

Impact of Entrepreneurial Orientation on Performance of Quoted Breweries in Nigeria:
Mediating Role of Organizational Embeddedness

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**Impact of Entrepreneurial Orientation on Performance of Quoted Breweries
in Nigeria: Mediating role of Organizational Embeddedness.**

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Abstract.

This empirical study investigated the impact of entrepreneurial orientation (OE) on organizational performance (OP) of quoted breweries in Nigeria considering the mediating effect of organizational embeddedness in the OE-OP relationship under the theoretical lense of the Resource Based (RBV) theory. The focus was on the five quoted breweries in Nigeria- Guinness Nigeria Plc, Nigeria Breweries Plc, Champions Breweries Plc, Golden Guinea Breweries Plc and International Breweries Plc. The study used survey design. Data were collected from 1,120 employees of the five quoted breweries through a questionnaire and analyzed by Partial Least Square- Structural Equation Modeling (Maximum Likelihood). The result showed a significant positive relationship between entrepreneurial orientation (risk-taking, innovativeness and proactiveness) and organizational performance (organizational effectiveness and employee satisfaction) and concluded that organizational embeddedness positively mediates the relationship between entrepreneurial orientation and organizational performance. The findings of this study provide organizational performance guidelines for management of the breweries. This study examined the moderating role of organizational embeddedness between entrepreneurial orientation and organizational performance, which is an area of inquiry that has not been fully investigated in literature.

Keywords- Organizational embeddedness, Entrepreneurial Orientation, Organizational Performance, Innovativeness, Risk-Taking, Proactiveness, Employee Satisfaction and Organizational Effectiveness.

1. Introduction

Globalization has pushed companies in various parts of the world to face increasing fierce competition at various levels and this has a significant effect on their performance. Today's corporate business environment is the most dynamic that organizations have faced in recent times hence their strategic positioning to minimize the impact of price wars, focus on continuous cost efficiency drives and maximize opportunities in the marketplace (Smith & Jambulingham, 2017). New challenges are continuously appearing and pushing organizations to re-evaluate their environments (internal and external) to improve their organizational performance and sustain a competitive advantage (Ajmal et al., 2017). To this end, an

organization's entrepreneurial orientation (its ability to innovate, be proactive and take risks) must take on instrumental importance. Its strategy therefore has major implications for its relationship with the market, structure, investments and performance. (Cho & Lee, 2018; Nuvriasari et al., 2020).

Most organizations are now striving to explore product – market opportunities through risk taking, innovativeness and proactive behaviors. (Al-Henzab et al., 2018). Several anecdotal evidence suggest that most successful organization possess an entrepreneurial management style and a review of popular magazines (Business Week, Fortune and Forbes) often gives the impression that an entrepreneurial orientation carries its own reward. To achieve its desired goals and objectives, organizations need to focus on its strategic orientations which paves way for its strategic direction to achieve better business performance. (Asemokha et al., 2019; Covin & Wales, 2019).

Over the past 30 years, scholarly interest in entrepreneurial orientation (EO) has continued to grow rapidly. It has received substantial empirical and theoretical attention in the bid to understand the entrepreneurial Orientation and organizational performance nexus. it explains how new ideas are created through vital entrepreneurial processes that have a direct relationship with organizational performance and often used to refer to the process of strategy development and styles that organizations deploy in entrepreneurial activities (Wales et al., 2019). The popular model for entrepreneurial orientation, as reviewed from many literatures, considers three (3) broad dimensions namely: - (a) proactiveness, (b) risk taking and (c) innovation (Karami & Tang, 2019; Lomberg et al., 2017; Wales et al., 2019). A lot of literatures have used these three constructs in entrepreneurial orientation analysis and have demonstrated that the combination of the three factors explains a unique variance that any individual factor or a combination of any two does (Taheri et al.,2019). Lately, there has been additional managerial consideration to the initial three EO construct that promotes entrepreneurial behaviour such as (4) autonomy and (5) competitive aggressiveness, this is referred to as the multivariate construct (Shan et al., 2016; Zhai et al., 2018).

Several researchers have examined how EO contributes to the performance and survival rate of new ventures however the results of these research streams have been mixed. Some find a strong relationship between EO and Organizational Performance while others report lower or no significant correlations between the two variables (Soomro et al., 2019). A possible explanation for this inconsistency has been the effect of several moderators/mediators in the EO-Performance relationship. Considering the importance of entrepreneurial orientation to an organization's performance, EO can be a vital measure of how the organization is structured to take advantage of market opportunities (Kraus et al., 2019; McGee & Peterson, 2019).

Against the backdrop of Nigeria's fragile macroeconomic environment, the brewery sector performance has remained pressured despite a robust population advantage estimated at over 200

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million people. Analysis of the sector reveals that industry revenue grew by a CAGR of 5.1% between 2017 and 2019 to N594.3bn from N511.8bn. Notwithstanding, the sector is not out of the woods yet as intense competition still presents limited scope for volume growth while the impact of regulation and higher cost pressures continue to weigh heavily on the overall performance (Agbo, 2020). Equally, macroeconomic fundamentals have changed in favour of consumer spending in the face of persistent weak economic growth, currency pressures, and higher unemployment & inflation rates. Data from NBS (National Bureau of Statistics) showed that consumers spent the least on alcoholic drinks at N150.2bn, representing 0.4% of total consumption expenditure in the last decade. This is not unexpected given the poor state of consumer's disposable income with a slow CAGR of 1.7% in the last five years as well as the discretionary nature of alcohol consumption (NBS Report, 2020).

While Nigeria's large population and strong demographic appeal are some of the key industry growth propellers, the sector is still faced with tough fiscal regulations including the June 2018 new excise duty burden on beer, wines and spirits as well as the new VAT rate of 7.5% implemented in February 2020. Likewise, external risk factors mainly lower oil prices are also constraints to FX capital flows for the importation of essential raw and packaging materials such as barley and aluminum cans (Olajide, 2020). Insecurity issues in the Middle-belt region still persists, upsetting the supply of locally sourced raw materials such as rice and sorghum, thus threatening brewer's backward integration strategies with added cost pressures. Given these changing dynamics and the limited room for pricing, brewers have been compelled to actively seek to improve efficiency and effectiveness across the value chain (Aghahowa, 2021; Essien & Okoriko, 2020).

There have been several studies on drivers of organizational performance in the brewery industry in Nigeria. Researchers looked at leadership style (Essien & Ekoriko, 2020; Aghahowa, 2021), impact of management accounting system and perceived environmental uncertainty (Etim 2020), impact of globalization and total quality management - TQM (Agbo, 2020), corporate re-engineering and environmental influence (Madichie et al., 2018), environmental turbulence (Kamau, 2019), business process re-engineering (Olajide, 2020) while others looked at workforce diversity and organizational performance in the breweries industry (Ikon, 2017). Of the literatures reviewed none has looked at the impact of entrepreneurship orientation on organizational performance in the brewery industry in Nigeria, it is against this backdrop that the current study explored the linkages between entrepreneurship orientation and organizational performance under the mediating effect of organizational embeddedness - taking quoted breweries in Nigeria as a research context.

2. Significance of the study

It is instructive to note that most of the research works examined focused on the internal firm factors as either mediating or moderating variables (Total quality management, organizational strategy, internal networks, internal capabilities, organizational culture e.t.c) to explain the EO-

OP relationship without considering the impact of the employees of the organization and their effect on the ultimate performance of the firm. The embeddedness of the employees in the organization provide useful contexts to understand how the organization performs when their critical assets (the employees) are committed to the growth of the organization. Specifically, there is dearth of knowledge to explain and clarify the impact of the employees on the EO-OP relationship especially in the brewery industry in Nigeria. This research work leveraged on the RBV theory to achieve the objectives of the study and by so doing , it makes two insightful contribution to theory and practice. From the theoretical standpoint, the study extends existing knowledge on the EO-OP relationship that has so far ignored the embeddedness of the employees within the organization as an external mediating factor in the context of the performance of quoted breweries in Nigeria. Secondly by situating this study in sub-sahara Africa, it makes a significant contribution to literature by demonstrating how commitment to the growth of the organization interactively affects the firm's performance (the connectivity of the employee to his organization and its growth).

3.Review of Related Studies

The entrepreneurship orientation and organizational performance link has been studied by scholars in different countries across many industries and the result obtained has also been mixed. Several scholars studied the mediating/moderating effect of several variables in the EO-OP link with varying results confirming the impact of the moderating / mediating variable which has either been negative or positive. Research has shown that organizational culture and management style moderates the relationship positively (Jeong et al., 2019). Customer satisfaction acts as a positive mediating variable (Vargas et al., 2019). International experience and external competition moderate the relationship between EO – OP (Chen et al., 2019). Others looked at TQM (Sahoo & Yadav, 2017), Structural infrastructural capabilities (Isichei et al., 2019), entrepreneurial competencies (Khan et al., 2020), Government support and Internationalization (Ismail & Zakaria, 2018).

While some scholars agreed that all proxies of EO have a positive impact on organizational performance (Kerami and Tang, 2018, Zhai et al., 2018; Stanley et al., 2019; Genc et al., 2019), some proxies of EO do not have a significant effect on organizational performance such as risk-taking and proactiveness (Cho and Lee, 2018), risk-taking (Rezaei & Ortt, 2018; Lechner & Gudmundsson, 2014; Linton & Kask, 2017), Proactiveness (Buli, 2017), innovativeness and risk-taking (Loong le et al., 2019) while others confirmed that all three proxies have no significant impact on organizational performance (Lee & Lim, 2009)

EO act as a reliable predictor of business success with transcultural validity(Lomberg et al., 2017). On the effect on new ventures, Shan et al., (2016) found that EO contributes to the survival of new ventures while Kraus et al., (2019) and Taheri et aal., (2019) concluded that SMEs do better in turbulent environments. Their findings showed that risk-taking reduces

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innovative speed of the organization, innovativeness increases the innovative speed while proactiveness has an inverted U-shaped effect on same. Proactiveness diminishes when it reaches a certain level and becomes negative when it is above that level. The conclusion therefore is that the allocation of intangible resources of the firm, as supported by the Resource Based Theory, can help improve firm performance and organizational focus should be on value creation rather than value appropriation (Wang et al., 2019)

Shan et al. (2015) illustrated innovation as a missing link between entrepreneurship orientation and performance relationship. They highlighted the need to understand innovation speed in the context of organizational performance and concluded that innovation enhances superior performance of the organization while autonomy and competitive aggressiveness only increase the innovation speed. Proactiveness was seen as the largest contributor to innovation speed due to its ability to take opportunities offered in the marketplace faster than its competitors. Poudel et al. (2018) argued that technological capability and innovations contributes to firm performance and enhance their competitive advantage.

Several researchers, based on their work, have advised entrepreneurially oriented firms, especially small and medium enterprise to enhance their position in the marketplace by conceiving innovative strategies that result in boosting their performance which ultimately helps them to build competitive advantage and outsmart their competitors. (Lechner & Gudmundsson, 2014; Kurtulmus & Warner, 2015; Eموke-Szidonia, 2015; Mason et al., 2015; Thanos et al., 2017; Lomberg et al., 2017).

The empirical review above, the findings posit different interplays between the proxies of entrepreneurship orientation and organizational performance but none considered the effect of employee commitment in the EO-OP link hence the decision for this study to consider the mediating role of organizational embeddedness which is the gap the research seeks to address. What effect does the connection of the employee to the organization has on the EO-OP link? Taking the literature discussion into account the following hypotheses were explored.

4. Objectives of the Study

The main objective of this study is to examine the impact of entrepreneurial orientation on performance of quoted breweries in Nigeria. The specific objectives are to:

- i. determine the effect of innovative capacity on employee satisfaction of quoted breweries in Nigeria.
- ii. ascertain how risk-taking capacity impacts on employee satisfaction of quoted breweries in Nigeria.
- iii. assess the impact of proactiveness on employee satisfaction of quoted breweries in Nigeria.

- iv. determine the effect of innovative capacity on organizational effectiveness of quoted breweries in Nigeria.
- v. ascertain how risk-taking capacity impacts on organizational effectiveness of quoted breweries in Nigeria.
- vi. assess the impact of proactiveness on organizational effectiveness of quoted breweries in Nigeria.
- vii. To determine to what extent organizational embeddedness moderates the relationship between Entrepreneurial orientation and organizational performance.

5. Hypothesis of the Study

H₀₁: Innovativeness of quoted breweries in Nigeria has no influence on employee satisfaction of its products.

H₀₂: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its employees' satisfaction.

H₀₃: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the employee satisfaction

H₀₄: Innovativeness capacity of quoted breweries in Nigeria has no influence on organizational effectiveness.

H₀₅: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its organizational effectiveness.

H₀₆: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the organization's effectiveness.

H₀₇: Organizational embeddedness does not mediate the relationship between entrepreneurship orientation and organizational performance.

6. Population and Sample

The study population covers all the staff of the five (5) quoted breweries in Nigeria. The researcher used proportionate sampling to get 1232 (One thousand two hundred and thirty-two) staff of quoted breweries in Nigeria. Of the total questionnaires distributed, only one thousand one hundred and twenty (1120) questionnaires were correctly filled and returned. Making about 90.9% response rate for the questionnaire administered.

6.1. Statistical Techniques Used in the Present Study

Descriptive statistics and frequency tables were used to present the demographic data collected from staff of the breweries. It used structural equation modeling (SEM) as its data analysis technique which helps to establish the relationship between entrepreneurial orientation and

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organizational performance. It is a multivariate data analysis technique which conducts confirmatory modelling. It tests the validity of the model conceptually derived from a theory to see if the theory fits the data collected. It is a combination of factor analysis and a series of multiple regression analysis

SEM helps to measure how two variables change together. It is used to analyze the covariance of matrix of the measures. A covariance matrix will be created after estimating the parameters on the model. The matrix is then compared with the matrix of the data collected. It presents the possible explanation for the relationship between different measures in the specified model.

6.2. Data Analysis and Interpretation

To test the hypotheses, a survey of permanent employees of the breweries was conducted. Data collection took place between July and September, 2021. Proportionate sampling was used for this study. An online questionnaire was also developed to reach out to those that the researcher could not reach due to movement restriction during Covid-19. The questionnaires were answered by 1,232 individuals, incomplete and non-valid questionnaires were discarded, obtaining a final sample of 1,120 valid questionnaires. This is a 91% response rate.

To measure the models constructed, five -point scales adapted from previous literatures were used. Items were adapted from Naman and Slevin (1993) for the constructs of Entrepreneurship Orientation (risk-taking, innovativeness and proactiveness). Hughes (2005) and McDonald (2006) for organizational effectiveness while the construct for employee satisfaction were adapted from the works of Jutla et al. (2001) and Li (2003). All were on a 5-point Likert scale (1= strongly disagree, 5 = strongly agree).

Partial least square (PLS) structural equation modeling (SEM – maximum likelihood) was used to test the proposed model. PLS is more suitable than other methods, such as covariance-based structural equation modeling, when the conceptual model, is complex and includes many indicators and latent variables and constructs with formative indicators. (Hair et al., 2019; Rigdon et al., 2017)

From Table 1 below the factor loading for the construct is within the range of 0.525 to 0.793 which is above the recommended value of 0.50 or higher (Hair et al., 2019). The average variance extracted (AVE) was also above 0.5 thus supporting the stated requirements. The AVE for this study is in the range of 0.622 – 0.724.

Section	Item	Initial	Factor loadings	AVE
Proactiveness	B1	1	0.543	0.659
	B2	1	0.64	
	B3	1	0.701	
	B4	1	0.715	
	B5	1	0.696	
Firm Risk Taking	C1	1	0.571	0.622
	C2	1	0.668	
	C3	1	0.696	
	C4	1	0.525	
	C5	1	0.648	
Firm Innovativeness	D1	1	0.616	0.671
	D2	1	0.663	
	D3	1	0.716	
	D4	1	0.68	
	D5	1	0.679	
Employee Satisfaction	E1	1	0.692	0.707
	E2	1	0.749	
	E3	1	0.73	
	E4	1	0.775	
	E5	1	0.587	
Organizational Effectiveness	F1	1	0.695	0.724
	F2	1	0.776	
	F3	1	0.692	
	F4	1	0.746	
	F5	1	0.71	
Organizational Embeddedness	G1	1	0.604	0.722
	G2	1	0.663	
	G3	1	0.789	
	G4	1	0.793	
	G5	1	0.76	

Table 1: Factor Analysis

Reliability is concerned with precision and accuracy. Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. For research instrument to be reliable, it must demonstrate that respondents would yield the same results. In short, it is the repeatability of measurement. Cronbach’s alpha (α) was used for the reliability test of this work which indicates the extent to which a set of the test items can be treated as measuring a single latent variable (Cronbach, 1951). The Cronbach’s alpha test for each contrast indicates the measurement scale adapted for this study is internally consistent with values ranging from 0.73 – 0.91

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Hypothesis Testing

Structural Equation Model Path illustrating the relationship between the dependent and independent variables.

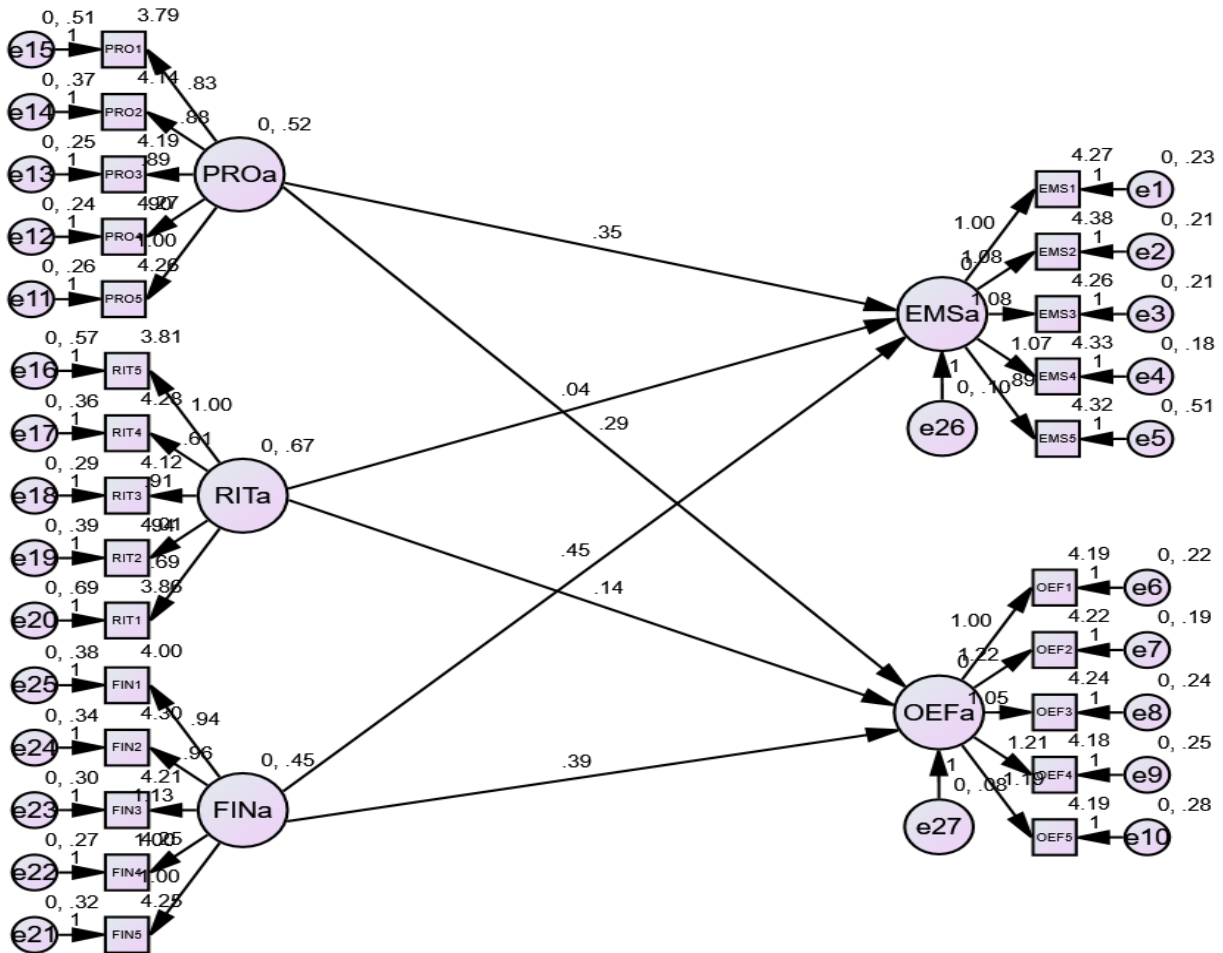


Figure 2: Structural Equation Modelling Path

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
EMS	.769 ^a	0.592	0.591	0.43079
OEF	.789 ^a	0.623	0.622	0.43286

DV	IV	Estimate	S.E.	C.R.	P
EMS	<--- FIN	0.447	0.03	17.64	***
EMS	<--- RIT	0.043	0.02	2.722	0.01
EMS	<--- PRO	0.352	0.02	16.39	***
OEF	<--- PRO	0.293	0.02	15.08	***

OEF	<---	RIT	0.14	0.02	8.938	***
OEF	<---	FIN	0.39	0.02	16.76	***

Table 3: Regression Weights - Parameter Estimate and Model Summary

H₀₁: Innovativeness of quoted breweries in Nigeria has no influence on employees’ satisfaction of its products.

The variable innovativeness has a regression coefficient 0.447. This implies that the innovative capacity has a positive impact on the employee satisfaction. Thus, suggesting that, with an increase/change in the organizations innovative capacity will result to about 0.447 unit increase in the level of the employee satisfaction. Furthermore, the innovative capacity returns a p-value which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. The null hypothesis is rejected. We therefore conclude that the relationship observed between the organization innovative capacity and employees’ satisfaction is significant and generalisable.

H₀₂: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its employees’ satisfaction.

The variable Risk-Taking has a regression coefficient 0.043. This implies that the organizations Risk-Taking capacity has a positive impact on the employee satisfaction. Thus, suggesting that, any increase/change in the organizations Risk-Taking capacity there will be about 0.043 unit increase in the level of the employee satisfaction. Furthermore, the Risk-Taking capacity returns a p-value which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. The null hypothesis is rejected. We therefore conclude that the relationship observed between the organizations’ Risk-Taking capacity and the employees’ satisfaction is significant and generalisable.

H₀₃: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the employees’ satisfaction.

The variable Proactiveness has a regression coefficient 0.352. This implies that the organizations Proactivecapacity has a positive impact on the employee satisfaction. Thus, suggesting that, any increase/change in the organizations Proactivecapacity there will be about 0.352 unit increase in the level of the employee satisfaction. Furthermore, the Proactivecapacity returns a p-value which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. The null hypothesis is rejected. We therefore conclude that the relationship observed between the organizations’ Proactiveness capacity and the employees’ satisfaction is significant and generalisable.

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H₀₄: Innovativeness capacity of quoted breweries in Nigeria has no influence on organizational effectiveness.

The variable innovativeness has a regression coefficient 0.390. This implies that the innovative capacity has a positive impact on the organizational effectiveness. Thus, suggesting that, with an increase/change in the organizations innovative capacity will result to about 0.390 unit increase in the level of the organizational effectiveness. Furthermore, the innovative capacity returns a p-value which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. The null is rejected. We therefore conclude that the relationship observed between the organization innovative capacity and the organizational effectiveness is significant and generalisable.

H₀₅: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its organizational effectiveness.

The variable Risk-Taking has a regression coefficient of 0.140. This implies that the organizations Risk-Taking capacity has a positive impact on the organizational effectiveness. Thus, suggesting that, any increase/change in the organizations Risk-Taking capacity there will be about 0.140 unit increase in the level of the organizational effectiveness. Furthermore, the Risk-Taking capacity returns a p-value which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. The null hypothesis is rejected. We therefore conclude that the relationship observed between the organizations' Risk-Taking capacity and the organizational effectiveness is significant and generalisable.

H₀₆: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the organization's effectiveness.

The variable Proactiveness has a regression coefficient 0.293. This implies that the organizations Proactivecapacity has a positive impact on the organization's effectiveness. Thus, suggesting that, any increase/change in the organizations Proactivecapacity there will be about 0.293 unit increase in the level of the organization's effectiveness. Furthermore, the Proactivecapacity returns a p-value which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. The null is rejected. We therefore conclude that the relationship observed between the organizations' Proactivecapacity and the organization's effectiveness is significant and generalisable.

Coefficient of determination of the Regression Model

The coefficient of determination (R²) is used to measure the ability of the model to explain the variation of independent variables. As can be seen from Table 2, the coefficient of determination of the regression model obtained Adjusted R square value of 0.591 for Employee Satisfaction (EMS) which means that 59.1% of employee satisfaction in quoted breweries in Nigeria can be

explained by Innovation, Proactivity and Risk Taking as independent variables, while 41.9% can be explained by other factors outside the regression model analyzed

In the same vein, the coefficient of determination of the regression model obtained Adjusted R square value of 0.622 for Organizational Effectiveness (OEF) which means that 62.2% of Organizational effectiveness in quoted breweries in Nigeria can be explained by Innovation, Proactivity and Risk Taking as independent variables, while 37.8% can be explained by other factors outside the regression model analyzed

			Estimate	S.E.	C.R.	P
OEM	<---	PROa	0.644	0.085	7.563	***
OEM	<---	FINa	0.14	0.095	1.466	0.143
OEM	<---	RITa	0.166	0.057	2.911	0.004
EMS	<---	OEM	0.459	0.017	26.681	***
OEF	<---	OEM	0.541	0.016	33.079	***

Table 2: Regression Weights: (Model Estimate with the effect of the mediating variable)

H₀₇: Organizational embeddedness does not moderate the relationship between entrepreneurship orientation and organizational performance.

As seen from Table 2 above, organizational embeddedness returned a parameter estimate of 0.459 with a p-value that is less than 0.05 (5%) level of significance for its mediating role on employee satisfaction. Thus, implying that organizational embeddedness has a positive and significant mediating effect on the relationship between the entrepreneurship orientation variables and the employees’ satisfaction. Similarly, as also observed from the model estimate table above, organizational embeddedness returned a parameter estimate of 0.541 with a p-value that is less than 0.05 (5%) level of significance for its mediating role on organizational effectiveness. Thus, implying that organizational embeddedness has a positive and significant mediating effect on the relationship between the entrepreneurship orientation variables and the organizational effectiveness.

Thus, we reject the null hypothesis and conclude that Organizational embeddedness does mediate the relationship between entrepreneurship orientation and organizational performance.

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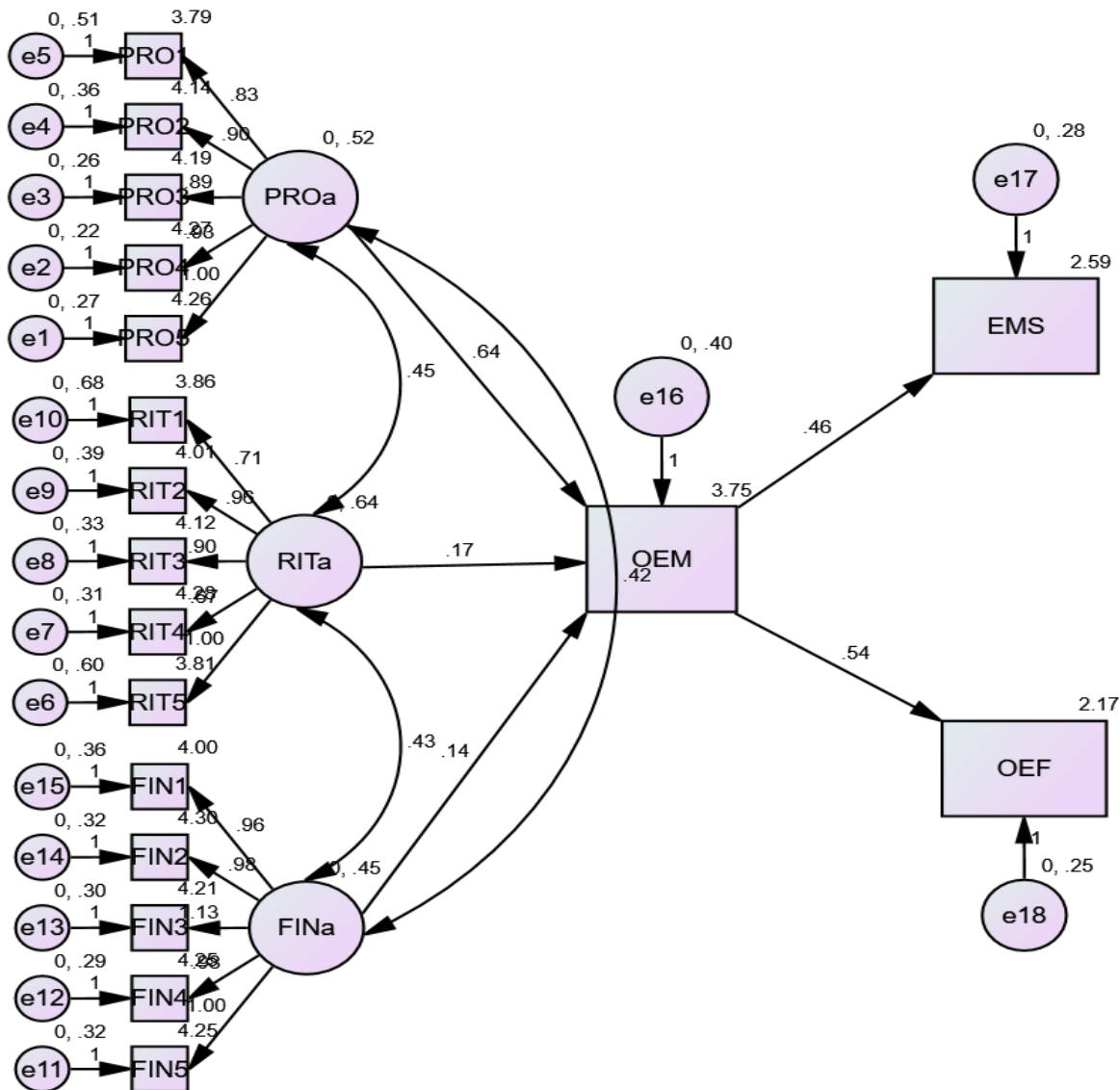


Fig 3: SEM with the Effect of the Mediating Variable

7. Recommendation

The study makes an important contribution to the field by concluding that RBV is sufficient to explain EO and organizational performance in the brewery sector. Rather than focus so much on the external strength of the Breweries, it must be noted that there are significant gains to be made internally through strengthening internal capabilities and taking advantage of them through an innovative approach in the management of human and material resources in the organization. The findings of this research revealed that risk-taking showed a positive effect on performance. To this end, organizations should be more focused on initiatives that is focused on promoting the performance of their businesses. They should understand that to survive in their highly competitive environment, risk-taking is key to their business success. It is required that they

consider both financial and operational risk with a focus on mitigation strategies should the expectation from such risks is not achieved.

Managers should give attention to proactively anticipating customers and markets needs with a view to addressing them as fast as they can. This helps organizations to build competitive advantage through the creation of innovative products geared towards addressing the gaps as captured from the market. It often leads to a change in production processes or a marketing / sales strategy as long as it is geared towards addressing critic customer needs. Several research works have shown a clear connection between proactive organizations and their performance. It is seen as one of the best competitive strategy for organizational performance. It is the ability to take strategic decisions with the desire to control the market through identification and exploitation of market opportunities ahead of competition. This helps to create competitive advantage and sustain initiative by discovering new opportunities through strategic demands, development and launching of new products/services in the marketplace. (Blank, 2013; Covin & Miller, 2014)

In a highly competitive business environment, organizations need to focus a lot on innovation in development of new brands and products. Attention should be to products that will appeal to various segment of the market. To upwardly mobile young men and women and adults. A segment of the market is looking out for products with low alcohol content and some are focused much more on their health hence the need to innovatively develop new products that appeal to such demands. Focus should be on increased output at reduced cost through sourcing of cheaper raw materials and reducing waste in the plants. Employees should be asked to suggest ways of reducing cost and increasing efficiency of man and machines. If properly engaged, employees will support the cost reduction drive at their areas of work. Each department can be encouraged to form an operational efficiency team that will be saddled with the responsibility of improving output and reducing cost.

Since the study established the fact that organizational embeddedness mediates the link between entrepreneurship orientation and organizational performance, management should focus attention on all activities that ensures that their employees find a good fit within the organization, creating excellent link with their fellow colleagues and are ready to make sacrifices for the growth of the organization knowing fully well that the growth of the organization guarantees their develop and rewards. To this end, attention should be on improving employee welfare to attract the best hands in the industry and ensure that they constantly review that at per with competition, create a conducive work environment that will make their employees find a connection with their place of work and desire to stay, motivate their employees through good remunerations and incentives system that takes care of their family / dependents and finally create a robust retirement plan for all their employees that still guarantees access to some benefits they enjoyed while in the employment of the breweries.

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If managers work on EO they may be able to indirectly (re)configure their strategy in an effort to create superior products and customer value. Despite the high number of challenges encountered by breweries in Nigeria, they can succeed by appropriately engaging their tangible and intangible resources to improve their performance.

8. Conclusion

In a rapidly and competitive business environment (in which the breweries operate), entrepreneurial orientation offers strong contribution to improved business performance. The research results showed that all dimensions of EO (risk-taking, innovativeness and proactiveness) have positive and significant relationship with organizational performance of the breweries. It can, therefore, be inferred on the basis of the findings that EO has direct relationship with business performance and the overall contribution made by the three independent dimensions of EO on performance is 59.1% on employee satisfaction and 62.2% on organizational effectiveness. However, integrating entrepreneurial orientation can play a significant role in firms' positive performance (Rauch, et al., 2009). Developing economies are characterized by unfriendly business environment. Consequently, EO should be priority for developing economy (as in the case of Nigeria) because it can be used as a mechanism to compensate constraints imposed by limited access to financial capital and an environment where new opportunities rarely appear (Wiklund & Shepherd, 2009). The structural equation modelling (SEM) result revealed that innovativeness, risk-taking and proactiveness enhance firm's performance. This result further confirms that EO enables firms to influence the market and market behaviors by offering innovative products (Gruber-Muecke & Hofer, 2013). Together these results provide important insights on the improved performance of the breweries.

Drawing from the Resource-Based theory, the first intent is to advance knowledge in the entrepreneurial orientation literature through the provision of more insight into the intermediate structure in the entrepreneurship orientation – organizational performance link. To test this theoretical model, data were collected from employees of the five quoted breweries in Nigeria. Building on the empirical findings, the results showed that entrepreneurial orientation has direct positive effects on risk-taking, innovativeness and proactiveness. The finding is in line with previous research work which revealed a positive relative between the two constructs (Jiang et al., 2018). Also, it was discovered that the three proxies on EO have direct positive impact on both employee satisfaction and organizational effectiveness. The result compliments the findings of several researchers who have found a significant positive relationship between EO and OP (Kerami and Tang, 2018, Zhai et al., 2018; Stanley et al., 2019). It also shows that employing an integrative approach of EO yields greater returns than a disaggregate approach.

This novel theorizing and empirical analysis make several contribution to entrepreneurship, organizational embeddedness and performance literature. Unlike most of the existing literature testing the EO-OP nexus by examining wide ranging boundary circumstances (Anderson et al., 2015; Lomberg et al., 2018), this study incorporates a unique mediating variable - organizational embeddedness (ink, fit and sacrifice) to break up the direct relationship offering different and complementary explanation for the inconsistent findings gained from previous research (Lomberg et al., 2018). The result of this work demonstrates the advantage of a strong organizational embeddedness and the firms performance in the face of all three entrepreneurial orientation proxies.

Taken together, it can be seen that organizational embeddedness is an important strategic intermediate variable that links EO to the firm's performance. It therefore suggests that exploring the opportunities of entrepreneurship orientation in an organization's operation lead to improved performance in sales, profitability, operational effectiveness and employee satisfaction. Results from empirical study indicate that success in business performance and competitiveness of manufacturing organizations is highly influenced by organizational (job) embeddedness of their employees. This finding is consistent with the works of Ghosh et al., (2017) and Tian et al., (2016) which revealed the positive and significant relationship between business performance and organizational embeddedness of their employees.

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