



ENTREPRENEURIAL ORIENTATION AND CUSTOMER SATISFACTION OF FAMILY-OWNED BUSINESS IN LAGOS STATE, NIGERIA

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ABSTRACT: *This study investigates the effects of entrepreneurial orientation on customer satisfaction of family-owned businesses in Lagos State, Nigeria. The study adopted a cross-sectional survey design and computed a sample size of three hundred and sixty-eight (368) from The Nigerian Association of Small and Medium Enterprises NASME database of registered family businesses of eight thousand three hundred and ninety-six registered family-owned businesses in Lagos State using the Cochran sample size formula. The senior staff and owners of family-owned businesses in Lagos State were purposively selected to fill out the structured questionnaires of the study. The questionnaires were adapted from previous studies and validated via a pilot study conducted in the Oluyole industrial area of Ibadan southwest, Oyo State, Nigeria. The study adopted SPSS version 25 for the descriptive statistics and SmartPLS version 4.0 for the inferential statistics to analyse the data. The study's findings revealed that entrepreneurial orientation influences 31.6% of customer satisfaction, while the remaining 68.4% can be explained by the other exogenous variables different from customer satisfaction. The study concludes that entrepreneurial orientation positively influences the customer satisfaction of family-owned businesses in Lagos State, Nigeria.*

KEYWORDS: Customer Satisfaction, Dissatisfied Customer, Intra-African Trade, Entrepreneurial Orientation, Strategic Orientation, Exogenous Variables.



INTRODUCTION

A family-owned business today is believed to be a business where two or more family members have a controlling equity or are in the decision-making cadre of an organisation (Stephen, 2023). The European Union Commission proposed four criteria to categorise an organisation as FOB, namely: decision-making rights in the hands of shareholders that are family members like spouses or children; decision-makers must have direct or indirect rights; at least one family member must be involved in the governing structure of the firm; and one family member must hold at least twenty-five per cent shares and should be able to exercise managerial rights (E. Commission, 2009).

Customer satisfaction is at the heart of the success of family-owned businesses in Nigeria and Africa. Year in and year out, small and medium enterprises in Africa continue to lose their grip on meeting customer demand to foreign competition (Agbeyi E., 2019). Foreign goods dominate local small and medium enterprises, diminishing intra-transaction trade within Africa. Inter-African trade of consumption goods dropped from twelve point nine billion dollars in 2009 to eleven point eight billion dollars in 2016, while imports of the same goods from other parts of the world grew from eleven point two billion dollars to nineteen billion dollars within the same period. Africa to Asia labour productivity ratio decreased from sixty-seven per cent in 2000 to fifty per cent in 2016 (OECD, 2019). Fifteen countries in the West African region are known for exporting unprocessed raw materials despite lagging in industrialisation and having a high unemployment rate (OECD, 2019). For African family-owned businesses to compete with their global counterparts, their goods and services must satisfy customer needs. The deteriorating trade experience in African countries calls for a solid strategic orientation to satisfy customers' tastes and retain them as repeat customers.

The COVID-19 pandemic affected small and medium enterprises globally (and in Nigeria) because of the force majeure lockdown (Mishra et al., 2020). Many businesses need help to recover due to the loss of tangible and intangible resources imposed by the restrictions (UNDP, 2020). Some organisations that succeeded in adapting during this period used technology to continue their operations (Mishra et al., 2020). The losses exposed the weak strategic orientation and capability to adapt when faced with turbulent and austere situations.

Globally, the family-owned business contributes massively to their respective country's gross domestic product (Suthawan, 2019). Family capital survey consistently rates family businesses from the United States, Europe and the Asian Pacific as the high performers compared to their African counterparts (Family Capital, 2018; Family Capital, 2019; Family Capital, 2021). Family-owned businesses from these regions dominated the top 750 family businesses in 2018; they employed over 30.5 million people and generated \$ 9.1 trillion (Family Capital, 2018). In 2019, this grew to 33.6 million and a combined revenue of 10.3 trillion using turnover and employment generation as a performance measure (Family Capital, 2019). Entrepreneurship scholars use entrepreneurial orientation strategy to improve firm performance, and literature affirms strong entrepreneurial orientation for firms from these performing regions of the world (Jeon, 2019; Harris, 2020). It is, therefore, vital to investigate the effect of entrepreneurial orientation on customer satisfaction of family-owned businesses in Nigeria.



Hypothesis

H₀: Entrepreneurial orientation dimensions have no significant effect on customer satisfaction of family-owned businesses in Lagos State, Nigeria.

METHODOLOGY

Study Design and Population

The study employed a cross-sectional research design and collected data from three hundred and seventy-two (372) respondents who are either owners or senior staff members of family businesses in Lagos State, Nigeria, from the population of eight thousand three hundred and ninety-six (8,396) registered family businesses with NASME.

Sample Size and Sampling Technique

A sample size of three hundred and sixty-eight (368) was calculated using the Cochran sample size formula. The purposive sampling technique was employed for the study to ensure that the data collected satisfied the conditions to be classified as a family business. Purposive sampling is a non-probability technique appropriate when specific criteria must be considered relevant for the study. Its adoption for this study is consistent with extant literature (Hartono et al., 2019; Chang et al., 2021; Toska et al., 2022). The structured questionnaire instrument was adapted from Zhang (2014). An expert panel of three scholars subjected the instrument to face validation.

Instrument for Data Collection

The instruments were tested for validity and reliability and were confirmed reliable with appropriate AVE and HTMT values. The independent variable, entrepreneurial orientation, includes sub-measures such as autonomy, innovativeness, risk-taking, competitive aggressiveness, proactiveness and adaptiveness, while the dependent variable is customer satisfaction. Data from three hundred and seventy-two owners and managers of family-owned businesses in Lagos State, Nigeria were collated for the analysis.

Procedure for Data Collection

The data were analysed using descriptive and inferential statistics. The confidence level for the analysis was 95%, allowing an error margin of 0.05, a value appropriate for social science analysis. These descriptive statistics were carried out with SPSS version 25 for the descriptive statistics and SmartPLS version 4.0 for inferential statistics.



RESULT

The result of the PLS-SEM is presented in three models (see Figures 1, 2, 3) and a table (see Table 1). Figure 1 shows the path analysis, Figure 2 shows the t-values, which confirm the significance of the path analysis, and Figure 3 shows Q^2 which confirms the predictive relevance of the structural model. (A t-value above 1.96 and Q^2 above zero confirm a statistically significant effect and that the structural model specified is relevant.) Each model comprised the outer model, which shows the factor loadings (correlation) of each item concerning the latent variable and the inner model, termed the structural model (predictive model), which explains the interactions between the independent (entrepreneurial orientation) variable(s) and the dependent (customer satisfaction) variable in a study.

Table 1: Descriptive Analysis of Responses on Autonomy

AUTONOMY	VH	H	MH	ML	L	VL	MEAN
Supports individuals/teams to work independently	163 (43.8%)	141 (37.8%)	48 (13.0%)	12 (3.2%)	2 (0.6%)	6 (1.6%)	5.16
Individuals/teams decide on business opportunities to pursue	97 (26.0%)	167 (44.8%)	81 (21.9%)	13 (3.5%)	5 (1.3%)	9 (2.5%)	4.83
Participation in decision-making	114 (30.5%)	158 (42.5%)	78 (21.0%)	21 (5.7%)	1 (0.3%)	-	4.97
Encourage employee initiatives in identifying opportunities.	104 (27.9%)	163 (43.8%)	81 (21.6%)	22 (6.0%)	2 (0.6%)	-	4.92
Delegation of authority	114 (30.5%)	162 (43.5%)	60 (16.2%)	15 (4.1%)	15 (4.1%)	6 (1.6%)	4.87
Decentralisation	78 (21.0%)	142 (38.1%)	87 (23.5%)	39 (10.5%)	13 (3.5%)	13 (3.5%)	4.52
Weighted Mean							4.87

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

**Table 2: Descriptive Analysis of Responses on Innovativeness**

INNOVATIVENESS	VH	H	MH	ML	L	VL	MEAN
Seeking out new ways to do things	153 (41.3%)	148 (39.7%)	59 (15.9%)	7 (1.9%)	5 (1.3%)	-	5.17
New product lines or services are important	139 (37.5%)	161 (43.2%)	48 (13.0%)	13 (3.5%)	6 (1.6%)	5 (1.3%)	5.08
Changes in products/service lines are quite dramatic	116 (31.1%)	103 (27.6%)	94 (25.4%)	46 (12.4%)	8 (2.2%)	5 (1.3%)	4.69
Commitment to invest in new technology, continuous improvement R&D	140 (37.5%)	137 (36.8%)	70 (18.7%)	16 (4.4%)	9 (2.5%)	-	5.02
Actively introduces improvements and innovations	127 (34.3%)	154 (41.3%)	64 (17.1%)	23 (6.3%)	4 (1.0%)	-	5.02
Creativity in its methods of operation	125 (33.7%)	145 (39.0%)	69 (18.4%)	18 (4.8%)	6 (1.6%)	9 (2.5%)	4.91
Weighted Mean							5.10

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

Table 3: Descriptive Analysis of Responses to Risk-Taking

RISK-TAKING	VH	H	MH	ML	L	VL	MEAN
Investment in high-risk projects (with chances of very high return)	69 (18.4%)	151 (40.6%)	80 (21.6%)	46 (12.4%)	18 (4.8%)	8 (2.2%)	4.49
Bold, wide-ranging acts necessary to achieve the firm's objectives	97 (26.0%)	143 (38.4%)	101 (27.3%)	18 (4.8%)	13 (3.5%)	-	4.79
Commitment of a large portion of resources in order to grow	104 (27.9%)	150 (40.3%)	77 (20.6%)	26 (7.0%)	15 (4.1%)	-	4.81
Investment in significant projects through heavy borrowing	68 (18.1%)	123 (33.0%)	71 (19.7%)	51 (13.7%)	34 (8.9%)	25 (6.7%)	4.18
Encouragement to take calculated risks with new ideas	93 (25.1%)	136 (36.5%)	102 (27.6%)	25 (6.7%)	11 (2.9%)	5 (1.3%)	4.70



Exploration and experimentation for opportunities	115 (30.8%)	126 (34.0%)	89 (23.8%)	23 (6.3%)	13 (3.5%)	6 (1.6%)	4.77
Weighted Mean							4.62

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

Table 4: Descriptive Analysis of Responses on Proactiveness

PROACTIVENESS	VH	H	MH	ML	L	VL	MEAN
Initiating action which the competitors respond to	115 (30.8%)	126 (36.2%)	89 (23.2%)	23 (5.7%)	13 (2.2%)	6 (1.9%)	4.82
Meeting customer demands	160 (42.9%)	130 (34.9%)	66 (17.8%)	14 (3.8%)	2 (0.6%)	-	5.16
Monitoring technological trends and identifying future customer needs	129 (34.6%)	143 (38.4%)	59 (15.9%)	31 (8.3%)	8 (2.2%)	2 (0.6%)	4.93
Excel at identifying opportunities	141 (38.4%)	130 (34.9%)	74 (20.0%)	21 (5.7%)	4 (1.0%)	-	5.04
New product development	144 (38.7%)	118 (31.7%)	74 (20.0%)	26 (7.0%)	5 (1.3%)	5 (1.3%)	4.96
Conducting market analysis	113 (30.5%)	149 (40.0%)	58 (15.6%)	37 (9.8%)	9 (2.5%)	6 (1.6%)	4.81
Weighted Mean							4.95

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

Table 5: Descriptive Analysis of Responses on Competitive Aggressiveness

COMPETITIVE AGGRESSIVENESS	VH	H	MH	ML	L	VL	MEAN
Competitive posture (undo the competitors)	87 (23.5%)	156 (41.9%)	98 (26.3%)	25 (6.7%)	2 (0.6%)	4 (1.0%)	4.78
Aggressiveness and intense competition	66 (17.8%)	129 (34.6%)	103 (27.6%)	60 (16.2%)	10 (2.9%)	4 (1.0%)	4.45
Price-cutting strategy to enhance a competitive position	104 (27.9%)	124 (33.3%)	82 (22.2%)	40 (10.8%)	18 (4.8%)	4 (1.0%)	4.66
Copying practices/techniques of	160						4.67



successful competitors to enhance a competitive position	78 (21.0%)	(42.9%)	83 (22.5%)	39 (10.5%)	8 (2.2%)	4 (1.0%)	
Unconventional strategies to challenge competitors	66 (17.8%)	138 (37.1%)	97 (26.0%)	44 (11.7%)	16 (4.4%)	11 (2.9%)	4.43
Seeking competitive posture (undo the competitors)	96 (25.7%)	118 (31.7%)	93 (25.1%)	50 (13.3%)	6 (1.6%)	9 (2.5%)	4.59
Weighted Mean							4.61

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

Table 6: Descriptive Analysis of Responses on Adaptiveness

PROACTIVENESS	VH	H	MH	ML	L	VL	MEAN
Response to emergencies, risks or dangerous situations	116 (31.1%)	150 (40.3%)	81 (21.9%)	16 (4.4%)	4 (1.0%)	5 (1.3%)	4.92
Response to a demanding or stressful situation	113 (30.5%)	135 (36.2%)	97 (26.0%)	20 (5.4%)	5 (1.3%)	2 (0.6%)	4.87
Response to ill-defined work situations that appear unexpectedly	119 (32.1%)	174 (46.7%)	60 (16.2%)	13 (3.5%)	4 (1.0%)	2 (0.6%)	5.03
Snappy decision making to uncertain and unpredictable occurrence	116 (31.1%)	132 (35.6%)	94 (25.4%)	28 (7.6%)	-	1 (0.3%)	4.89
Interpersonal adaptability	109 (29.2%)	145 (39.0%)	79 (21.3%)	32 (8.6%)	7 (1.9%)	-	4.85
Cultural adaptability (working with other companies or nationalities)	112 (30.2%)	149 (40.0%)	79 (21.3%)	22 (6.0%)	5 (1.3%)	5 (1.3%)	4.88
Physical adaptability (e.g. working conditions that entail noise, degree of risk/danger inherent)	132 (35.6%)	116 (31.1%)	77 (20.6%)	29 (7.9%)	7 (1.9%)	11 (2.9%)	4.82



in your occupation,
weather hazard.)

Weighted Mean

4.89

5

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

Table 7: Descriptive Analysis of Responses to Customer Satisfaction

CUSTOMER SATISFACTION	VH	H	MH	ML	L	VL	MEAN
Attitude to address customers' feedback or complain	136 (36.5%)	154 (41.3%)	60 (16.2%)	13 (3.5%)	-	9.3 (2.5%)	5.03
Efforts to ensure customer satisfaction	147 (39.4%)	164 (44.1%)	43 (11.4%)	15 (4.1%)	1 (0.3%)	2 (0.6%)	5.16
Complementary services	125 (33.7%)	153 (41.0%)	73 (19.7%)	16 (4.4%)	5 (1.3%)	-	5.01
Impact on the general well-being of customers	145 (39.4%)	151 (40.6%)	49 (13.3%)	23 (6.3%)	-	4 (0.3%)	5.12
Promptness in rendering services	133 (35.9%)	151 (40.6%)	56 (17.8%)	6 (1.9%)	8 (2.5%)	4 (1.3%)	5.02
Smooth route to accomplish customers' need	151 (40.6%)	144 (38.7%)	44 (11.7%)	13 (3.5%)	16 (4.4%)	4 (1.0%)	5.05
Weighted							5.07

VH: Very High; H: High; MH: Moderately High; ML: Moderately Low; L: Low; VL: Very Low

Source: *Field Survey Results (2023)*

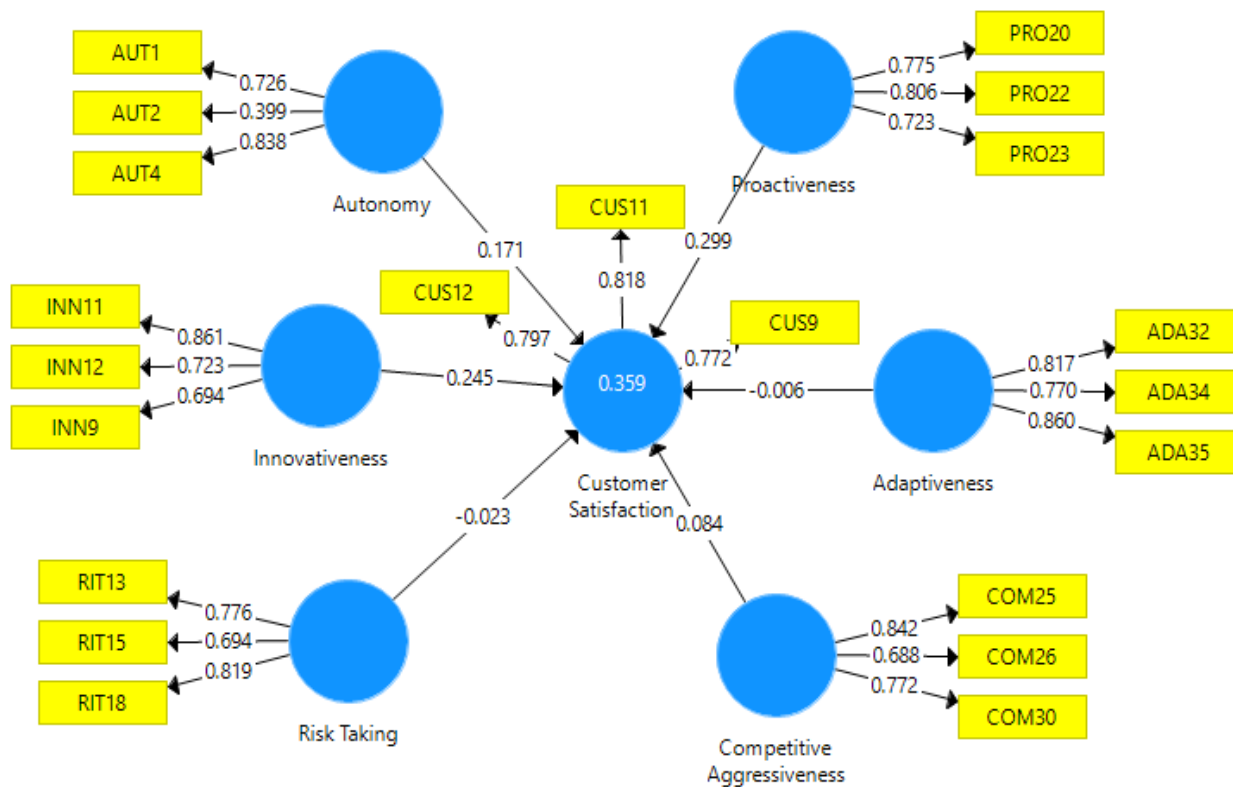


Figure 1: Path Analysis for Hypotheses One

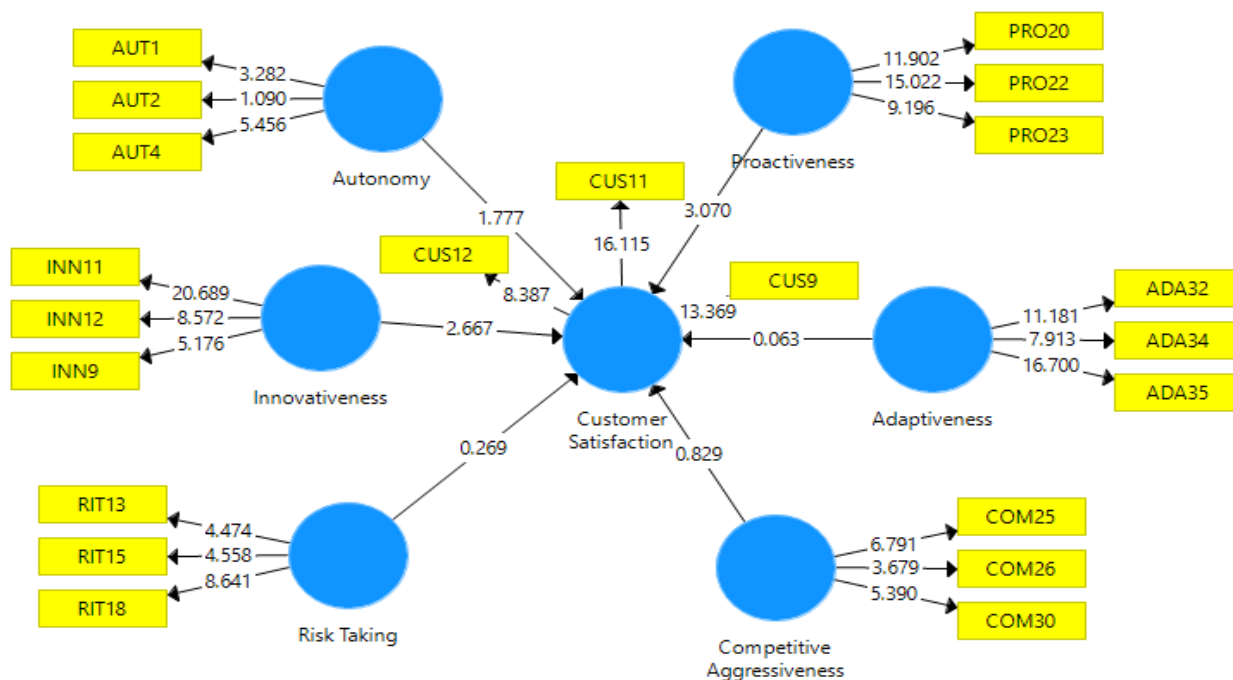


Figure 2: Structural Model (T-Statistics) for Hypothesis One
 Source: Researcher's Computation via SmartPLS V4.0

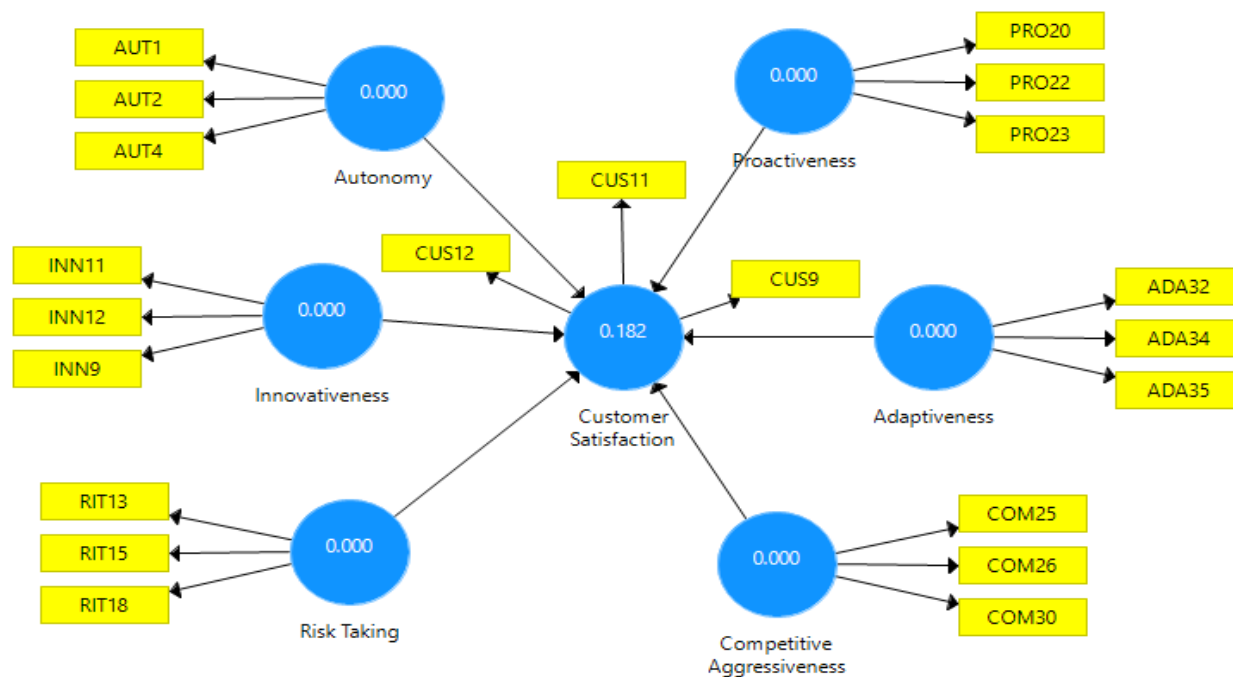


Figure 3: Q² Statistics (Model’s Predictive Relevance) for Hypothesis One

Source: Researcher’s Computation via SmartPLS V4.0

Table 8: Summary of PLS-SEM Analysis for the Relative Effect of Entrepreneurial Orientation on Customer Satisfaction

Path Description	Original Sample(O)	T-Statistic	P-Values	F ²
Adaptivevness → Customer satisfaction	-0.006	0.063	0.950	0.000
Autonomy→ Customer satisfaction	0.171	1.777	0.076	0.032
Competitive Aggressiveness→ Customer satisfaction	0.084	0.829	0.408	0.007
Innovativeness→ Customer satisfaction	0.245	2.667	0.008	0.061
Proactiveness → Customer satisfaction	0.299	3.070	0.002	0.081
Risk Taking→ Sale growth	-0.023	0.269	0.788	0.001
R Square (outcome variable)	R ²	Adj R ²		Q ²
Model 1 Customer satisfaction	0.359	0.316		0.182

Source: Researcher’s Results via SmartPLS V4.0 (2022)



Table 8 provides a tabular representation of the information in Figures 1, 2, and 3.

We established the predictive power of the study using adjusted R² of the study's model. From the results, the adjusted coefficient of determination (*Adj R²*) of 0.316 showed that the entrepreneurial orientation dimension explained 31.6% of the variation in customer service for the family business under study. In comparison, the remaining 68.4% of changes in customer satisfaction are explained by other exogenous variables different from the entrepreneurial orientation dimension considered in this study, and the effect is statistically significant at a 95% confidence interval and p-value less than 0.05. This result suggests that the entrepreneurial orientation dimension influences 31.6% of the customer satisfaction of family-owned businesses in Lagos State, Nigeria.

The path coefficient of each entrepreneurial orientation dimension (autonomy, innovativeness, risk-taking, competitive aggressiveness, proactiveness and adaptiveness) represents the coefficient of determination (β), which shows the relative effect of each entrepreneurial orientation dimension on customer satisfaction of family-owned business in Lagos State, Nigeria. PLS-SEM results in Table 2 revealed that of all entrepreneurial orientation dimensions examined, only innovativeness and proactiveness positively and significantly affect customer satisfaction. In contrast, autonomy, risk-taking, competitive aggressiveness and adaptiveness have an insignificant relative effect on customer satisfaction. Specifically, the results revealed that at 95% confidence, the level of innovativeness ($\beta = 0.245$, $t = 2.667$) and proactiveness ($\beta = 0.299$, $t = 3.070$) of family business in Lagos State were statistically significant as their p-values were less than 0.05 and their t-values greater than 1.96. Based on the path coefficient, the regression model is restated as follows:

$$CS = 0.000 + 0.245INV + 0.299PRV \text{----- (i)}$$

CS= Customer satisfaction

INV = Innovativeness

PRV = Proactiveness

Further analysis indicates that taking all other independent variables at zero, a unit change in innovativeness holds a potential increase of 0.245 in customer satisfaction for the family-owned business in Lagos State, Nigeria, given that all other factors are constant. Similarly, the result shows that a unit change in proactiveness will lead to a 0.299 increase in customer satisfaction for the family-owned business in Lagos State, Nigeria, given that all other factors are constant. Overall, from the results, proactiveness had the highest relative effect on customer satisfaction of family-owned businesses in Lagos State, Nigeria, with a coefficient of 0.299 and a t-value of $t=3.070$. In second place is innovativeness with a coefficient of 0.245 and a t-value of $t=2.667$. The PLS-SEM offers the opportunity to detect the effect size of the predictor variables (entrepreneurial orientation dimension) on the outcome variable (customer satisfaction) using the F-Square (f^2) statistic. Scholars provided thresholds for f^2 values of 0.02, 0.15, and 0.35, representing small, medium, and significant effects, respectively (Jacob, 1988; Asikhia, 2022).

Table 2 represents the effect size of all entrepreneurial orientation dimensions on customer satisfaction of family-owned businesses in Lagos State, Nigeria. The effect sizes of innovativeness and proactiveness were 0.061 and 0.081, respectively. Regarding Cohen's f^2



criterion, all the dimensions of entrepreneurial competency examined have a negligible effect on customer satisfaction of family-owned businesses in Lagos State, Nigeria. Further analysis was conducted to establish the predictive relevance of the model using the Stone-Geisser Q^2 value. Scholars posit that Q^2 values of 0.02, 0.15 and 0.35 represent small, medium, and large predictive relevance. Q^2 above zero confirms that the structural model specified is relevant (Cohen, 1988; Asihkia, 2022). According to Table 1, the Q^2 value of customer satisfaction of family-owned businesses in Lagos State, Nigeria, is 0.182. Hence, the entrepreneurial orientation dimension has a medium degree of predictive relevance concerning customer satisfaction of family-owned businesses in Lagos State and Nigeria as a whole. For this reason, the structural model specified is relevant and has sufficient predictive quality. On the strength of the PLS-SEM summarised results in Table 8 for model one ($Adj R^2 = 0.316$, $p = 0.000$, $Q^2 = 0.182$), this study can conclude that entrepreneurial orientation significantly affects customer satisfaction of family-owned business in Lagos State, Nigeria; hence, the study rejects the null hypothesis one (H_0) which states that the effect of entrepreneurial orientation dimension on customer satisfaction of family-owned business in Lagos State, Nigeria, is not significant.

DISCUSSION OF FINDINGS

The resultant equation from the null hypothesis [$CS = 0.000 + 0.245INV + 0.299PRV$ ----- (i)] indicates that taking all other independent variables at zero, a unit change in innovativeness holds a potential increase of 0.245 in customer satisfaction for the family-owned business given that all other factors are held constant. This resonates with other scholars' findings in the empirical review that affirm the positive correlation between innovativeness and firm performance (Gupta, 2018; Leischnig, 2018; Presutti, 2019; Jeong, 2019). This disagrees with the school of thought that innovativeness does not enhance performance (Rezaei, 2018). The result also shows that a unit change in proactiveness will lead to a 0.299 increase in customer satisfaction in the study, all other factors kept constant. This also agrees with the school of thought on the role played by proactiveness as a sub-variable of entrepreneurial orientation enhancing performance (Nyoni, 2018; Shuangfa, 2020; Bokhari, 2020; Olubiyi, 2022). Overall, from the results, proactiveness had the highest relative effect on customer satisfaction of family-owned businesses in Lagos State, Nigeria, with a coefficient of 0.299 and a t-value of $t = 3.070$. In second place is innovativeness with a coefficient of 0.245 and a t-value of $t = 2.667$. The study, therefore, disagrees with scholars that feel risk-taking contributed together with innovativeness and proactiveness as a dimension of EO to influence performance (Nkam, 2017).

CONCLUSION

The empirical findings of this study established statistically a significant effect of entrepreneurial orientation dimensions (autonomy, innovativeness, risk-taking, competitive aggressiveness, proactiveness and adaptiveness) on customer satisfaction of family-owned businesses in Lagos State, Nigeria. Overall, the study shows that entrepreneurial orientation dimensions (autonomy, innovativeness, risk-taking, competitive aggressiveness, proactiveness



and adaptiveness) significantly affect customer satisfaction of family-owned businesses in Lagos state, Nigeria.

RECOMMENDATION

This study suggests that the entrepreneurial orientation dimension influences 31.6% of the customer satisfaction of family-owned businesses in Lagos State, Nigeria. It further suggests that of all the entrepreneurial orientation dimensions examined, only innovativeness and proactiveness have a positive and significant effect on customer satisfaction ($\beta = 0.245$, $t = 2.667$) and proactiveness ($\beta = 0.299$, $t = 3.070$), while autonomy, risk-taking, competitive aggressiveness and adaptiveness have an insignificant relative effect on customer satisfaction. A specific focus on autonomy, risk-taking, competitive aggressiveness and adaptiveness features will provide additional customer satisfaction.

Limitations OF the Study

The study could only conduct a cross-sectional design survey because of the limited time; longitudinal research will further strengthen the study's findings. Also, a more extensive study of other regions in Nigeria will establish a nationwide representation, and a selected sub-Saharan African study will establish why African FOBs are performing differently from their global counterparts.

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