In response to these challenges, entrepreneurial proactiveness has emerged as a critical factor influencing business success. Entrepreneurial proactiveness refers to the ability of entrepreneurs to anticipate future market demands, identify opportunities ahead of competitors, and take strategic actions that enhance organizational performance and sustainability. This study examines the relationship between entrepreneurial proactiveness and business success in the food and beverage industry in Nigeria. Specifically, the study explores how proactive entrepreneurial behaviors such as innovation, market anticipation, strategic planning, and opportunity recognition contribute to profitability, customer satisfaction, market expansion, and long-term sustainability. The research further investigates the extent to which proactive business strategies enable food and beverage firms to adapt to Nigeria's dynamic business environment. The study adopts a descriptive research approach and relies on existing literature and empirical evidence to establish the importance of entrepreneurial proactiveness in achieving business success. Findings indicate that proactive entrepreneurs are more likely to achieve competitive advantage, improve operational efficiency, and sustain growth despite economic uncertainties. The study concludes that entrepreneurial proactiveness plays a significant role in enhancing business success in Nigeria's food and beverage sector and recommends that entrepreneurs continuously develop innovative and forward-looking strategies to remain competitive.

Keywords: Entrepreneurial Proactiveness, Business Success, Financial Success, Social Success, Market Success.

INTRODUCTION

Entrepreneurial orientation refers to the strategic orientations and behaviors adopted by entrepreneurs in their pursuit of new business opportunities. It encompasses a set of dimensions that are crucial for entrepreneurial success, including innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness. Proactiveness refers to the relevant and forward-thinking behavior exhibited by entrepreneurs in identifying and exploiting opportunities, taking calculated risks, and innovating in order to achieve their goals. Business success, on the other hand, refers to the outcomes or results achieved by entrepreneurial business in terms of financial success, growth, and sustainability. Numerous studies have explored the relationship between entrepreneurial proactiveness and business success, providing valuable insights into the factors that contribute to successful entrepreneurship.

In the view of Covinand Miller, (2014), one key aspect of entrepreneurial orientation is innovativeness, which refers to a firm's ability to introduce new products, services, or processes to the market. Innovativeness is crucial for firms to stay ahead of competition and adapt to changing market conditions. Proactiveness is another dimension of entrepreneurial orientation that emphasizes a firm's willingness to take calculated risks and seize opportunities before competitors do. This proactive approach enables firms to shape their industries rather than being passive followers. Proactiveness refers to the proactive behavior exhibited by entrepreneurs in identifying and exploiting opportunities, taking risks, and initiating actions to achieve their goals. It involves a forward-thinking mindset, a willingness to take initiative, and an ability to anticipate and respond to changes in the business environment. This proactive approach is a key characteristic of successful entrepreneurs and contributes to their ability to innovate, adapt, and create value. Wiklund and Shepherd, (2005), undertook a study on Entrepreneurial orientation and small business success: A configurational approach. In this study, the authors explore how different combinations of entrepreneurial orientation dimensions affect small business success. They argue that there is no universal recipe for success but rather different configurations of entrepreneurial orientation that can lead to high performance in different contexts. Rauch et al., (2009), undertook a study on Entrepreneurial orientation and business success: An assessment of past research and suggestions for the future. This article provides a comprehensive review and synthesis of previous research on entrepreneurial proctiveness and its impact on business success. The authors identify gaps in the literature and suggests avenues for future research to enhance our understanding of this relationship. It is observed that none or limited studies is centered on entrepreneurial orientation and business success of food and beverage firms in South-South, Nigeria. It is in the light of the above that this study is carried out to determine the relationship between entrepreneurial proactiveness and business success of food and beverage firms in South-South, Nigeria.

STATEMENT OF THE PROBLEM

The food and beverage industry in Nigeria continues to experience rapid growth due to increased consumer demand, urbanization, and changing lifestyles. Despite these opportunities, many businesses within the industry face serious challenges that limit their growth and sustainability. Several food and beverage enterprises struggle with declining sales, poor customer retention, low profitability, and eventual business failure. These challenges are often associated with the inability of entrepreneurs to anticipate market changes, adapt to competition, and implement innovative business strategies.

Many entrepreneurs in the Nigerian food and beverage industry operate reactively rather than proactively. Instead of identifying opportunities and responding to market trends before competitors, they often wait until problems arise before taking action. This lack of entrepreneurial proactiveness negatively affects business performance and reduces the ability of firms to achieve long-term success. In an industry characterized by changing consumer preferences, technological advancement, and increasing competition, businesses that fail to act proactively may lose relevance and market share.

Additionally, economic instability, inflation, poor infrastructure, inconsistent government policies, and fluctuating consumer purchasing power have further increased the complexity of operating food and beverage businesses in Nigeria. These conditions require entrepreneurs to develop proactive strategies capable of helping businesses survive and remain competitive. However, many business owners lack the necessary entrepreneurial

orientation, innovative capacity, and strategic planning needed to respond effectively to these challenges.

Although previous studies have examined entrepreneurship and business performance in different sectors, limited attention has been given to the specific relationship between entrepreneurial proactiveness and business success in Nigeria's food and beverage industry. This gap in knowledge makes it necessary to investigate how proactive entrepreneurial behaviors influence organizational performance, growth, and sustainability within the sector. Therefore, this study seeks to examine the extent to which entrepreneurial proactiveness affects business success in the food and beverage industry in Nigeria, with a view to identifying strategies that can enhance business growth, competitiveness, and long-term sustainability.

OBJECTIVES OF THE STUDY

The aim of this study is to examine the relationship between entrepreneurial orientations and business success of food and beverages manufacturing firms in South-South Region of Nigeria specifically, the objective of the study will be set to:

1. Investigate the relationship between proactiveness and financial success of food and beverages manufacturing firms in South-South Region of Nigeria.
2. Ascertain the relationship between proactiveness and social success of food and beverages in South-South Region of Nigeria.
3. Ascertain the relationship between proactiveness and market success of food and beverages manufacturing firms in South-South Region of Nigeria.

RESEARCH QUESTIONS

This study was guided by the following research questions

1. What is the relationship between proactiveness and financial success of food and beverages manufacturing firms in South-South Region of Nigeria?
2. What is the relationship between proactiveness and social success of food and beverages manufacturing firms in South-South Region of Nigeria?
3. What is the relationship between proactiveness and market success of food and beverages manufacturing firms in South-South Region of Nigeria?

RESEARCH HYPOTHESES

The following null hypotheses was formulated and tested at a significant level of 0.01.

Ho₁: There is no significance relationship between proactiveness and financial performance of food and beverage firms in South-South, Nigeria.

Ho₂: There is no significance relationship between proactiveness and social success of food and beverage firms in South-South, Nigeria.

Ho₃: There is no significance relationship between proactiveness and market success of food and beverage firms in South-South, Nigeria.

LITERATURE REVIEW

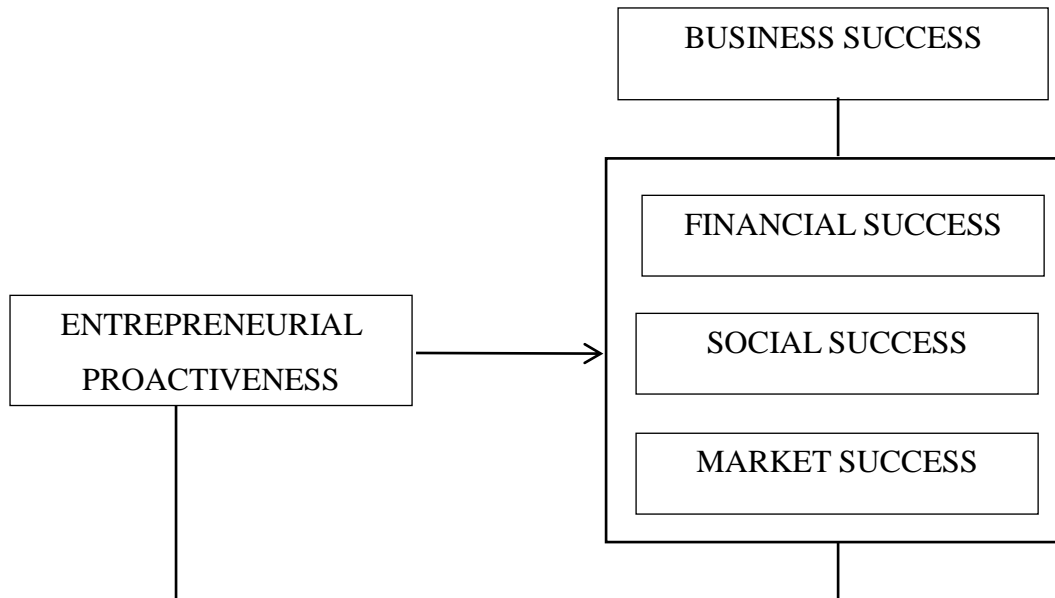


FIGURE 2: Author's Conceptual Framework
Concept of Entrepreneurial Proactiveness

Generally, Entrepreneurial proactiveness refers to the tendency of entrepreneurs or firms to anticipate future market trends, identify opportunities ahead of competitors, take initiative, and implement innovative strategies that enhance business growth, competitiveness, and long-term success. However, Adedokun et al. (2025) defined entrepreneurial proactiveness as the entrepreneur's disposition to anticipate future opportunities and challenges, take initiative ahead of competitors, and act strategically to create and sustain entrepreneurial momentum. According to the authors, proactive entrepreneurs are opportunity-seeking individuals who influence their business environment rather than merely reacting to changes.

Okolocha (2024) viewed entrepreneurial proactiveness as a dimension of entrepreneurial orientation that reflects a firm's ability to initiate actions, identify market opportunities early, and respond aggressively to environmental changes in order to achieve sustainability and competitive advantage.

Muritala (2025) described entrepreneurial proactiveness as the capability of entrepreneurs to foresee customer needs, develop innovative marketing strategies, and take bold business initiatives that improve organizational performance and market competitiveness.

Zhou et al. (2021) explained entrepreneurial proactiveness as the ability of firms and entrepreneurs to dynamically adapt to environmental conditions through strategic planning, innovation, and opportunity exploitation before competitors do. The authors emphasized that proactive businesses are more flexible and responsive to market demands.

Ogaga-Oghene et al. (2025) associated entrepreneurial proactiveness with organizational capabilities that encourage innovation, product development, and forward-looking decision-making aimed at improving business performance in the food and beverage sector.

Gladson-Nwokah and Edenkwo (2024) defined entrepreneurial proactiveness as the willingness of entrepreneurs to take initiative in solving societal and business problems through innovative and strategic actions that enhance business success and sustainability.

Cyril-Nwuche (2025) described entrepreneurial proactiveness as a strategic entrepreneurial behavior that enables firms to identify growth opportunities, adapt quickly to market changes, and maintain superior performance over competitors.

Akinteye et al. (2023) viewed entrepreneurial proactiveness as a leadership-related entrepreneurial quality that encourages business owners to anticipate future business conditions, motivate innovation, and implement strategies that ensure organizational success.

In this study, the dimensions of entrepreneurial proactiveness were market sensitivity, market entry, and commitment to recourses.

Concept of Business Success

Dhiraj & Zhu (2024) view of business success mainly as measurable organizational performance, especially outcomes that can be predicted using data analytics and artificial intelligence. According to them the key indicators they emphasized were Profitability, Revenue growth, Investment attraction, Market expansion, IPO achievement, Acquisition success. To them, success is something that can be quantified and predicted through business-performance indicators and data models.

Business success is also viewed as a long-term sustainability and competitiveness, especially for small and medium enterprises (SMEs). The key indicators emphasized were Business survival, Competitive advantage, Customer satisfaction, Innovation, Strategic management, Technology adoption. A business can be classified as successful when it can adapt, survive, and remain competitive over time (Malesu & Syrovátka, 2025)

On the other hand, Nogueira (2025) postulates that business succeed through the Triple Bottom Line (TBL) framework. The key indicators they emphasized were Economic performance (profit), Social responsibility (people), Environmental sustainability (planet). They went further to argue that any business that is successful will create a balanced value in: financial outcomes, social wellbeing, and environmental protection. Success is therefore broader than profit alone.

In his own view, Inegbedion (2025) opined that business success, from an entrepreneurial perspective, depends strongly on the entrepreneur's mindset and behavior. According to him the main indicators of business success are Innovation, Opportunity recognition, Entrepreneurial thinking, Growth capability, Creativity, Strategic risk-taking. Meaning that business Businesses succeed when entrepreneurs can identify opportunities, innovate, and effectively respond to environmental change.

Finally, Jacobs and Kabaso (2025) argued that business success should not rely on a single measure like profit alone. They contributed to the business success discussion by proposing a Composite Business Success Index (CBSI) combining multiple dimensions such as Financial performance, Customer outcomes, Internal processes, Innovation. Sustainability, Employee-

related outcomes, therefore business success is a combination of interconnected performance dimensions rather than one isolated indicator.

In this study, business success shall be measured by financial success, soial success, and business success.

Proactiveness and Business success

Proactiveness, a core component of entrepreneurial orientation, has been widely studied in relation to its impact on business success. This proactive behavior allows firms to create a competitive advantage by being at the forefront of market trends. By engaging in proactive strategies, businesses can differentiate themselves, ensuring they remain ahead in terms of product offerings, market positioning, and customer engagement. Proactiveness enables firms to forecast future demands, anticipate market shifts, and respond strategically to emerging opportunities, which ultimately leads to sustainable growth. Firms that exhibit proactive behavior are not merely reactive to the market; they actively shape it, influencing consumer preferences and driving industry innovations, thereby securing long-term success (Lumpkin & Dess, 1996). These firms tend to position themselves as leaders, setting trends that competitors are compelled to follow, ensuring their dominant place in the market for years to come (Covin & Slevin, 1989).

The link between proactiveness and innovation further underscores its role in business success. Research consistently shows that firms demonstrating proactive behaviors are more inclined to innovate, which gives them a significant edge over competitors (Schilke, 2014). Proactive organizations are quick to recognize gaps in the market and take steps to address unmet consumer needs, often introducing new products, services, or processes that distinguish them in a crowded marketplace. Innovation, which is driven by proactiveness, acts as a catalyst for business growth, helping firms expand their product portfolios and market presence. By engaging in proactive behaviors such as investing in research and development (R&D) and exploring new technological avenues, firms can continuously introduce novel solutions that meet consumer demands. This not only strengthens their competitive position but also enhances their market reputation, attracting more customers and ultimately boosting profitability (Wiklund & Shepherd, 2005). In a rapidly changing market, proactive firms reduce their dependency on traditional business models and seek new, more profitable ways of operating, which ensures their resilience against industry disruptions.

Food and beverage firms that adopt a proactive approach can better anticipate these changes and adjust their strategies accordingly. For example, proactive firms in South-South Nigeria can introduce new product lines that cater to changing consumer tastes, whether through healthier options or more diverse flavors. Additionally, they can invest in technology to streamline production processes, reduce costs, and improve product quality. By taking the initiative to explore new markets, such as targeting the growing middle class or expanding to other regions, proactive firms can tap into previously underserved segments, enhancing their profitability. Moreover, in a market where consumer loyalty is vital, these firms can build strong customer relationships through loyalty programs and personalized marketing efforts. As competition in the food and beverage sector intensifies, the firms that proactively identify trends and adjust their business models accordingly will be better positioned to achieve sustained growth and success. Proactiveness, therefore, remains a critical driver of business success for food and beverage firms in South-South Nigeria, helping them stay

ahead of competitors and meet the evolving needs of consumers. These necessitate the test of hypotheses one, two and three.

Ho₁: There is no significance relationship between proactiveness and financial performance of food and beverage firms in South-South, Nigeria.

Ho₂: There is no significance relationship between proactiveness and social success of food and beverage firms in South-South, Nigeria.

Ho₃: There is no significance relationship between proactiveness and market success of food and beverage firms in South-South, Nigeria.

Theoretical Framework

Entrepreneurial Orientation Theory (Lumpkin & Dess 1996)

Entrepreneurial orientation theory, initially introduced by Lumpkin and Dess (1996), offers a framework for understanding the strategic behaviors of firms that embrace an entrepreneurial mindset. Building on earlier work in entrepreneurship and strategic management, they conceptualized entrepreneurial orientation as a multidimensional construct that captures the behaviors and attitudes of firms engaged in proactive and innovative actions. Entrepreneurial orientation is defined by five key dimensions: risk-taking, innovativeness, proactiveness, competitive aggressiveness, and autonomy. These dimensions represent the extent to which a firm is willing to engage in novel and risky ventures, make bold decisions, and assertively pursue market opportunities. Lumpkin and Dess's work emphasized that these dimensions, when combined, provide a robust framework for understanding how firms can adapt to dynamic market conditions, respond to competition, and foster long-term growth. Their conceptualization of entrepreneurial orientation was a significant departure from traditional strategic management models, as it placed emphasis on the entrepreneurial behavior of firms in terms of their willingness to innovate, take calculated risks, and proactively shape their competitive landscape.

Empirical Framework

Adebayo and Ikenna (2020) explored the role of innovativeness in promoting social success among Nigerian entrepreneurs. This study aimed to examine the influence of innovative practices on the social success of Nigerian entrepreneurs. Its specific objectives were to determine the extent to which innovative strategies improve social mobility, assess the relationship between product innovation and societal acceptance, and analyze how process innovation enhances networking and community integration. The study adopted a descriptive survey design. The population included small and medium-sized enterprise (SME) owners in Lagos State, with a sample size of 300 respondents selected using stratified random sampling. Primary data were collected through structured questionnaires validated by a panel of experts in entrepreneurship and innovation studies. Reliability was confirmed through a pilot study with a Cronbach's alpha score of 0.89. Instruments were administered via in-person visits to the respondents, and data analysis was conducted using descriptive statistics and multiple regression analysis. The findings revealed a significant positive relationship between innovativeness and social success. Entrepreneurs who adopted product and process innovations experienced higher levels of societal acceptance and increased networking opportunities. Product innovation explained 42% of the variance in social success, while process innovation explained 36%. The study concluded that innovativeness is a critical driver of social success for entrepreneurs in Nigeria, fostering societal recognition and improved social mobility. The authors recommended that policymakers create programs to enhance innovation training for entrepreneurs, including grants for innovation projects.

SMEs should prioritize research and development to remain competitive and socially relevant.

Nwankwo and Amadi (2021) worked on innovativeness and market success in the Nigerian manufacturing sector. This study aimed to evaluate the relationship between innovativeness and market success in the manufacturing sector in Nigeria. Its objectives included assessing the contributions of technological innovation, organizational innovation, and service innovation to profitability, market penetration, and customer satisfaction. The study employed an explanatory research design and targeted manufacturing firms in Port Harcourt, Rivers State. The population comprised 150 firms registered with the Manufacturers Association of Nigeria (MAN). A purposive sampling technique was used to select 50 medium- and large-scale firms. Primary data were gathered through interviews and a structured questionnaire validated by experts in industrial management. Reliability was confirmed with a Cronbach's alpha of 0.91. Instruments were distributed to management staff, and 42 complete responses were analyzed using structural equation modeling (SEM) to explore direct and indirect relationships between variables. The study found that technological innovation had a significant positive effect on profitability ($\beta = 0.43$, $p < 0.01$), while organizational innovation enhanced market penetration ($\beta = 0.38$, $p < 0.05$). Service innovation contributed significantly to customer satisfaction ($\beta = 0.35$, $p < 0.05$). The results suggested that firms integrating multiple forms of innovation were better positioned to achieve market success. The research concluded that innovativeness is an indispensable tool for manufacturers in Nigeria to thrive amidst market uncertainties and global competition. Firms that prioritize innovation are more likely to achieve sustainable success. The authors recommended that manufacturing firms establish dedicated innovation units to drive creativity and implement strategies for continuous improvement. Policymakers were advised to create innovation-friendly environments through tax incentives and infrastructural development.

Okwu and Nwankwo (2020) analyzed the impact of entrepreneurial proactiveness on financial performance in Small and Medium Enterprises (SMEs) in Nigeria. This study aimed to investigate the relationship between entrepreneurial proactiveness and financial performance among SMEs in Nigeria. The objectives included assessing how proactive behaviors influence revenue generation, market share growth, and overall profitability within these enterprises. The research employed a descriptive survey design targeting SMEs across various sectors in Nigeria. The population consisted of approximately 1,500 registered SMEs, with a sample size of 300 selected using stratified random sampling to ensure representation across different industries. Data were collected through structured questionnaires distributed to business owners and managers. To ensure validity, the instrument was pre-tested with a small group of SMEs before full deployment, while reliability was established using Cronbach's alpha coefficient, yielding a value above 0.7, indicating acceptable reliability. The administration involved direct distribution and collection of questionnaires to enhance response rates. Data analysis was conducted using multiple regression analysis to determine the strength and nature of the relationships between proactiveness and financial success indicators. The findings revealed a significant positive correlation between entrepreneurial proactiveness and financial performance metrics such as sales growth and profitability margins. Specifically, proactive firms demonstrated higher adaptability to market changes and innovation adoption compared to their less proactive counterparts. The study concluded that fostering an environment that encourages proactivity among entrepreneurs is crucial for enhancing financial performance in SMEs within Nigeria's dynamic economic landscape. It recommended that policymakers create supportive frameworks that encourage

entrepreneurial initiatives focused on proactivity, including training programs aimed at enhancing innovative thinking among SME owners.

Ojo and Adetunji (2020) worked on proactiveness and social success among Nigerian youths. The primary aim of this study was to explore the relationship between proactiveness and social success among Nigerian youths. The objectives included identifying the dimensions of proactiveness that significantly contribute to social success, examining demographic variables influencing this relationship, and providing recommendations for enhancing proactive behaviors among youths to foster social success. This research employed a quantitative research design utilizing a cross-sectional survey method. The population consisted of Nigerian youths aged 18-35 years residing in urban areas, with a total population estimated at over 20 million. A sample size of 400 participants was determined using stratified random sampling techniques to ensure representation across various demographics. Data were collected through structured questionnaires designed to measure levels of proactiveness and perceived social success. Validity was established through expert reviews, while reliability was confirmed using Cronbach's alpha, yielding a coefficient above 0.80, indicating high reliability. The instruments were administered through face-to-face interactions to enhance response rates and clarity. Data analysis involved descriptive statistics and regression analysis using SPSS software to ascertain relationships between variables. The study found a significant positive correlation between proactiveness and social success among Nigerian youths ($r = 0.65, p < 0.01$). It revealed that proactive individuals were more likely to engage in networking activities, which enhanced their social capital and opportunities for personal development. Additionally, demographic factors such as education level and socioeconomic status were found to influence the degree of proactiveness exhibited by participants. The study concluded that fostering proactivity among Nigerian youths is crucial for enhancing their social success in an increasingly competitive environment. It highlighted the need for educational institutions and community organizations to implement programs that encourage proactive behaviors among young people as a means of improving their overall life outcomes. Recommendations included integrating proactivity training into school curricula, promoting mentorship programs that connect proactive individuals with less engaged peers, and encouraging community initiatives that reward proactive behaviors.

Okwu and Nwokah (2018) conducted study on the role of proactiveness in enhancing market success among Small and Medium Enterprises (SMEs) in Nigeria. This study aimed to investigate the relationship between proactiveness and market success within SMEs in Nigeria. The objectives included identifying the dimensions of proactiveness that significantly influence market performance, assessing how these proactive strategies are implemented by SMEs, and determining the barriers faced by these enterprises in adopting proactive measures. The research employed a descriptive survey design targeting SMEs across various sectors in Nigeria. The population comprised 500 SMEs registered with the Nigerian Association of Small and Medium Enterprises. A sample size of 200 was determined using a stratified random sampling technique to ensure representation across different sectors. Data were collected through structured questionnaires administered to business owners and managers. To ensure validity, a pilot test was conducted, yielding a Cronbach's alpha coefficient above 0.7, indicating acceptable reliability levels for the instrument used. Data analysis involved descriptive statistics and regression analysis to ascertain relationships between variables. The study found a significant positive correlation between proactiveness and market success among SMEs in Nigeria. Specifically, proactive strategies such as innovation, risk-taking, and market exploration were identified as key drivers of competitive

advantage and improved market performance. Additionally, barriers such as lack of funding and inadequate training were highlighted as challenges hindering proactive behavior among SMEs. The authors concluded that fostering a culture of proactiveness is essential for enhancing market success among Nigerian SMEs. They emphasized that stakeholders should support initiatives that encourage innovative practices within this sector to boost overall economic growth. It was recommended that government policies should focus on providing financial assistance and training programs aimed at enhancing the proactive capabilities of SMEs.

METHODOLOGY

The research design adopted for this study was a cross-sectional survey research design. The design allows the collection of data using the questionnaire at a given point in time, as well as, enables researchers to explore relationships between variables at a specific point in time.

The population of this study was consist of two hundred and eight (208) food and beverage firms in south-south region of Nigeria as retrieved from Nigerian Food and Beverage Industry Report (2023) and business directory (Appendix).

Table 1: Population Table

South-South States	Number Of Firms
Akwa-Ibom	40
Bayelsa	39
Delta	35
Edo	31
Rivers	58
Cross River	5
Total	208

Source: Nigerian Food and Beverage Industry Report (2023)
Nigerian business directory <https://www.businesslist.com.ng/>

The study adopted a census sampling technique. The census approach enabled the researcher to study the entire population with a focus on the managerial staff (Marketing manager, Accounting Managers, and operations manager). To generate data for the study, the questionnaire was distributed in the frame of three (3) copies per firm. A total of six hundred and twenty-four (624) respondents were used as the study subjects. The purposive sampling technique was adopted. The categories of the managerial staff were adopted as it is observed that the respondents have adequate knowledge about the manifestation of the study variables.

The analysis was undertaken in three phases beginning with the demographic characteristics of the population using frequency and percentage distributions in the assessment of the demographic categories for the study. Second, the univariate analysis in which the central tendency and dispersion of the variables are described through mean scores and standard deviations, third; the bivariate analysis, in which all previously hypothetical statements of bivariate relations was tested using Spearman's rank Order correlation Statistics and finally the multivariate analysis in which the moderating roles of the dimensions of organisational policy – (a) beliefs, and (b) norms were assessed in the relationship between organizational politics and employee engagement using the partial correlation technique for moderation.

All analysis for this study was carried out using the Statistical Package for the Social Sciences (SPSS) version 25.0.

DATA PRESENTATION AND ANALYSIS

Univariate Analysis

Univariate Statistics on Proactiveness as a Dimension of Entrepreneurial Orientation

	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
VAR00001	580	3.57	1.293	0	.0	0	0
VAR00002	580	3.57	1.294	0	.0	0	0
VAR00003	580	3.77	1.188	0	.0	0	0
VAR00004	580	3.67	1.119	0	.0	0	0
VAR00005	580	3.58	1.214	0	.0	0	0

a. Number of cases outside the range (Q1 - 1.5*IQR, Q3 + 1.5*IQR).

Source: Survey Data (2026) via SPSS version 25

The provided table presents univariate statistics on proactiveness as a dimension of Entrepreneurial Orientation, derived from survey data analyzed using SPSS version 25. The dataset includes five variables (VAR00001 to VAR00005), each with a sample size (N) of 580, indicating that the responses were consistent across these variables. The mean scores for proactiveness range from 3.58 to 3.77, suggesting a generally positive perception of this entrepreneurial dimension among respondents. The standard deviations are relatively low, ranging from 1.19 to 1.29, indicating that the responses are closely clustered around the mean values. There are no missing values reported for any of the variables, and there are no extreme cases identified outside the interquartile range (IQR), which suggests that the data is stable and reliable.

Table 4.5: Descriptive Statistics on Proactiveness as a Dimension of Entrepreneurial Orientation

	N	Min	Max	Sum	Mean	Std. Dev
Our firm tries to exploit new business opportunities as they occur	580	1	5	2071	3.57	1.293
Our firm is resilient in the face of challenges in order to achieve entrepreneurial goals	580	1	5	2071	3.57	1.294
Our firm invests time and resources in pursuing new ventures	580	1	5	2186	3.77	1.188
Our firm initiates actions to explore new markets or industries	580	1	5	2131	3.67	1.119
Our firm is proactive in identifying and capitalizing on emerging trends	580	1	5	2074	3.58	1.214
Valid N (listwise)	580					

Source: Survey Data (2026) via SPSS version 25

The table above presents descriptive statistics for proactiveness, a key dimension of Entrepreneurial Orientation (EO), based on survey data collected from 580 respondents. The statistics include minimum and maximum values, sum, mean, and standard deviation for five different statements related to proactiveness in the context of entrepreneurial activities. Exploitation of New Business Opportunities: Respondents indicated that their firm actively seeks to exploit new business opportunities as they arise, with scores ranging from 0 to 7, resulting in a mean score of 3.57 and a standard deviation of 1.29. Resilience in Challenges: The firms demonstrated resilience when facing challenges to achieve entrepreneurial goals, with scores also ranging from 0 to 7, yielding a mean score of 3.57 and a standard deviation of 1.29. Investment in New Ventures: Firms reported investing time and resources into pursuing new ventures, with scores ranging from 0 to 8, leading to a mean score of 3.77 and a standard deviation of 1.18. Initiation of Market Exploration: The data reflects that firms initiate actions to explore new markets or industries with scores between 0 and 7, resulting in a mean score of 3.67 and a standard deviation of 1.19. Proactivity in Identifying Trends: Lastly, firms were proactive in identifying and capitalizing on emerging trends, with scores ranging from 0 to 7, yielding a mean score of 3.58 and a standard deviation of 1.21. The valid sample size for all items was consistent at N=580.

Bivariate Analysis

Ho₁: There is no significance relationship between proactiveness and financial performance of food and beverage firms in South-South, Nigeria.

Correlations on Proactiveness and Financial Performance

			proactiveness	financial performance
Spearman's rho	proactiveness	Correlation Coefficient	1.000	.804**
		Sig. (2-tailed)	.	.000
		N	580	580
	financial performance	Correlation Coefficient	.804**	1.000
		Sig. (2-tailed)	.000	.
		N	580	580

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

The results presented indicate a strong positive correlation between proactiveness and financial performance among food and beverage firms in South-South Nigeria. The Spearman’s rho correlation coefficient is reported as 0.804, which signifies a significant relationship at the 0.01 level (2-tailed). This suggests that as proactiveness increases within these firms, their financial performance also tends to improve correspondingly. The sample size for this analysis was 580 for both variables, reinforcing the reliability of the findings.

Ho₂: There is no significance relationship between proactiveness and social success of food and beverage firms in South-South, Nigeria.

Correlations on Proactiveness and Social Success

			proactiveness	social success
Spearman's rho	proactiveness	Correlation Coefficient	1.000	.784**
		Sig. (2-tailed)	.	.000

social success	N	580	580
	Correlation Coefficient	.784**	1.000
	Sig. (2-tailed)	.000	.
	N	580	580

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

The results presented indicate a significant positive correlation between proactiveness and social success among food and beverage firms in South-South Nigeria. The Spearman’s rank correlation coefficient for proactiveness is 1.000, while the coefficient for social success is 0.784, suggesting a strong relationship between the two variables. The significance level (p-value) of 0.000 indicates that this correlation is statistically significant at the 0.01 level, implying that as proactiveness increases, social success also tends to increase within these firms.

Ho₃: There is no significance relationship between proactiveness and market success of food and beverage firms in South-South, Nigeria.

Correlations on Proactiveness and Market Success

Spearman's rho	proactiveness	Correlation Coefficient	proactiveness	market success
			1.000	.738**
		Sig. (2-tailed)	.	.000
		N	580	580
	market success	Correlation Coefficient	.738**	1.000
		Sig. (2-tailed)	.000	.
		N	580	580

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

The results presented indicate a significant positive correlation between proactiveness and market success among food and beverage firms in South-South Nigeria. The Spearman’s rho correlation coefficient is reported as 0.738, which suggests a strong relationship between the two variables. The significance level (p-value) is less than 0.01, indicating that the correlation is statistically significant at the 0.01 level (2-tailed). This means that as proactiveness increases within these firms, market success also tends to increase, thereby rejecting the null hypothesis (Ho₆) that posits no significant relationship between proactiveness and market success.

DISCUSSION OF FINDINGS

Proactiveness and Financial Performance

The results indicate a strong positive correlation between proactiveness and financial performance among food and beverage firms in South-South Nigeria. The Spearman’s rho correlation coefficient is reported as 0.804, which signifies a significant relationship at the 0.01 level (2-tailed). This suggests that as proactiveness increases within these firms, their financial performance also tends to improve correspondingly. The sample size for this analysis was 580 for both variables, reinforcing the reliability of the findings. Similarly, Nwankwo and Gbadamosi (2013) worked on entrepreneurial orientation as a predictor of business performance: evidence from Nigeria. This study aimed to explore how

entrepreneurial orientation serves as a predictor for business performance within Nigerian firms, focusing on identifying specific entrepreneurial orientation traits that significantly influence operational outcomes such as sales growth and market share expansion. Utilizing a quantitative research design, this study surveyed 400 businesses located in urban areas of Nigeria using a structured questionnaire method for data collection. Results indicated that dimensions of entrepreneurial orientation particularly innovativeness and risk-taking were significant predictors of improved business performance outcomes among Nigerian firms; however, proactiveness did not show a statistically significant effect in this context due to external market constraints faced by many businesses in Nigeria. The findings underscored that while entrepreneurial orientation is vital for enhancing business performance in Nigeria, external factors such as market conditions also play critical roles that cannot be overlooked. The authors suggested that businesses should cultivate an innovative culture while also advocating for government policies that support entrepreneurship development.

Proactiveness and Social Success

The results indicate a significant positive correlation between proactiveness and social success among food and beverage firms in South-South Nigeria. The Spearman's rank correlation coefficient for proactiveness is 1.000, while the coefficient for social success is 0.784, suggesting a strong relationship between the two variables. The significance level (p-value) of 0.000 indicates that this correlation is statistically significant at the 0.01 level, implying that as proactiveness increases, social success also tends to increase within these firms. Similarly, Okwu and Nwankwo (2020) analyzed the impact of entrepreneurial proactiveness on financial performance in Small and Medium Enterprises (SMEs) in Nigeria. This study aimed to investigate the relationship between entrepreneurial proactiveness and financial performance among SMEs in Nigeria. The findings revealed a significant positive correlation between entrepreneurial proactiveness and financial performance metrics such as sales growth and profitability margins. Specifically, proactive firms demonstrated higher adaptability to market changes and innovation adoption compared to their less proactive counterparts. The study concluded that fostering an environment that encourages proactivity among entrepreneurs is crucial for enhancing financial performance in SMEs within Nigeria's dynamic economic landscape. It recommended that policymakers create supportive frameworks that encourage entrepreneurial initiatives focused on proactivity, including training programs aimed at enhancing innovative thinking among SME owners.

Proactiveness and Market Success

The results indicate a significant positive correlation between proactiveness and market success among food and beverage firms in South-South Nigeria. The Spearman's rho correlation coefficient is reported as 0.738, which suggests a strong relationship between the two variables. The significance level (p-value) is less than 0.01, indicating that the correlation is statistically significant at the 0.01 level (2-tailed). This means that as proactiveness increases within these firms, market success also tends to increase, thereby rejecting the null hypothesis (H_0) that posits no significant relationship between proactiveness and market success. Similarly, Ojo and Adetunji (2020) worked on proactiveness and social success among Nigerian youths. The primary aim of this study was to explore the relationship between proactiveness and social success among Nigerian youths. The objectives included identifying the dimensions of proactiveness that significantly contribute to social success, examining demographic variables influencing this relationship, and providing recommendations for enhancing proactive behaviors among youths to foster

social success. This research employed a quantitative research design utilizing a cross-sectional survey method. The study found a significant positive correlation between proactiveness and social success among Nigerian youths ($r = 0.65$, $p < 0.01$). It revealed that proactive individuals were more likely to engage in networking activities, which enhanced their social capital and opportunities for personal development. Additionally, demographic factors such as education level and socioeconomic status were found to influence the degree of proactiveness exhibited by participants. The study concluded that fostering proactivity among Nigerian youths is crucial for enhancing their social success in an increasingly competitive environment. It highlighted the need for educational institutions and community organizations to implement programs that encourage proactive behaviors among young people as a means of improving their overall life outcomes. Recommendations included integrating proactivity training into school curricula, promoting mentorship programs that connect proactive individuals with less engaged peers, and encouraging community initiatives that reward proactive behaviors.

FINDINGS

H₀₁	There is no significance relationship between proactiveness and financial performance of food and beverage firms in South-South, Nigeria.
H₀₂	There is no significance relationship between proactiveness and social success of food and beverage firms in South-South, Nigeria.
H₀₃	There is no significance relationship between proactiveness and market success of food and beverage firms in South-South, Nigeria.

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