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Strategic Entrepreneurship Practices of Small and Medium Scale Enterprises in Southwestern Nigeria

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Abstract

The study analyzed the extent to which strategic entrepreneurship was practiced among small and medium scale enterprises (SMEs) in South-West Nigeria and examined the determinants of strategic entrepreneurship practices (SEPs) in the enterprises with a view to evaluating the relevance of SEPs for harnessing technology and innovation. The study used primary sources of data on strategic entrepreneurship obtained from a population of 23,290 owners/managers of enterprises in South-west Nigeria. Using Slovin's formula as cited in Dionco-Adetayo, 2011, a sample size of three hundred and ninety-three (393) enterprises were randomly selected from the population. The data collected were analyzed using mean scores, graphs, bar charts, and multiple regression. Extent of SEPs in the enterprises were beyond average (58.6%). Specifically, the firms went as far as practicing opportunity recognition (75.6%), judgment (79.8%), innovation (81.0%), and creativity (75.0%) prominently. The study also revealed that prominent among the determinants of strategic entrepreneurship in the SMEs was technology ($t=-8.89$, $p<0.01$). The study concluded that the interplay of technological factors such as imbibing information technology to cope with competitive forces, government policy, resources and competition contributed to SEPs among SMEs in the study area which has profound implications for innovation and inclusive development going forward in an uncertain future.

Keywords: Strategic entrepreneurship practices, Technology, Innovation, SMEs, Determinants

1.0. Introduction

According to Hitt *et al.* (2011), strategic entrepreneurship involves how enterprises create better advantages for themselves in the market, while searching for and utilizing new opportunities. Furthermore, Hitt *et al.*, (2001) complemented this position, when they opined that, “strategic entrepreneurship is the integration of entrepreneurial (i.e., opportunity seeking actions) and strategic (i.e., advantage-seeking actions) perspectives to design and implement entrepreneurial strategies that create wealth”.

From the foregoing, one can infer that strategic entrepreneurship is action taken with strategy in view. As a result, entrepreneurs must understand strategic entrepreneurship to take decisions that would help them utilize opportunities in their environment and at the same time explore those opportunities using strategies that would allow them create wealth for their shareholders, organizations and the society. Based on this, entrepreneurs would be able to take decisions that would show a clear understanding of the enterprise’s potentials with the aim of exploring the available opportunities in the environment. Furthermore, entrepreneurs will see that their enterprises know what is going on in the external environment thereby sustaining their services to their customers. In addition, as observed by Hitt *et al.* (2001), strategic entrepreneurship is a synergy between entrepreneurial decisions and strategy in order to assist entrepreneurs to understand the dynamics of the environment and also unfolding available opportunities and the best strategy to explore it in order to create wealth for its shareholders, community and customers. It is therefore essential for entrepreneurs to engage in strategic entrepreneurship practices so that their enterprises would have an edge over others in the market and improve their productivity (Polowczyk, 2012).

In view of the increasing environmental changes and the level of competition around the world, it is essential for new and established enterprises to engage in entrepreneurial strategies, if it is their desire to pursue superior performance, through opportunity-seeking and advantage-seeking activities. It is important to note, that every enterprise whether small or large face impediments while pursuing strategic entrepreneurship (Ketchen, Ireland & Snow, 2007), but entrepreneurs must imbibe its use, since there is evidence to support the fact that entrepreneurial strategies are related to better organizational performance. Hence, the need to identify enterprises that imbibe the use of strategic entrepreneurship practices as a means of increasing enterprise performance in their environment.

Some studies have tried to look at what strategic entrepreneurship is all about by conceptualizing it as a combination of opportunity recognition, innovation, flexibility, growth, vision and acceptance of risk (Luke, 2005). The present study expanded the scope of strategic entrepreneurship to include proactiveness and competitive aggressiveness (Dess & Lumpkin, 2005) and alertness, creativity and judgment (Klein *et al.*, 2012). Other studies have also looked at strategic entrepreneurship as related to entrepreneurial orientation, strategic orientation, entrepreneurial value and knowledge creation process (Kumuli, 2011; Carlbäck, 2012; Chai, 2014; Kiyabo & Isaga, 2019; Arokodare & Asikhia, 2020). Furthermore, some of the studies had been conducted in state-owned/public enterprises. The present study was conducted in small and medium scale enterprises and as a result added to the available data on the practice of strategic entrepreneurship in small and medium scale enterprises.

2.0. Literature Review

Strategic entrepreneurship is a new field of study that has brought a synergy between the areas of strategic management and entrepreneurship. Extant studies on the practice of strategic entrepreneurship have shown that it enhances the performance of the organization (Luke, 2005; Kimuli, 2011; Mohutsiwa, 2012; Høglund, Caicedo & Martensson, 2014; Chai, 2014; Abiodun & Kida, 2016; Makinde & Agu, 2018; Shirokova, Ivvonen & Gafforova, 2019; Kiyabo & Isaga, 2019; Lombardi, Tiscini, Trequattrini & Martiniello, 2020; Arokodare & Asikhia, 2020). Luke (2005) conducted a study in New Zealand on how strategic entrepreneurship as a method can be used for the growth of individual and national organizations. The study examined the underlying elements of strategic entrepreneurship and its prevailing models. The study also tried to answer what

constitutes strategic entrepreneurship within the context of three state-owned enterprises taking into consideration activities which are both entrepreneurial and strategic. The findings of the study revealed a better understanding of strategic entrepreneurship and its six core elements. The findings also showed that the concept of strategic entrepreneurship was applicable to various forms of businesses as it was not bounded by context. The study revealed that a balance of core elements in these organization will increase their competitive advantage and wealth creation.

In another study in Sweden, Hoglund *et al.* (2014) looked at Robotdalen, a Swedish robotics initiative, to describe how a small public organization can create its own strategic entrepreneurship practices to deal with some administrative and bureaucratic structures. Hoglund *et al.* (2014) observed that performance was central to strategic entrepreneurship and that the practice enhanced the performance of the firm. Also, their findings at Robotdalen revealed that balancing of entrepreneurship and strategy was created by increasing the tension between them. Furthermore Hoglund *et al.* (2014) observed that unlike what obtains in theory that strategic and entrepreneurial processes are considered the opposite of each other, their findings show that they are rather integrated. That is, they enable each other's existence and the two constructs cannot exist or be understood separately from each other.

Also, a study conducted by Shirokova, *et al.* (2019) in Russia looked at the relationship between the different components of strategic entrepreneurship (entrepreneurial mindset, innovation, managing resources strategically and competitive advantage) and the performance of SMEs during economic crisis. It also looked at the conceptual basics of strategic entrepreneurship and its operationalization. The results show that positive correlations exist between components of strategic entrepreneurship and the performance of SMEs during economic crisis. The study also revealed negative correlations between the combined indicators of strategic entrepreneurship and competitive advantage and performance of SMEs located outside the Central Federal District (CFD) because of their limited resources and that the firms have to choose between entrepreneurial or strategic actions.

Lombardi *et al.* (2020) examined in Italy the personal values and characteristics influencing decision-making and outcomes in Gemar Balloons, Europe's largest latex manufacturer. The study also looked at the role of entrepreneurial mindset (EM), entrepreneurial culture (EC) and entrepreneurial leadership (EL) in decision making. The results made theoretical and practical contributions to the literature on strategic entrepreneurship and decision making. It also showed that personal values and characteristics of the entrepreneur influence entrepreneurial mindset, entrepreneurial culture and entrepreneurial leadership (which are major constructs of strategic entrepreneurship) and assist the entrepreneur to take decisions that lead to high performance and favorable corporate outcomes. Finally, the results showed that the success of SMEs in a dynamic environment depend on the entrepreneur whose EM, EC and EL are essential and replicable.

In Nigeria there are few empirical studies on strategic entrepreneurship and only one similar case that has entrepreneurial orientation as the major construct of strategic entrepreneurship (Abiodun & Kida, 2016; Makinde & Agu, 2018; Arokodare & Asikhia, 2020). Abiodun and Kida (2016) examined the relationship between strategic orientation, entrepreneurial orientation and the performance of SMEs in Nigeria. The study identified environmental turbulence as the external environment that determines the strategic orientation (strategic fit) that helps firms identify opportunity that will give it competitive advantage. The findings also portrayed the idea that entrepreneurial orientation was equally important in explaining the performance of small and medium scale enterprises just like strategic orientation.

3.0 Methodology

3.1 Conceptual framework

The conceptual framework was based on the work of Luke (2005), where the author identified the fundamentals of strategic entrepreneurship as opportunity recognition, innovation, flexibility,

growth, vision, and acceptance of risk and the work of Dess and Lumpkin (2005) which identified proactiveness and competitive aggressiveness as one of the entrepreneurial antecedents for measuring entrepreneurial orientation. Furthermore, the conceptual framework was also based on the work of Klein *et al.* (2012), which identified alertness, creativity and judgment as entrepreneurial attributes that help strategy formulation and execution. It is worthy of note that Luke (2005) served as an eye opener for the current study, coupled with a lot of evidence that had been gathered in the review of empirical literature where it was established in most studies that in operationalizing strategic entrepreneurship, entrepreneurial orientation and entrepreneurial action are important constructs in strategic entrepreneurship. Based on the foregoing, the study was able to expand the fundamentals of strategic entrepreneurship from six to eleven, adding judgment, creativity, aggressiveness, and alertness. The research design adopted for the study was descriptive survey. This design is appropriate for this research because it seeks to describe the extent of use of strategic entrepreneurship and its determinants. One set of questionnaire was used to collect primary data for the study. The population for the study were owners/managers of small and medium scale enterprises in the South-west of Nigeria, which is made up of 23,290 enterprises according to an NBS-SMEDAN (2017) survey conducted in 2017.

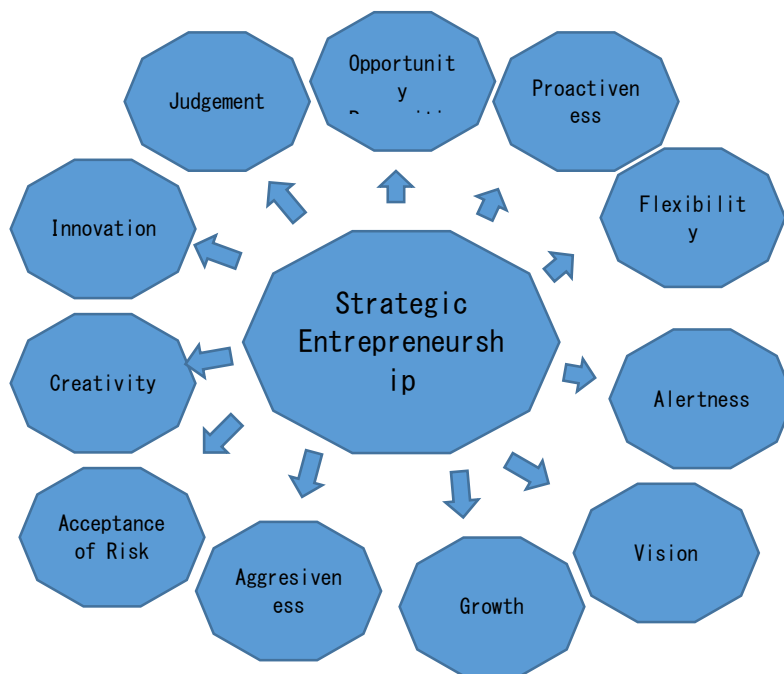


Figure 1: Conceptual Framework showing components of Strategic entrepreneurship
Adapted from Luke (2005); Dess and Lumpkin (2005); Klein *et al.*, (2012)

The sample size of 393 was determined using Slovin's formula as cited in Dionco-Adetayo (2011). Multi-stage sampling technique was used in selecting the respondents. The first stage was the selection of the States. The South-west part of Nigeria comprises of six states which are Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo. Three states; Lagos, Ogun and Oyo were selected using purposive sampling technique. This was because these States, according to the Corporate Affairs Commission (2004) are responsible for over 40 percent of business activities in Nigeria and about 70 percent of business activities in South-west Nigeria (Alarape, 2009). The second stage of the multi-stage sampling technique was the choice of Local Government areas (LGAs) from the selected States. In each of the three States, three Local Government areas were selected making a total of nine local governments areas, using purposive sampling technique. This selection was based on the fact that the LGAs have a high concentration of industrial activities in their respective States. The last stage of the multi-stage sampling technique was the selection of enterprises in

each Local Government areas using proportionate stratification technique based on the list of enterprises supplied by the Ministry of Commerce and Industries of the States.

The key construct in this objective was strategic entrepreneurship. The level of analysis for the study was to know the extent of practice of strategic entrepreneurship among the owners/managers of SMEs in the study area. Strategic entrepreneurship was operationalized using variables such as opportunity identification, innovation, acceptance of risk, flexibility, vision, growth, proactiveness, judgment, creativity, aggressiveness and alertness. Strategic entrepreneurship was measured using a scale ranging from: 1= Never (N), 2 = Rarely (R), 3= Sometimes (S), 4 = Often (O) and 5 = Always (A). Respondents responded to 67 statements on strategic entrepreneurship. Data gathered were analysed using frequencies, mean and graphs.

The other constructs in this paper are the determinants of strategic entrepreneurship. The determinants were government policy, competitors, suppliers, technology, consumers, politics (in terms of political activities that could disrupt demand for product or operation of the firms), resources and culture. The determinants were measured using a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Respondents responded to 40 statements on the determinants in the research instrument. Ordinary least squares multiple regression was used to analyse the data obtained on the determinants of strategic entrepreneurship.

4.0 Results and Discussion

4.1 Extent of the practice of strategic entrepreneurship among small and medium scale enterprises in south-west Nigeria

In determining the extent of the practice of strategic entrepreneurship, it was realized that strategic entrepreneurship was a practice that the entrepreneurs had been unconsciously involved in. So, two set of data were generated while looking at the extent of the practice of strategic entrepreneurship among the enterprises. Firstly, were their responses to statements on their level of involvement in the practice of the various elements of strategic entrepreneurship, and secondly was their direct response to the question whether they engage in strategic entrepreneurship or not. Specifically, the respondents were asked to indicate their opinions about the variables of strategic entrepreneurship like opportunity recognition, judgment, innovation, creativity, acceptance of risk, aggressiveness, growth, vision, alertness, flexibility and proactiveness (Table 1). The scale, “Never” (1) and “Rarely” (2) were categorized as lower limit while “Often” (4) and “Always” (5) were grouped as upper limit for ease of discussion.

Looking at opportunity recognition, the results revealed that majority (73%) of the respondents recognize business opportunity while 75% explored the business opportunities and 71% explored the business opportunities in their immediate environment. This was further buttressed by their mean scores of 3.95, 3.91 and 3.69 respectively measured on a scale of 1(lowest) to 5(highest). However, a minority (46%) of the respondents explored business opportunities in the international market. The overall mean for the practice of opportunity recognition was 3.74. The implication of this is that a lot of the enterprises in the study area are able to explore business opportunities in their immediate business environment, but very few of them were able to exploit opportunities in the international market. This result is not surprising as the work of O’Cass and Weerawardena (2009), has pointed out that most global firms are involved with seeking and exploiting opportunities in international markets. Furthermore, green practices and sustainability directed towards competitiveness also facilitates seeking for opportunities in the global market (Lema, Fu, & Rabellotti 2020). The implication is that when these firms have internationalization orientation, opportunity seeking and exploiting practices are likely to change.

Also, looking at the responses of the respondents on judgment, majority (79%) indicated having knowledge of their internal and external environment, while another 70% of the respondents indicated having strategies for exploiting business opportunities. In addition, 77% of the respondents indicated that they can provide solutions to challenges facing their firm in the business environment. The overall mean score for judgment

was 3.99. This showed that they had information on what is going on in their internal and external environment and this may have helped them to take decisions that boosted the performance of their enterprises. Table 2 also showed that they are equipped with strategies that may help them overcome challenges that the firm may encounter from time to time (77.02%). This position was buttressed by the works of Penrose (1959) and Child (1972) that executive judgment guides the choice of strategy which is important to the organization and it shows the executive understanding of the external world, which helps the firm to increase its productivity.

Table 1: Opportunity Recognition

Opportunity Recognition	Lower limit	Neutral	Upper limit	Total	Mean score
	%	Freq. (%)	%	Freq. (%)	
Recognize business opportunities in the environment	12.74	57 (15.24)	73.13	374 (100)	3.91
Explore business opportunities	9.22	62 (15.45)	75.34	374 (100)	3.95
Business opportunities increase my business profit	8.97	83 (21.20)	69.84	374 (100)	3.95
Look for business opportunities in my immediate environment	8.47	78 (19.95)	71.58	374 (100)	3.69
Look for business opportunities outside my immediate environment	12.73	104 (12.90)	66.67	374 (100)	3.69
Explore business opportunities in my immediate environment	10.93	76 (19.40)	69.67	374 (100)	3.78
Explore business opportunities outside my immediate environment	10.3	106 (27.37)	62.33	374 (100)	3.69
Explore business opportunities in the international market	29.81	92 (23.58)	46.62	374 (100)	3.26
Overall Mean score					3.74

Source: Fieldwork, 2021

Table 2: Judgment

N = 374		Lower limit (%)	Neutral (%)	Upper Limit (%)	Mean
	Understanding of what goes on within the business environment	14.87	30 (6.76)	78.38	3.92
	Knowledge of internal and external factors that affect my business	9.49	46 (11.11)	79.4	4.04
	Knowledge of my competitors	8.14	68 (17.26)	74.79	3.99
JUDGEMENT	Aware of government policies that affect my business	8.92	48 (12.18)	79.46	4.05
	Have strategies for exploiting opportunities in the business	10.27	75 (19.04)	70.81	3.86
	Choose the best strategies that will grow my firm	10.27	38 (10.27)	79.46	4.04
	Provide solutions for challenges facing my firm in the business environment	9.19	56 (14.21)	77.02	4.07
	Overall Mean score				3.99

Source: Fieldwork, 2021.

On innovation (Table 3), majority (83%) of the respondents ensured that their firms' products are better than that of its competitors. In addition, 76% of the respondents improved on their product quality regularly, while 69% use their customer needs to improve on product design. The implication of this is that many of the firms engaged in activities that may have helped their firm improve on product quality regularly as this helps open new markets and attract more customers. This position was supported by the work of Schumpeter (1934) that innovation shows organizational efficiency and the development of new products to open new markets and the works of Jennings and Lumpkin (1989) that innovativeness helps to determine whether the firm is entrepreneurial or not. In discussing creativity, the result showed that majority (79%) of the respondents indicated that they generated new ideas and methods in carrying out their organizational function and about 70% of the respondents used new ways to solve problems within their firms, while only 34.69% of the respondents allowed their staff to use their initiative in performing their duties.

Table 3: Innovation

Innovation	Lower limit (%)	Neutral (%)	Upper Limit (%)	Total (%)	Mean
Improve on my product regularly	11.4	49 (11.96)	76.90	374 (100)	3.99
Develop new products to meet customers demand	12.77	59 (14.67)	72.56	374 (100)	3.88
Use customer needs to improve on product design	8.96	85 (22.72)	69.29	374 (100)	3.94
Produce what will add values to the customers	6.25	42 (11.90)	83.61	374 (100)	4.23
Ensure that my firm products are better than that of my competitors	6.29	42 (11.90)	83.61	374 (100)	4.23
Overall Mean score					4.05

Source: Fieldwork, 2021

The total mean score for creativity is 3.75. The implication of this score is that most of the firms were creative though the response shows that they hardly allow their staff to make use of their initiatives (34.69%). This is against the position of Hunter *et al.* (2005) who reported that organizational climate should encourage creative people as they serve as a good source of new ideas and help in problem solving and proper implementation of tasks.

On acceptance of risk, findings revealed that majority (75%) of the respondents take risk based on their understanding of the business environment, and 77% of the respondents spread money in a way to provide for the needs of the business carefully, while about 69.95% of the respondents gave their product to the distributors who paid for their supplies regularly. The implication of this may be that the respondents were very careful in taking any risk because of its likely effect on the performance of their enterprise. This is supported by the works of Begley and Boyd (1987) that there is a curvilinear relationship between risk taking and firm performance.

Looking at aggressiveness, majority (65.94%) of the respondents collect information about their competitors' products and sources of raw material, while only 59.94% indicated that they see business opportunities before their competitor. It is important to note that the results show low ratings in the other areas of aggressiveness like the use of unconventional methods to outsmart its competitors (35.44%), lowering product price to prevent competitors from entering the market (40.88%) and increasing product size to attract customers (43.60%). This implies that entrepreneurs in the study area were not aggressive enough to create a competitive edge for their enterprises. This is against the position of Lumpkin and Dess (1996) that competitive aggressiveness helps a firm to outperform its competitors.

Table 4: Creativity

Creativity	Lower limit (%)	Neutral (%)	Upper Limit (%)	Total (%)	Mean
Use new ways to solve problems within the firms	15.45	56 (14.97)	70.73	374 (100)	3.81
Generate new ideas and methods of carrying out organizational functions effectively	8.13	35 (11.11)	79.4	374 (100)	3.81
Allow my staff to use their initiatives makes mistakes in performing their duties	38.48	99(26.83)	34.69	374 (100)	2.94
Have knowledge of better ways of meeting customer needs	8.13	61(16.31)	38.17)	374 (100)	4.01
Anticipate problems before they occur and proffer likely solutions to them	8.17	67(17.91)	74.95	374 (100)	3.95
Overall Mean score					3.75

Source: Field Survey, 2021

On growth, majority (65.94%) of the respondents experienced increases in their firms' sales and about 55.04% were employing more workers because of increases in their level of production activities, while only 53.95% of the respondent believed that their profit before tax had increased. It is important to note that results show low ratings in the reduction of cost of production (37.06%). The overall mean score for growth is 3.42. The implication is that entrepreneurs in the study area may have only experienced average growth as most of their growth components would have been reduced by the high cost of production.

Furthermore, in considering the opinion of respondents on vision, majority (86%) of the respondents thought of how to increase the sales of their firms' products and 85% made effort to retain their employees as well as attract new ones. The overall mean score for vision is 4.30. This implies that entrepreneurs in the study area have plans for the firm and this guided them in the choice of opportunities to explore and whether to innovate, the type of risk to take and level of flexibility in their decision making when the situation demanded it. This position was supported by the works of Luke (2005) and Kirzner (1997b) that reported the importance of vision in the recognition of opportunity and the flexibility in decision making. Looking at alertness, findings revealed that majority (79.13%) of the sampled firms tried to read the intention of their competitors before they act and 78.20% of respondents believed their firm responded to business information quickly, while 76.42% believed that their firm interpreted business information about their environment to see the opportunities in it. The overall mean score for alertness is 3.77. This showed that the entrepreneurs in the study area easily recognized opportunities and explored it to the benefit of their firm. This can lead to improved performance for the enterprises. This was supported by the work of Tang *et al.* (2012) who reported that alertness to the business environment allowed entrepreneurs to scan for new information and bring separate information together such that they decided which one was an entrepreneurial opportunity.

On flexibility, majority (82.34%) of the respondents indicated that they anticipated change and responded to it and 78.97% of the firms identified change in their businesses and responded to it quickly, while 72.72% of the entrepreneurs review their core competencies frequently in order to adjust to changes in their business environment. However, it must be noted that only 42.12% of the respondents explore new opportunities even when unplanned. The overall mean for flexibility is 3.89. This implies that the entrepreneurs in the study area were not as flexible as they needed to be. This contradicts the position of Evans (1991) that flexibility was the ability to do something other than that which is originally intended. Lastly on proactiveness, the results showed that a greater number (78.54%) of the respondents anticipated market needs and trends to be responded to immediately and 77.18% explored new business opportunities immediately, while 67.21% of the enterprises met their customers' demands at short notice. However, the respondents were low on firm's adjustment of its product line at short notice (45.66%), this is a minor on the degree of proactiveness of the firm's. The overall mean for proactiveness is 3.87. This result is against the position of Venkatraman (1989) that proactiveness gave firms the strategic posture to explore opportunities that are unrelated to its existing operations which can give the firm an advantage that will enhance its performance

Table 5, further revealed the level of adoption of strategic entrepreneurship. Using all measures of strategic entrepreneurship in the dataset, the mean response of each respondent on each variable was generated and the overall mean of all the mean scores was also generated (3.64). This provided a dichotomized classification of all the mean scores into high and low level of adoption of strategic entrepreneurship based on the average weight each respondent attached to the different variables used in capturing the extent of practice of strategic entrepreneurship. Furthermore, the categorization process based on mean responses gave the respondents' level in the practice of strategic entrepreneurship adoption and this revealed that 72.8% of the enterprises in South-west Nigeria, were beyond the average level of the practice of strategic entrepreneurship therefore categorized as high level of adoption. While 27.2% of the 374 enterprises were below the average level of the practice of strategic entrepreneurship and thereby categorized as low-level of adoption.

Table 5: Summary of Level of Adoption of Strategic Entrepreneurship (STRA_ENT)

Source: Authors' Compilation (2021)

STRA_ENT	Never	Rarely	Lower limit	Neutral	Often	Always	Upper limit	Total Freq.	Mean score
	Freq. (%)	Freq. (%)	%	Freq. (%)	Freq. (%)	Freq. (%)	%	(%)	
Opportunity Recognition	22.68 (6.06)	31.18 (8.34)	14.40	82.77 (22.13)	133.56 (35.71)	103.18 (27.59)	63.29	374.00	3.74
Judgement	16.15 (4.32)	26.71 (7.14)	11.46	54.57 (14.59)	139.00 (37.17)	137.57 (36.78)	73.95	374.00	4.00
Innovation	14.40 (3.85)	17.20 (4.60)	8.85	57.00 (15.24)	132.04 (35.30)	153.36 (41.00)	76.30	374.00	3.26
Creativity	27.40 (7.33)	32.40 (8.66)	15.99	64.60 (17.27)	136.80 (36.58)	112.80 (30.16)	66.74	374.00	2.99
Acceptance of Risk	58.29 (15.59)	70.14 (18.75)	34.34	62.57 (16.73)	91.29 (24.41)	91.71 (24.52)	48.93	374.00	3.19
Aggressiveness	49.1 (13.13)	57.4 (15.35)	28.48	71.0 (18.98)	126.1 (33.72)	70.4 (18.82)	52.54	374.00	3.3
Growth	31.20 (8.34)	58.60 (15.67)	24.01	91.00 (24.33)	115.00 (30.75)	78.20 (20.91)	51.66	374.00	3.43
Vision	11.60 (3.10)	19.00 (5.08)	8.18	28.80 (7.70)	108.60 (29.04)	206.00 (55.08)	84.12	374.00	4.30
Alertness	5.32 (1.42)	22.92 (6.13)	7.55	83.52 (22.33)	147.72 (39.50)	114.52 (30.62)	70.12	374.00	4.53
Overall percent level of STRA_ENT adoption = Overall Average Mean/5 X 100 = 3.64/5 x 100 = 72.8%									3.64

B Authors' Compilation (2021)

To further establish the above findings, respondents were asked if they engaged in strategic entrepreneurship practices in their business and majority (51.45%) indicated yes, while the remaining 48.55%, signified no. Similarly, in order to avoid self-biased responses, respondents were asked if they engaged in any practice that helped the performance of their business and majority (88.5%) of the respondents confirmed that they actually engage in practices that boosted the performance of their business, while only 11.46% of the respondents admitted they never engaged in such practice(s). This shows that entrepreneurs in the study area engaged in other practices to improve the performance of the enterprises, though it may not give the enterprise competitive advantage in the industry.

4.1 Determinants of Strategic Entrepreneurship

From the Ordinary least squares multiple regression result presented in Table 6, it was observed that government regulations in the industry and fiscal policies was a positive and significant determinant of strategic entrepreneurship approaches ($t= 3.50$, $p<0.01$). This relationship was significant at 1% level. It further suggested that a unit change in response to government policy in terms of regulatory bodies and fiscal policies would create 0.13 unit change in the deployment of strategic entrepreneurship initiatives. It is necessary to state that using other composite measures of strategic entrepreneurship, there exist only minimal variation across the regression results except when competitive aggressiveness was used. This further confirmed the direction and significance of government policy as a major determinant of strategic entrepreneurship.

Likewise, competitors in terms of whether the industry was competitive to such an extent that competitor's product is better and they have larger share in the market is said to have a positive and significant ($t=3.13$, $p<0.01$) relationship with firms' performance. This implied that a unit change in competitors leaves firm performance to change by 0.13 unit in the same direction. This conforms to the expectation that entrepreneurs should be conscious of the actions and reactions of competitors as this tends to create drive for enterprises to improve on their performance. The result is further corroborated by the other series of robustness checks with other measures of strategic entrepreneurship such as the adjusted model and logit model in Table 7 and Table 8.

Looking at the suppliers in the sense of whether firms do not get regular supply of raw materials, firms not sharing supplier information, non-local suppliers and whether suppliers do not offer credit facilities; the results showed that it had a positive but insignificant ($t=1.57$, $p>0.05$) relationship with strategic entrepreneurship tactics. However, suppliers influence strongly and positively affect the firms' opportunity recognition ($t=2.59$, $p<0.01$) and aggressiveness ($t=2.53$, $p<0.05$). Furthermore, a unit increase (decrease) in supplier will increase (decrease) the use of strategic entrepreneurship initiatives by 0.05 unit.

Furthermore, the results as shown in Table 6 revealed that customers in terms of not being loyal or having good relationship with other firms have a negative and insignificant relationship with strategic entrepreneurship in general. However, a closer look reveals that customers showed negative but significant relationship with judgement ($t=-3.42$, $p<0.01$); innovation ($t=-2.73$, $p<0.01$); and positive and significant relationship with aggressiveness ($t=2.00$; $p<0.05$). This affirmed that customers can make firms to be aggressive and innovative in their disposition towards strategic entrepreneurship policies. By implication, entrepreneurs are expected to manage their enterprises' customers very well if they want their enterprises to achieve maximum performance.

Similarly, the result in Table 6, revealed that technology as it relates to production not being influenced by current technology in the industry, firms not using ICT for keeping records and interacting with customers, not improving on production techniques and not training staff regularly to use new technologies also have a negative but significant relationship with strategic entrepreneurship schemes ($t=-8.89$, $p<0.01$). Technology had negative and significant relationship with all the 11 components of strategic entrepreneurship. This showed that if an enterprise does not improve on its production techniques and the use of information and communication technology (ICT) regularly it would reduce the quality of its performance, and hence cannot adopt strategic entrepreneurship. This implies that technology has to be imbibed for innovation and inclusive development going forward in an uncertain future.

The results further revealed that politics is not a significant driver of strategic entrepreneurship ($t=1.38$, $p>0.05$) in the study area as it relates to industry not being influenced by dynamics of political activities to such an extent that the firms' products are not affected negatively by government interest and policies. However, politics influence opportunity recognition ($t=3.77$, $p<0.01$) and growth ($t=2.66$, $p<0.01$) significantly and positively. This implies that when politics are not allowed to distract firms, they would be able to recognize opportunity and consequently grow. Government should therefore not allow their politics, greed or self-interest to tamper with the products of firms negatively. While availability of resources and not allowing culture to interfere with firms' operations were major determinants of strategic entrepreneurship as shown in table 6 with $t=2.76$, $p<0.01$ and $t=2.10$, $p<0.05$ respectively. Specifically, availability of resources greatly impacts on ability of firms to make good judgment ($t=2.06$, $p<0.05$) and to be creative ($t=3.24$, $p<0.01$).

Finally looking at the determinants of strategic entrepreneurship, the explanatory mix in the models explained 25% of the variation in strategic entrepreneurship initiatives as the outcome variable. While the remaining 75% is in the disturbance term. The variables are jointly significant ($f\text{-stat}=16.13$, $p<0.01$). But in order to avert possible misspecification error and possible residual errors like heteroscedasticity, variance covariance estimates that are robust to these errors were generated and there is no significant variation in the results. More so, they both exerted a positive and significant influence on strategic entrepreneurship. It is necessary to note that when individual heterogeneity (attributes) of the entrepreneurs were controlled for, there is no significant variation across the regression models. However, the effect of the individual specific attribute improved the explanatory power of the model by increasing the adjusted R-squared value to 33%. In other words, the explanatory mix in the models explained 33% of the variation in strategic entrepreneurship as the outcome variable. While the remaining 67% is in the disturbance term. The variables are jointly significant at ($f\text{-stat}=16.13$, $p<0.01$).

Table 6: The determinants of strategic entrepreneurship practices in the enterprises

VARIABLES	(1) Opportunity Recognition	(2) judgement	(3) Innovation	(4) Creativity	(5) Risk_ Acceptance	(6) Aggressiveness	(7) Growth	(8) Vision	(9) Alertness	(10) Flexibility	(11) Proactiveness	(12) full SE
Govt_policy	0.07 (1.56)	0.15* (3.00)	0.13** (2.54)	0.12** (2.32)	0.13* (3.34)	-0.05 (-1.11)	0.06 (1.07)	0.21* (3.63)	0.17* (3.43)	0.24* (4.87)	0.19* (3.71)	0.13* (3.50)
Competitors	0.12** (2.06)	0.03 (0.43)	0.08 (1.32)	-0.05 (-0.74)	0.18* (3.92)	0.33* (5.59)	0.01 (0.08)	0.16** (2.27)	0.13** (2.21)	0.17* (2.89)	0.23* (3.72)	0.13* (3.13)
Suppliers	0.13* (2.59)	0.08 (1.46)	0.02 (0.28)	0.00 (0.03)	0.02 (0.47)	0.13** (2.53)	0.03 (0.55)	0.03 (0.55)	0.07 (1.21)	0.06 (1.15)	0.06 (1.04)	0.06 (1.57)
Customers	-0.02 (-0.38)	-0.21* (-3.42)	-0.17* (-2.73)	-0.10 (-1.51)	0.08*** (1.77)	0.12** (2.00)	0.08 (1.12)	0.13*** (-1.90)	-0.06 (-1.00)	-0.01 (-0.16)	-0.10 (-1.51)	-0.05 (-1.14)
Technology	-0.29* (-7.35)	-0.27* (-6.21)	-0.27* (-6.26)	-0.25* (-5.83)	0.06*** (-1.77)	-0.13* (-3.31)	-0.29* (-6.01)	-0.28* (-5.81)	-0.21* (-5.03)	-0.23* (-5.65)	-0.19* (-4.29)	-0.22* (-8.89)
Politics	0.20* (3.77)	0.09*** (1.68)	0.09*** (1.65)	0.09 (1.58)	-0.01 (-0.15)	0.08 (1.55)	0.17* (2.66)	0.01 (0.15)	-0.03 (-0.52)	-0.03 (-0.61)	-0.08 (-1.44)	0.05 (1.38)
Resources	-0.02 (-0.38)	0.13** (2.06)	0.04 (0.70)	0.20* (3.24)	0.02 (0.48)	0.08 (1.43)	0.27* (3.86)	0.10 (1.46)	0.10*** (1.74)	0.10*** (1.71)	0.10 (1.62)	0.10* (2.76)
Culture	0.05 (1.31)	0.02 (0.42)	0.17* (4.23)	0.05 (1.30)	-0.07** (-2.52)	-0.06*** (-1.67)	-0.02 (-0.37)	0.15* (3.49)	0.09** (2.27)	0.12* (3.08)	0.14* (3.42)	0.06** (2.10)
Constant	2.71* (10.66)	3.47* (12.68)	3.29* (12.11)	3.17* (11.37)	2.30* (11.20)	1.81* (6.95)	2.27* (7.28)	3.06* (10.10)	2.66* (10.01)	2.30* (8.79)	2.43* (8.78)	2.68* (9.90)
Observations	366	367	365	366	366	365	364	365	366	365	366	367
R-squared	0.23	0.23	0.27	0.18	0.13	0.15	0.14	0.24	0.18	0.24	0.22	0.27
Rank	9	9	9	9	9	9	9	9	9	9	9	9
r2_a	0.210	0.215	0.252	0.162	0.107	0.135	0.123	0.223	0.162	0.227	0.201	0.252
F	13.13	13.56	16.37	9.847	6.459	8.111	7.356	14.06	9.839	14.35	12.45	16.13

t-statistics in parentheses * p<0.01, ** p<0.05, *** p<0.1. NB: each dependent variable is a composite average of it measures.

Table 7: Adjusted Model of the determinants of strategic entrepreneurship practices in the enterprises

VARIABLES	(1) Oppor_ Recognition	(2) Judgement	(3) Innovation	(4) Creativity	(5) Risk_ Acceptance	(6) Aggressiveness	(7) Growth	(8) vision	(9) Alertness	(10) Flexibility	(11) Proactiveness	(12) full SE
Govt_policy	0.09*** (1.77)	0.17* (2.99)	0.13** (2.24)	0.12** (2.03)	0.11** (2.40)	-0.04 (-0.64)	0.13*** (1.92)	0.21* (3.17)	0.17* (2.95)	0.26* (4.64)	0.21* (3.49)	0.12* (2.97)
Competition	0.03 (0.55)	-0.02 (-0.34)	-0.00 (-0.05)	-0.08 (-1.19)	0.16* (2.95)	0.29* (4.36)	-0.01 (-0.19)	0.14*** (1.80)	0.09 (1.32)	0.14** (2.11)	0.20* (2.85)	0.09*** (1.89)
Suppliers	0.16* (2.76)	0.09 (1.51)	0.06 (0.93)	0.04 (0.68)	0.02 (0.31)	0.11*** (1.86)	0.02 (0.32)	0.06 (0.89)	0.05 (0.76)	0.08 (1.33)	0.04 (0.66)	0.08** (2.00)
Customers	-0.02 (-0.27)	-0.22* (-3.27)	-0.22* (-3.30)	-0.12*** (-1.68)	0.08 (1.49)	0.12*** (1.82)	0.00 (0.04)	-0.17** (-2.14)	-0.09 (-1.35)	-0.04 (-0.60)	-0.12*** (-1.69)	-0.06 (-1.36)
Technology	-0.29* (-6.46)	-0.25* (-5.14)	-0.25* (-5.28)	-0.22* (-4.52)	-0.07*** (-1.73)	-0.17* (-3.65)	-0.23* (-4.27)	-0.25* (-4.45)	-0.16* (-3.20)	-0.18* (-3.88)	-0.14* (-2.90)	-0.20* (-7.12)
Politics	0.20* (3.33)	0.11*** (1.72)	0.08 (1.25)	0.08 (1.20)	0.01 (0.16)	0.13*** (2.13)	0.11 (1.48)	-0.00 (-0.00)	-0.06 (-0.88)	-0.12** (-2.01)	-0.11*** (-1.72)	0.04 (0.97)
Resources	-0.05 (-0.75)	0.17** (2.45)	0.06 (0.87)	0.20* (2.80)	0.01 (0.21)	0.02 (0.36)	0.23* (2.83)	0.13 (1.58)	0.08 (1.15)	0.13*** (1.89)	0.11 (1.58)	0.11** (2.55)
Culture	0.05 (1.30)	0.01 (0.26)	0.16* (3.70)	0.07*** (1.65)	-0.04 (-1.29)	-0.04 (-1.00)	0.02 (0.37)	0.13* (2.60)	0.10** (2.33)	0.14* (3.25)	0.16* (3.51)	0.06** (2.05)
Age	0.14* (3.16)	0.12** (2.53)	0.13* (2.65)	0.05 (1.01)	0.02 (0.45)	0.00 (0.03)	0.01 (0.23)	0.06 (1.04)	0.14* (2.83)	0.10** (2.27)	0.04 (0.77)	0.04 (1.31)
Sex	0.15** (1.99)	0.18** (2.20)	0.04 (0.52)	0.05 (0.64)	-0.06 (-0.87)	0.13*** (1.66)	0.06 (0.70)	0.20** (2.13)	0.13 (1.52)	0.12 (1.58)	0.23* (2.81)	0.10*** (1.74)
Marital status	-0.09 (-1.07)	0.08 (0.85)	0.03 (0.36)	0.12 (1.22)	-0.03 (-0.40)	-0.10 (-1.07)	-0.05 (-0.42)	0.22** (2.04)	0.04 (0.42)	0.16*** (1.81)	0.12 (1.28)	0.06 (0.90)
How many years have you been in business	-0.08** (-2.38)	-0.06 (-1.56)	-0.08** (-2.12)	-0.04 (-1.20)	-0.02 (-0.74)	-0.06*** (-1.84)	-0.09** (-2.10)	-0.02 (-0.57)	-0.10* (-2.71)	-0.10* (-2.91)	-0.07*** (-1.86)	
How many employees does your firm have	0.09* (2.93)	0.09* (2.68)	0.13* (3.88)	0.10* (2.79)	0.02 (0.78)	0.14* (3.98)	0.18* (4.62)	-0.01 (-0.21)	0.06*** (1.70)	0.05 (1.55)	0.06*** (1.69)	0.07* (3.14)
Do you have any formal experience in this line of business	-0.21*** (-1.73)	-0.11 (-0.85)	-0.20 (-1.53)	-0.37* (-2.72)	-0.05 (-0.46)	-0.19 (-1.49)	-0.20 (-1.32)	-0.12 (-0.83)	0.05 (0.40)	-0.04 (-0.35)	0.00 (0.03)	-0.10 (-1.13)
Level of Education	0.01 (0.19)	-0.01 (-0.27)	-0.03 (-0.70)	0.03 (0.63)	0.05 (1.36)	-0.03 (-0.63)	0.12** (2.36)	0.03 (0.59)	0.02 (0.47)	0.09** (2.21)	0.07 (1.62)	0.04 (1.06)
Constant	2.79* (7.52)	2.85* (7.07)	3.30* (8.24)	2.95* (7.15)	2.34* (7.35)	2.27* (5.79)	2.06* (4.49)	2.49* (5.37)	2.36* (5.70)	1.65* (4.26)	1.85* (4.46)	2.26* (5.95)
Observations	286	287	286	287	287	286	285	286	286	285	286	291
R-squared	0.33	0.32	0.35	0.26	0.11	0.24	0.24	0.30	0.22	0.34	0.30	0.35
r2_a	0.294	0.285	0.311	0.215	0.0578	0.197	0.200	0.265	0.181	0.306	0.259	0.313
F	8.895	8.619	9.589	6.213	2.169	5.664	5.726	7.835	5.199	9.345	7.626	10.65

Source: Field Work, 2021

5.0 Conclusion

From the analysis of the data collected and interpretations, it can be concluded that the practice of strategic entrepreneurship by the entrepreneurs in the day to day running of their enterprises was very high. Though those with low adoption rate still engage in some of these practices. This paper also established that the determinants of strategic entrepreneurship were government policy, competitors, customers, technology, resources and culture and only a better understanding of the interplay of these determinants can help the entrepreneur maximize the use of strategic entrepreneurship and also improve on the performance of their enterprises.

6.0 Recommendations

Based on the results of the findings, this paper recommends that it is important for SMEs to imbibe Information and Communications Technology (ICT) culture, as ICT is an enabler for the practice of strategic entrepreneurship. Also, because most information about the market and government policies are circulated on ICT platforms. This implies that technology has to be imbibed for innovation and inclusive development going forward in an uncertain future.

Enterprises of today need to continuously improve on their production techniques and train their staff to use new technologies for the Nation to have a sustainable development and inclusive growth. Furthermore, the use of information and communications technology (ICT) regularly as earlier mentioned is germane in order to enhance quality of performance and the adoption of strategic entrepreneurship. Government and the ruling class in their regulatory and legislative activities should see to it that their politics, greed or self-interest do not tamper with the products and operations of firms negatively.

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