
ENTREPRENEURSHIP, TRADE AND EXCHANGE ACTIVITIES

RECEIVED:

12 January 2025

ACCEPTED:

20 February 2025

RELEASED:

20 March 2025

UDC 65.01.3

DOI 10.26661/2522-1566/2025-1/31-10

ENTREPRENEURIAL ORIENTATION AND FAMILY-OWNED SMES DEVELOPMENT: WAY FORWARD TO 'JAPA' SYNDROME IN NIGERIA

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Abstract. Enhancing the functionality of a nation's economy in the current globalization era requires a dynamic and adaptable entrepreneurial orientation attitude and mindset that can spur innovative ideas, business spirit, and ensure sustain operations in a volatile environment. In this study, seven distinct business sectors - agriculture, construction, schools, real estate, manufacturing, finance and health, in Lagos State, Nigeria, were surveyed cross-sectional to examine entrepreneurial orientation and the development of selected family-owned SMEs: way forward to JAPA syndrome. Two parts of the questionnaire -biographical information and research questions are used to collect data. On the other hand, 217 respondents made up the sample size proportionately, with 31 participants chosen from each study focus. Data analysis was conducted using Pearson correlation statistical tool. According to the study, pro-activeness has a weak but positive correlation with SMEs development. In contrast, the development of family-owned businesses is greatly impacted by innovativeness and autonomy. To end the JAPA syndrome and translate it into economic strengths and opportunities, the government should intensify and vigorously encourage entrepreneurial orientation practices by providing good infrastructure amenities that can increase the development of SMEs and addressing emerging obstacles such as low productivity, unemployment, and insecurity caused by idleness, which stem from the threatening volatile environment. It is recommended that, Proactive measures be used to advance the development and survival of SMEs, and innovation should be pursued as a guiding principle for capacity and adaptability to manage the complexity of the environment. Additionally, business autonomy is considered a necessary component of success, and dynamic orientation should be incorporated to achieve organizational growth and development.

Keywords: entrepreneurial orientation, SMEs, family-owned, Japa syndrome, development.

JEL Classification: L26, M13, O12.

INTRODUCTION

According to Bygrave and Hofer, (1991), a thorough investigation into the history of entrepreneurship leads to the conclusion that “good scientific method needs to begin with good explanation.” Economic conditions in the current globalization era necessitate a dynamic and adaptable entrepreneurial attitude and mindset that can spur business spirit towards creating and refining new ideas that can guarantee sustained business in a volatile environment (Hisrich, 2014). Being entrepreneurial entails exhibition of attitudinal behaviour that explore activities of planning and controlling resources to gain opportunities in the creation of new economic concept (Ajani et al. 2017)

The JAPA syndrome is more than an adventure, but rather an optimism of beneficial for a favourable environment that propels and guarantees greater opportunities in order to survive and grow (Otokiti & Awodun, 2003; Adeoye, 2012). The inadequacy of full realization of opportunities at various times in nation's industrialization and economic development can best be handling through entrepreneurship. Enhancing growth of nation's economy functionality will depend on the availability of stable and secured environment, particularly in the transforming procedures with an entrepreneurial orientation. Despite the importance of entrepreneurial mindset, business practices and appropriateness vary depending on the context because two seemingly comparable items may not be (Sitaridis & Kitsios, 2017). From a basic stand point, an entrepreneur is a person who has the unique behavior and personality to change the direction of a business when faced with complexity, uncertainty, volatility, ambiguity and restrictiveness (Shan, et al., 2016).

The focus of entrepreneurship has shifted from the perspective of the social interactions that shape the entrepreneurial process and context to the individual- entrepreneur (Jones & Spicer, 2009), According to Bruyat and Julien, (2001), entrepreneurship is also the process that characterizes tripod relationship of activities among an individual, organization and the environment specifically in pursuit of accomplishing an objective.

Entrepreneurship is the process of creating value by combining material and intangible resources and overcoming obstacles such as social, financial and psychological risks in order to fulfil predetermined goals (Ozaralli & Riverburgh 2016).

According to Miller's (1983) study on entrepreneurial orientation; Covin and Slevin (1989) have identified five salient key metrics for measuring organizational strategic focus that are necessary for managerial philosophies, objectives and attitudes that are entrepreneurial in nature; innovation, proactivity, risk level, competition and autonomy.

In every economy having an inventive attitude and an entrepreneurial spirit is just as important for performance evaluation and business success as having the requisite abilities. According to Ajani, et al., (2018), the dynamism inherent in the evolution of entrepreneurial orientation methods can assist increase organization efficiency and, in turn, improve the viewpoint and vision of the business and its potential.

Despite, the increasing entrepreneurial development effort introduce at various time by the concern agents (owners, stakeholders and shareholders) to spring-board SMEs and particularly family-owned businesses development through policies and strategies, many businessmen across the globe in light of the recent recession and pandemic especially SMEs are bitterly challenge in terms of performance such as business collapse and winding-up, relocation of operation and outright abandonment. In addition, there are such unfavourable global macroeconomics indicators as inflation, low productivity, unemployment, exchange rate and interest rate fluctuations, all necessitating a paradigm shift 'JAPA' as citizen's future become uncertain and milky towards an improve living conditions in the sub-Saharan Africa, and Nigeria particularly. Also, the persistent unsecured and volatile environmental risks such as insurgency, robbery, kidnapping, inadequate funds, dangerous economic policies, inadequate raw materials and poor infrastructural amenities in general has continuously endanger lives and

property. The implication being that of 'business and investment drought'(Oyerinola, et al. 2016). Results of several research investigation have demonstrated non consensus, inconsistencies and non-universal opinions in outcomes finding of entrepreneurial orientation and SMEs development generally, and relatively few focusing on family-owned business in Nigeria as a developing nation.

OBJECTIVES OF THE STUDY

The study specific objective is to examine entrepreneurial orientation and family-owned SMEs development: Way forward to JAPA syndrome in Lagos state, Nigeria and to add to the body of literature from the study findings.

Other objectives:

- to examine whether innovation and family-owned smes development are correlated;
- to determine the influence of autonomy on family-owned smes development;
- to determine relationship between pro-activeness culture on family-owned smes development.

LITERATURE REVIEW

Entrepreneurial orientation

Various scholars agreed that entrepreneurial orientation widely captures two extreme perspectives; Composite dimension and multidimensional.

Composite perspective is one way consequence on entrepreneurial orientation element of innovation, risk-taking, and pro-activity (Wales, et al., 2013). While multidimensional perspective refers to numerous variables with impact on firm's performance measure along creativeness, risk-taking, pro-activeness, autonomous and competitiveness (Lumpkin & Dess, 1996). Entrepreneurial skills and opportunity are major instrumental factors to business operators' ability to strategically tailor organization to good performance, as the decision to become an entrepreneur is tied to orientation willingness and not by chance (Saurez, 1994).

Aliyu, et al., (2022) posits that an organization's managerial philosophies, opportunity-oriented, firm's behavior and strategy making procedures are all captured by its entrepreneurial orientation which enables it to creativity and meet product development and customer satisfaction. Entrepreneurial orientation (EO) in the study of Okoli, et al., (2021) argues that an entrepreneur is a decision maker, who decides on new business entrance and equally provides support for its nurture in an environment. Hence, a vital part of an entrepreneur is to help balance the fit between individual and the business environment (Thornberry, 2006).

Family-Owned Enterprises

The historical development of family-owned business conceptually does not lend itself to a generality and universality of definition acceptance, as it depends on sociocultural realities of a society that vary widely ranging from country's to continent's ones.

Dyer (2006) identifies two distinct meanings of family business: SUBJECTIVE perspective indicates management, control and ownership of the business vested directly in the family members and devoid of 'outsider or strangers' not having family ties in the business running, while OBJECTIVE perspective establishes conditions upon which certain key positions or management responsibilities are vested or fraction to numbers of family members.

Rian and Teten (2023) highlighted three main attributes that can guarantee the success of family business-planning, preparation and selection of successors. In addition, Williams (2024) posits that there are four indispensable capital resources of enhancing business survival: human capital, social capital, perseverance capital, and governance capital. As family-owned business are characterize by the following qualities: ownership by at least two or more persons having majority

in the operation, having not more than 500 employees, more decline employment opportunities compared to other form of business.

SMEs development

According to World bank (2006) country's greatness is dependent upon the ease of doing business, and the chances of creating job opportunity in the entire economy sector to steer the gross domestic product (GDP) as well as provision of stability to the larger organizations. Small and medium enterprises (SMEs) are pivotal of an economy. And be it developed or developing nations, certain incentives and supportive programs are traditionally provided.

The development of SMEs requires an environment that provide both opportunities and threats as external variable and strengths and weaknesses as internal on the other hand to its survival. Obiwuru, et al., (2011) posits that business ability to adapt itself to the environment is already an impetus to success; as no seriously minded investor will desire commitment of an asset investment in an unsecured environment that retards survival and growth. In the study of Ola, (1989) Japan and Britain adduced their industrial and economic break-through history to the establishment and promotion of small and medium enterprises. SMEs development cannot be undermined due to its significance generally on the economy while considering areas of job creation, entrepreneurship promotion, raw materials provider, local capital mobilizer, and its flexibility & adaptation (Erdirin & Ozkaya, 2020)

THEORIES REVIEW

This study was underpinned by Theory of Reasoned Action (TRA), as examined below:

Theory of Reasoned Action

To distinguish between attitudes and behaviors, Fishbein and Ajzen (1975) developed idea of reasoned action, which was an improvement over the information integration theory. Behavioral intention differs, because it distinguishes between a middle ground forecasting attitude and genuinely predicting behavior while taking into account variables that may restrict the impact of attitude on behavior.

This is due to the fact that the theory has several relationships with the study's variable, including risk-taking, proactivity, and competitive strategy, in addition to SMEs success. An enterprising person will take the initiative since they understand its consequence of increasing customer loyalty or sales volume for their businesses. Furthermore, an entrepreneur's capacity to plan his behavior and bring future actions into the present in a way that aligns with stakeholder and customer expectations is a key factor in determining the success. It is also crucial to understand that new opportunities and challenges for entrepreneurship are brought about by changing demographics within the population as well as other dynamic, unstable environmental elements.

The theory of reasoned action forecasts that any voluntary action will be taken, unless the intention measure is out of synchronized with the behavioral action requirement. The reasoned action theory has faced criticism and challenges in recent times due to its inherent shortcomings. Ignorance of the connection between people, interpersonal relationship and the larger social entity that govern social practice is one of these issues. Even though the theory acknowledges the significance of the social norms, the method simply considers the individual's viewpoints on the social issue, which results to the ambiguity in the two variable factors. Another problem is that the model was built using synthetic reality as opposed to what was thought to be analytical truth, which leads to the conclusion that the theory was falsified by definition rather than by observation.

EMPIRICAL REVIEW

Wasif, Amber and Asif (2020) conducted study on Impact of entrepreneurial orientation, access o finance and strategic flexibility on SMEs performance in the sports goods manufacturing sector of Sialkot, Pakistan. Using 400 SMEs randomly selected from population of 10,400 manufacturing SMEs. Pen and paper survey was used to collect data, with 372 valid questionnaires. The findings show a significant positive effect of entrepreneurial orientation on SMEs performance, against strategic flexibility that demonstrated an insignificant relationship with SMEs performance.

Study of Kiyabo and Isaga (2020) analyzed circumstance of entrepreneurial orientation considering competitive advantage as a measurement for business growth and development. Using cross-sectional survey information of 300 operators-managers among welding (SMEs) in Tanzania's urban centers. Data analysis computation of structural equation modeling technique was use with the assistance of AMOS software. The study findings gathered through bootstrapping on the indirect effect of entrepreneurial orientation on SMEs' performance that showed competitive advantage as a major construct in entrepreneurial orientation and SMEs' performance, thus a determinant for organization growth and personal development.

A study is titled 'effect of entrepreneurial orientation on SMEs' innovation performance in Sri Lanka' by Perera and Samarakoon (2021). Used risk bearing, pro activity, autonomous, innovation, and Competitiveness as independent variables, while dependent variable as performance of SMEs was modeled after the identification of three approaches. Questionnaire was choice of research instrument to retrieve responses of seventy-six SMEs' owners. Descriptive statistics adopted using multiple regression analysis to analyze the data. Study results informed, inventive performance is strongly impacted by entrepreneurial orientation.

METHODOLOGY

The study adopts a cross-sectional study utilizing a survey among seven different sectors of family business operation areas (Agriculture, Construction, Schools, Real Estate, Manufacturing, Finance and Health) in Lagos State, Nigeria. The survey conducted took over sixty-five (65) day's period, due to the dispersion of the businesses within the given geographic vicinity/area. The questionnaire has two broad partitioning of part A' entails biographical particular and part B' research questions which formed the major data collection instrument for the study, multiple in-person visits was deployed as strategy to guarantee and increase the rate of respondents participation in the provision of response to the structured questions. Purposive technique applied for selection of 217 respondents proportionately at thirty-one (31) from each of the seven study foci, the choice of staff involvement in the research conduct, included all staff cadres in the business structure. An analytical data process was conducted with Pearson correlation tool. The structured questions rated using a five-point Likert scale of responses as: Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree, with number value strength ranging from 5 to 1 respectively. Pilot study conducted showed a Cronbach's Alpha value of 0.711, 0.632 and 0.474 respectively owing to self-developed questionnaire to show the instrument reliability.

RESULT AND DISCUSSION

The questionnaire which consisted of sixteen (16) questions was administered to employees of selected family-owned enterprises among seven different sectors of business operations (Agriculture, Construction, Schools, Real Estate, Manufacturing, Finance and Health) in Lagos State, Nigeria. A sum of (217) copies of the questionnaires were distributed and two hundred and six (206) was returned. Four (4) of the questionnaires were incomplete, thus two hundred and two (202) were valid for use.

Table 1

Respondents' characteristics and classification

S/N	Classification	Items	Frequency	Percentage	Total
1.	Gender	Male	63	31.19	202
		Female	139	68.81	
2.	Educational Qualification	O/Level/WASSCE	34	16.83	202
		ND/NCE/HND	52	25.74	
		B. Sc/ B.A	88	43.57	
		Others	28	13.86	
3.	Age	Below 30 years	64	31.68	202
		31-40 years	37	18.32	
		41- 50 years	59	29.21	
		51 years above	42	20.79	
4.	Marital Status	Single	33	16.33	202
		Married	148	73.27	
		Divorced/ Separated	6	2.97	
		Widowed	15	7.43	
5.	Position	Low Mgt. Staff	116	27.43	202
		Middle Mgt. Staff	61	30.20	
		Top Mgt. Staff	25	12.37	

Source: Field survey study 2025

Analysis according to research hypothesis.
The hypotheses early stated are tested here using Pearson's correlation co-efficient in SPSS:

Table 2

Innovation has no significant impact on family business profitability

		Innovation	Family business Profitability
Innovation	Pearson Correlation	1.000	.732**
	Sig. (2-tailed)		.000
	N	202	202
Family business Profitability	Pearson Correlation	.732**	1.000
	Sig. (2-tailed)	.000	
	N	202	202

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

Interpretation:

From the table, Pearson's coefficient (r) is 0.732. This shows a very high positive correlation between innovativeness and family business profitability. Also, innovativeness has relevant impact on business profitability.

Table 3

Autonomy has no significant impact on Total cycle time

		Autonomy	Total cycle time
Autonomy	Pearson Correlation	1.000	.613**
	Sig. (2-tailed)		.000
	N	202	202
Total cycle time.	Pearson Correlation	.613**	1.000
	Sig. (2-tailed)	.000	
	N	202	202

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

Interpretation:

From the table above, the Pearson's coefficient (r) is 0.613. It means a high, positive relevance between autonomy and total cycle time. Also, autonomy has relevant impact on Total cycle time.

Table 4

Pro activeness has no significant impact on Process metrics

		Pro-activeness	Process metrics
Pro-activeness	Pearson Correlation	1.000	.352**
	Sig. (2-tailed)		.001
	N	202	202
Process metrics	Pearson Correlation	.352**	1.000
	Sig. (2-tailed)	.001	
	N	202	202

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

Interpretation:

From the table above, the Pearson's coefficient (r) is 0.352. This exhibits a weak, positive correlation between pro-activeness and Process metrics. Also, pro-activeness has relevant impact on Process metrics.

Table 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.721 ^a	.543	..127	.614	.139	1.219	1

Model Summary		
Model	Change Statistics	
	df2	Sig. F Change
1	68	.232

Source: SPSS output 2025

The result in table 10 above shows that the correlation coefficient is 0.721 as it informs a relevant and very strong relationship exists between entrepreneur orientation and family-owned business development. The coefficient of determination (R^2) = 0.543 implies that 54.3% variation in family business development is explained by variation in entrepreneur orientation. This indicates that this model has a good fit. The 45.7% is elucidated by variables not captured in this model. The F-Change of 1.219 had a corresponding relevant of Sig. F change of 0.232. Hence, we conclude that the model is useful. Conventionally, $F\text{-change} = 1.219 > \text{sig. F-Change} = 0.232$. Therefore, there is relationship between entrepreneur orientation and family-owned business development.

Data analyzed in accordance with the research hypothesis above, revealed that innovativeness significantly impacts on business profitability; this position is in tandem to the study of Ajani and Oluyemi, (2016) Perera and Samarakoon, (2021); and work of Garba, (2020). The study discovered that autonomy has relevant impact on family-owned business performance; this was in contrary to study of Garba, (2020), but aligned to study of Lee, Lim, and Pathak, (2011). Khurram, Ghulam, Muhammad, and Muhammad, (2021) and Ademosu and Morakinyo, (2021). Apart from pro-activeness having a weak, but positive significant impact on family-owned business performance, closely showing correlation to the study of Mwangi and Ngugi (2014); Garba, (2020); Nonetheless, studies by Perera and Samarakoon, (2021) Chan, Ngai & Moon (2017); Hitt, Keats & DeMarie (1998), confirmed a positive significant correlation.

CONCLUSION

Based on the research findings, it was concluded that innovativeness being a catalyst of uniqueness has significant positive change impact on family-owned business profit operation and development. The pro-activeness result findings reveal a significant but weak change relationship considering its effect on business process metrics, while the entrepreneur's autonomy orientation, an indispensable phenomenon in business positively influences total cycle time and family-owned SMEs development. Thus, it was concluded that development of family-owned business is inevitable and paramount, as further improvement and optimal resource utilization supported with good infrastructural amenities through entrepreneurial orientation practices and its adoption will alleviate emerging obstacles of unemployment, low productivity, reduce insecurity cause from idleness and changes emanating both in present and future threatening volatile environment, thus strengthened the desire position for solving succession difficulties and survival; enhance better supervision with quality standard; cutting down delayed response time to customer attention; and reasonable completion of task to foster healthy competitions among competitors, in order to translate to organization strengths and opportunities.

Adjudging from the result findings, it is recommended that innovation as a unique phenomenon of progress should be embarked upon intensively and vigorously as an adherence propelling principles for capability and adaptability to handle complexity of the volatile business environment through new business creation that promotes employment opportunities, pro-activeness should be given adequate consideration for the enhancement and adaptability to environmental challenges, developing alternative strategies for self-reliance, sustainability, and attainment of organization goals towards surpass existing performance.

Moreover, business autonomy should be considered inevitable and germane option for the require zeal of success through eradication of obnoxious business policies, rules and regulations that prevent navigation of realistic independence, as well as the willingness of business integration orientation dynamism for the attainment of organizational growth and improved performance.

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Ajani, A.O., Padonu, N.S., Tairu, O. & Awoyemi, A.T. (2025). Entrepreneurial orientation and family-owned SMEs development: way forward to 'JAPA' syndrome in Nigeria. *Management and Entrepreneurship: Trends of Development*, 1(31), 113-124. <https://doi.org/10.26661/2522-1566/2025-1/31-10>

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ПІДПРИЄМНИЦЬКА ОРІЄНТАЦІЯ ТА РОЗВИТОК СІМЕЙНОГО МСП: ШЛЯХИ ПОДОЛАННЯ СИНДРОМУ ЈАРА В НІГЕРІЇ

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Підвищення функціональності національної економіки в нинішню епоху глобалізації вимагає динамічної та адаптивної підприємницької орієнтації та мислення, які можуть стимулювати інноваційні ідеї, діловий дух і забезпечувати стійкість діяльності в нестабільному середовищі. У цьому дослідженні в штаті Лагос, Нігерія, було досліджено сім різних бізнес-секторів – сільське господарство, будівництво, школи, нерухомість, виробництво, фінанси та охорона здоров'я, щоб вивчити підприємницьку орієнтацію та розвиток окремих сімейних МСП: шлях до синдрому ЈАРА. Для збору даних

використовуються дві частини анкети - біографічна інформація та питання дослідження. З іншого боку, 217 респондентів склали розмір вибірки пропорційно, з 31 учасником, обраним з кожного фокусу дослідження. Аналіз даних проводився за допомогою інструменту кореляційної статистики Пірсона. Згідно з дослідженням, проактивність має слабку, але позитивну кореляцію з розвитком МСП. Навпаки, на розвиток сімейного бізнесу значною мірою впливають інноваційність та автономія. Щоб покінчити з синдромом JAPA та перетворити його на економічні переваги та можливості, уряд має посилити та енергійно заохочувати підприємницьку орієнтацію, забезпечуючи хороші інфраструктурні зручності, які можуть сприяти розвитку МСП, та усунення нових перешкод, таких як низька продуктивність, безробіття та незахищеність, спричинені неробством, які походять від загрозливого нестабільного середовища. Рекомендується використовувати проактивні заходи для сприяння розвитку та виживанню МСП, а інновації слід використовувати як керівний принцип для спроможності та адаптивності для управління складністю середовища. Крім того, бізнес-автономія вважається необхідною складовою успіху, а динамічна орієнтація повинна бути включена для досягнення організаційного зростання та розвитку.

Ключові слова: підприємницька орієнтація, малі та середні підприємства, сімейна власність, синдром JAPA, розвиток.