

Entrepreneurial Marketing Practices and Performance of Selected Manufacturing Firms in Abuja Nigeria.

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ABSTRACT

The study examined entrepreneurial marketing practices and performance of selected manufacturing firms in Abuja Nigeria. The study focused on entrepreneurial proactiveness and innovativeness dimensions of entrepreneurial marketing practices. The study used quantitative research methodology using survey design. The population of the study was 527, with a sample size of 227. Purposive and random sampling techniques were employed for this research. Data were collected using structured questionnaire. Data were analyzed using regression analysis via SPSS version 20. The study findings revealed that there is positive significant effect of entrepreneurial innovation on the performance (sales) of manufacturing firms in Abuja. The study also indicates that entrepreneurial proactiveness have positive significant effect on the performance (sales) of selected manufacturing firms in Abuja. the study concludes that entrepreneurial innovation have a positive significant effect on the performance of selected manufacturing firms in Abuja metropolis, and proactiveness have a positive significant effect on the performance(sales) of selected manufacturing firms in Abuja metropolis. The study recommends that Management of manufacturing firms in Abuja should invest more resources on modern technology to facilitate innovation of new product and service delivery to enhance performance. Manufacturing firms should constantly conduct marketing research through investment in research and development to identify customer's potential needs and fill them for effective competitiveness to achieve performance.

Keywords: Innovation, Proactiveness, Performance

1.0 INTRODUCTION

Entrepreneurial marketing practices have become increasingly importance for manufacturing firm to achieve competitive advantage and sustain business growth. Entrepreneurial marketing involves the application of innovative, proactive, and risk-taking marketing strategies to identify and capitalize on market opportunities. In Nigeria, the manufacturing sector is a significant contributor to the country's GDP. However, many manufacturing firms in Nigeria particularly in Abuja face challenges such as intense competition, limited access to finance, and inadequate marketing strategies for effective performance. Abuja being the capital city of Nigeria provide a unique environment for manufacturing firm to operate. The city has a growing population, a relatively stable

economy and favorable business climate. However, despite these advantages, many manufacturing firm in Abuja struggle to achieve optimal performance due to inadequate marketing practices. Previous studies have shown that entrepreneurial marketing practices have a positive impact on firm performance. However, there is need for more research on the specific context of manufacturing firm in Abuja.

Furthermore, Manufacturing firms play crucial roles in the individual life and economic wellbeing of a nation. They create diversified sources of national income, improve a nation's competitiveness and promote economic development leading to flexibility and resilience of economies. Additionally, Most times Manufacturing firms improve some basic social sectors through stimulating large scale

employment, skills, technology, and building an industrial base at different scales (Miles, 2017). In the last 20 years however, scholars have started to switch to the use of entrepreneurial marketing (EM) practices (Miles & Darroch, 2018), ultimately realizing that traditional marketing practices are unequipped to deal with market trends and conditions present in environments marked by high levels of uncertainty. This has been coupled by the inadequacies faced by the small ventures such as small size, business and marketing limitations, the influence of the entrepreneur and lack organizational structures (Miles *et al.*, 2017).

Marketing remains identification of consumer needs and wants. Therefore, EM is a construct that can be understood only by integrating the entrepreneur or entrepreneurship into marketing process. Entrepreneurial marketing brings new/ strengthens existing elements through focus on change, innovative attitude and alertness to opportunities. However, most Manufacturing firms lack entrepreneurial marketing strategies of innovation, proactiveness in identifying customers need and filling them, low promotional effort, inadequate pricing strategy, customer intimacy or relation, low investment in Research and Development (R&D) and brand management resulting in manufacturing firms recording low sales growth, market share decline in profitability and poor competitiveness is worrisome.

However, for the manufacturing firm to strife competitively in the Nigerian business environment that is characterized with stiff competitiveness owing to the reality of globalization they require aggressive entrepreneurial marketing skills. Hence marketing strategies such as innovativeness, proactiveness, resource leveraging and calculative risk taking to enable them arraign their immediate and strategic objectives. This entrepreneurial marketing practice innovation, proactiveness, resources leveraging and calculating risk taking is pivotal considering the fact that Nigeria with over 200 million populations makes it an attractive market for Manufacturing firms. However, the Nigerian

market attracts high-level competitiveness to both local and foreign investors thereby making the application of entrepreneurial marketing practices pivotal. Again, the general assumption that the Nigeria government has the responsibility of providing employment for the citizens as well as creating an enabling environment for the citizens has proven not to be practicable. Astuti *et al* (2018) noted that entrepreneurial marketing practices as an unplanned situational, non-linear and informal actions adopted by entrepreneurs to manage firms' environmental uncertainties profitably is critical to entrepreneurial performance. More so Agbionu *etal* (2013) noted that entrepreneurship is all about the sourcing for and the development of new enterprises hence, adopting innovative entrepreneurial marketing practices to pursue firms' immediate and strategic objectives becomes imperative. Thus, entrepreneurs are perceived to be more marketing-oriented as well as unbundling the entrepreneurial marketing controllable conditions. This will guarantee the performance of manufacturing firms which include growth in sales, market share, profitability and efficiency, owners' reputation and market growth (Sambudi, 2015). However, the application of entrepreneurial marketing practices requires an integrated and innovative action-oriented strategies to enable them strive competitively in the Nigerian market. The application of these strategies which include innovativeness, proactiveness, calculative risk taking, resource leveraging falls below the expected profile considering the fact that the most manufacturing firm do not fully posses the managerial and technical capability to perform these functions. Therefore, the study seeks to examines Entrepreneurial marketing practices and performance of selected manufacturing firms in Abuja.

Statement of the Problem

The manufacturing sector in Nigeria, particularly in the Federal Capital Territory (FCT), Abuja, faces significant challenges in terms of entrepreneurship marketing and performance. Despite the importance of entrepreneurship marketing in driving business growth and competitiveness, many

manufacturing firms in Abuja struggle to effectively market their product and services leading to poor performance and limited growth prospects. As such, there is limited understanding of the effect of entrepreneurial marketing practices on the performance of selected manufacturing firms in Abuja. Specifically, there is a lack of comprehensive research that examines how specific entrepreneurial marketing practices influence the performance outcomes of manufacturing firms in Abuja. These problems facing manufacturing firms include inadequate marketing strategies and tactics, such as innovativeness, proactiveness, and risk taking, insufficient investment in research and Development, poor brand management and limited understanding of customers' needs and preferences among others. Consequently, this has affected the performance of manufacturing firms in areas of sales growth, profitability, and market share.

However, for the manufacturing firm to strive competitively in the Nigerian business environment that is characterized with stiff competitiveness owing to the reality of globalization they require aggressive entrepreneurial marketing strategies. Hence marketing strategies such as innovativeness, proactiveness, resource leveraging and calculative risk taking to enable them arraign their immediate and strategic objectives. This entrepreneurial marketing practice of innovativeness, proactiveness, resources leveraging and calculating risk taking is pivotal considering the fact that Nigeria with over 200 million populations makes it an attractive market for manufacturing firm

Studies from Previous research efforts aimed at determining the effect of entrepreneurial marketing practices on performance of Manufacturing firms have reported mixed findings; with many studies (Lesi, 2021; Ibrahim et al, 2020; Adamu, 2018; Oghuvwu and Okuwhere, 2018; Isah, 2017; Wekesa, et al, 2016), concluding that entrepreneurial marketing practices have positively influenced performance of manufacturing firms. While others (Kozubíková, Dvorský, et al, 2017; Xu, et al., 2021; De Mattos and Salciuvienė, 2019;

Lechat and Torrès, 2016), argued that entrepreneurial practices have no significant and/or negative effect on organizational performance. Furthermore, most of the studies on entrepreneurial practices and sustainability (Lesi, 2021; Ibrahim et al, 2020; Adamu, 2018; Oghuvwu and Okuwhere, 2018; Isah, 2017; Wekesa, et al, 2016; Kozubíková, Dvorský, et al, 2017; Xu, et al., 2021; De Mattos and Salciuvienė, 2019; Lechat and Torrès, 2016), were carried out outside Abuja, therefore there is need to carry out this study in Abuja. Hence this study examined the effect of Entrepreneurial marketing practices and performance of selected manufacturing firms in Abuja.

Research Question

Based on the problem stated, the following questions are raised:

- i. To what extent does entrepreneurial innovation impact on the performance of selected manufacturing firm in Abuja?
- ii. How does entrepreneurial proactiveness impact on the performance of selected manufacturing firm in Abuja

Objective of the Study

The main objective of the study is to examine Entrepreneurial marketing practices and performance of selected manufacturing firms in FCT Abuja. Specifically, the study aim to:

- i. Determine the impact of entrepreneurial innovation on the performance of selected manufacturing firm in Abuja.
- ii. Investigate the impact of entrepreneurial proactiveness on the performance of selected manufacturing firm in Abuja.

Statement of Hypotheses

- i. **H₀₁:** Entrepreneurial innovation do not have significant impact on the performance of selected manufacturing firm in Abuja.
- ii. **H₀₂:** Entrepreneurial proactiveness do not have significant impact on the performance of selected manufacturing firm in FCT Abuja.

2.0 LITERATURE REVIEW

Concept of Entrepreneurial Marketing Practices

An entrepreneurial marketing practice is seen as the strategies adopted by entrepreneurs to make them strive effectively in the market (Abdul, 2020). Entrepreneurial marketing practices entail the marketing innovative strategies adopted by entrepreneurs to alter the traditional marketing practices targeted at improving performance. Though, the term entrepreneurial marketing is a combination of two areas marketing and entrepreneurship, both terms seems not to be completely in separable considering the fact that the salient functions of entrepreneurship and marketing are cumulatively targeted at meeting customers' needs profitably. This implies that the application of entrepreneurial marketing such as innovativeness, proactiveness, resource leveraging and calculative risk taking are targeted at enhancing performance.

Davitkovska (2017) defined entrepreneurial marketing as the proactive identification and strategic exploration of entrepreneurial innovative strategies targeted at retaining customers immediate and strategic needs. Therefore, entrepreneurial marketing practices involves firms' innovativeness, proactiveness resources leveraging and calculative risk taking. Entrepreneurial innovativeness is characterized with the initiation and development of intuitive ideologies targeted at meeting customers need.

Entrepreneurial Innovation

Innovation is characterized by the introduction of new ideas, methods, processes, products or services that bring about significant and positive change. It embodies creativity, as it involves generating novel solutions to existing problems or creating opportunities (Jin et al., 2022). Innovation is driven by a willingness to take risk and the ability to adapt to the dynamic change in customers' demand and preference which may require collaboration and interdisciplinary thinking. This may occur in different domains, including technology, business, science, and social sectors. For innovation to be successful, it has to be customer-centric, aiming to fulfill unmet needs

and enhance user experiences. Innovation is a key driver of entrepreneurship and plays a crucial role in the success and growth of businesses, and shaping a dynamic and ever-improving society (Odeyemi et al., 2024; Olowoporoku & Falana, 2020).

Proactiveness

Proactiveness denotes a forward-looking response to opportunities available or inherent within a business scope (Lumpkin & Dess, 2001). Kokemuller (2017; Salawudeen et al., 2020) held that it is more focused on futuristic strategic planning rather than counter responses to the activities of other firms. As such, a proactive company must always be forward thinking and should be able to anticipate the future actions of its competitors before them and also act in such a way that will ensure that it is always ahead of others in the industry. To (Mohr and Sarin, 2009; Salawudeen et al., 2020) proactiveness refers to a company's capacity to perform better to competitors in introducing new products, services, or technologies to the market.

Performance

Business performance according to Jones and Rowley (2011) is seen as the firms' capability to meets stakeholders requirements to strive in the market. To this end, entrepreneurial performance deals with the extent to which the entrepreneurs on adopting the entrepreneurial marketing practices such as innovativeness, proactiveness, calculated risk taking and resource leveraging are able to competitively strive profitably by achieving both financial benefits such as profitability, increased sales and non-financial performance such as growth. To this end, Koeak and Abimbola (2009; Abdullahi et al., 2025) and Hacıoglu (2012) argued that performance of SMEs is largely dependent on the effective application of entrepreneurial marketing practices through which the entrepreneurs are able to strive competitively to meet the firms' immediate and strategic objectives.

Market Share

Market share of a firm is the number of consumers and vendors of the firm in a given market (Shaligram, 2014; Salawudeen et al., 2020). According to Lucy et al. (2021), market

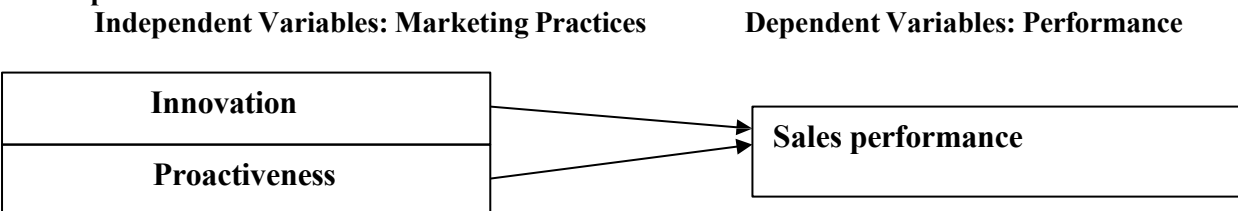
share is considered as the percentage of total sales of an industry or market that a particular company produces within a specified time. To calculate market share, one needs to divide a company's sales over a period by the industry's total sales over the same period. One can further define it as a percentage of total sales volume in a market captured by a brand, product, or company. Market share is a prime indicator of market competitiveness, that is, the way a firm performs against its competitor (Daniel, 2018). According to Farris et al. (2010), market share is the percentage of the market (defined in terms of either unit or revenue) accounted for by an individual firm. Market share is the money-or-volume-based part owned by a business entity of the whole market or the output of the biggest rivals in a particular period (Edeling & Himme, 2018). According to Daniel (2018), market share reflects the degree to which a firm has successfully forecasted the market exigencies and requirements of the target customers. Market share is important to consider closely for indications of change in the

competitive scenery. This picture, more often than not, drives strategic or tactical action because it is measured relative to the competitors' share of the customer's wallet (Khantimirov, 2017).

Concept of Sale Performance

A sale can be viewed as the quantity of goods sold out in number or amount of units during the normal operating times of a company. According to Mclelland (2014), sale performance employs unprocessed information concerning the number of customer's sales representative talks to compare with the quantity of actual sales. He further explains that it can signify the rate of customer loyalty to the business hence; an enhanced sale performance may automatically improve the number of loyal customers. According to (Radipere and Dhliwayo, 2014; Salawudeen et al., 2020), business performance is described as how good an organization is accomplishing its objectives. Company performance can also be explained as the capacity of a company to satisfy the intent of the organization and main stakeholders.

Conceptual Framework



Resource Based View Theory (RBVT)

The study is underpinned on the Resource Based View Theory. The RBV of a firm has emerged as a vital theoretical postulation to understand the correlation between firms' innovative strategies and performance. The theory argued that resources which are valuable, rare and imitable could result to sustainable competitive advantage (Bharadwaj 2000). Thus, the RBV is a theory which emphasized the application of entrepreneurial innovative capabilities in the formulating and integration of marketing techniques to attain a sustainable competitive advantage towards economic prosperity (Caldeira & Ward, 2003). Therefore, the RBV theory focuses on how

entrepreneurial superior performance can be accomplished in relation to other competitors as a result of possessing and exploring unique resources of the firm (Caldeira & Ward, 2003). The theory noted that firm competitive advantage can be obtained through the uniqueness of resources and capabilities that a business possesses. These resources could include inputs which guarantee an organization to operate effectively and these resources could be tangible (financial, physical and human resources) as well intangible (corporate goodwill, intellectual resources and reputation). To this end, capabilities which are often referred to as "core competencies" are seen as a cluster of attributes which a firms possesses,

this therefore enable it to attain a competitive advantage above other firms, such as intellectual capital, special ability and skills (Chen & Zhu, 2004). The resources of entrepreneurial firms especially SMEs in the federal capital territory in this context represent the core variables such as innovativeness, proactiveness, resource leveraging and calculative risk taking ability. It is important to note that Onalo and Zubair (2016) argued that possession of core firm resources alone is not a guarantee to competitively strive above other firms. Hence, this theory is adopted for this study considering its practical application and reality.

Empirical Review

Agbionu et al (2021) the study examined Entrepreneurial Marketing Practices and Performance of Small and Medium Scale Enterprises in Nigeria. Survey research design was adopted. The population of the study is all the owners or managers of small and medium scale enterprises in the federal capital territory which is considered infinite population considering the fact that apart from the fact that not all the SMEs in the federal capital territory are registered some are also mobile. The study adopts Godden sample size statistical formula which generated a sample size of 384. However, out of the total of 384 questionnaires distributed only 302 were duly completed and returned giving a retrieval rate of 79%. The data were analyzed using descriptive and inferential statistics and the multiple regression analysis was used in testing the hypotheses. The study concludes that entrepreneurial marketing practices of innovativeness, proactiveness, resource leveraging and calculative risk taking enhances performance of small and medium scale enterprises in the federal capital territory. Premised on the findings and conclusion the study recommends that the application of innovativeness as entrepreneurial marketing practices should not only be sustained but be integrated as an entrepreneurial strategy with the view to creating value for customers towards entrepreneurial growth and survival. Finally, the Nigerian entrepreneurs particularly the owners and managers of SMEs in the federal capital territory should consistently

adopt and review proactive measures, financial leveraging and calculative risk taking with the view to pursuing firms' immediate and strategic objectives.

Okechukwu et al (2022) the study examined entrepreneurial marketing and performance of manufacturing firms in Enugu metropolis. The specific objectives include to; examine the effect of innovativeness on customer base growth of manufacturing firms in Enugu metropolis, ascertain the effect of opportunity recognition on market share of manufacturing firms in Enugu metropolis and determine the effect of proactiveness on number of employees of manufacturing firms in Enugu metropolis. A descriptive survey design was adopted for the study. The population of the study was 2,215 entrepreneurs and staff of manufacturing firms. The sample size of the study was 338 using Taro Yamani's Formula. Questionnaire instrument was validated. Reliability of the instrument was checked using Cronbach alpha test. The study used convenience sampling techniques for selecting respondents. The findings revealed that innovativeness had a positive effect on customer base growth of manufacturing firms in Enugu metropolis, opportunity recognition had a positive effect on market share of manufacturing firms in Enugu metropolis, proactiveness had a positive effect on number of employees of manufacturing firms in Enugu metropolis. We concluded that innovativeness, opportunity recognition and proactiveness had positive effect on customer base growth, market share and number of employees of manufacturing. Based on findings, the study recommended that manufacturing firms should continue to focus on entrepreneurial innovativeness for improved performance of the enterprise through creation of avenue for brain storming and sharing ideals among staff and entrepreneurs.

Goja et al (2024) The study examined the effect of Entrepreneurial practices on the Performance of Small and Medium Scale Enterprises in Makurdi Metropolis, Benue State, Nigeria. The specific objectives of the study are to determine the effect of innovativeness, risk taking, proactiveness and competitive aggressiveness on the performance of SMEs in Makurdi

Metropolis, Benue State. The study adopted survey design where a sample of 223 was drawn from a population of 502 using the Taro Yamane (1969) formula. While adopting a simple random probability sampling technique, 223 copies of the questionnaire were administered on the respondents, however, only 208 copies were completed and returned. The data collected were analyzed using descriptive statistics such as frequency, simple percentage and the relationship between the variables of the model was tested using multiple linear regression analysis. The result of the regression analysis shows that innovativeness has a positive effect on performance of SMEs and the relationship is statistically significant ($\beta=0.569$; $p=0.037<0.05$). A positive relationship exists between risk taking and performance of SMEs and the relationship is statistically significant ($\beta=0.388$; $p=0.011<0.05$) and in line with a priori expectation. Proactiveness was positively related to performance of SMEs (PRFM) and the relationship is not statistically significant ($\beta=0.352$; $p=0.156>0.05$) but in line with a priori expectation. Competitive Aggressiveness was negatively related to performance of SMEs and the relationship is not statistically significant ($\beta=-0.420$; $p=0.072>0.05$) but in line with a priori expectation. It was concluded that, entrepreneurs believe that they can offer the great services and products through innovation and creativity, if they utilize the entrepreneurial practices used in this study. It was also recommended among others that competitive aggressiveness if not properly done will have a negative effect on the performance of small and medium scale enterprises just like the result of this study has shown. Management therefore is enjoined to strategically ensure that they chose the most appropriate competitive aggressive strategy that will not be detrimental to the growth and performance of the small and medium scale enterprises under study

Akani et al (2024) this study investigated the relationship between entrepreneurial marketing strategies and marketing performance of soft drink distributors in Port Harcourt. The objectives of the study was to ascertain the extent to which entrepreneurial marketing strategies relate with marketing performance of

soft drink distributors in Rivers State. The primary data was collected through a questionnaire that is designed in Likert scale of very high extent to very low extent. The population of this study was thirty-seven (37) soft drink distributing firms registered with the Rivers State Ministry of commerce and industry. Three (3) managers- marketing managers, sales managers and customer service managers were respondents from each of 37 soft drink distributing firms totaling 111 respondents that provided primary data that used to ascertain the relationship between the variables. The spearman rank order coefficient was the test statistics, using SPSS. 22.0 For all statistical work. The results of the test showed that entrepreneurial marketing strategies have significant and positive relationships with customer acquisition and customer retention of soft drink distributors in Rivers State – the measures of marketing performance. Therefore, the study concluded that that entrepreneurial marketing strategies relates with marketing performance of soft drink distributors in Port Harcourt. Therefore, the study recommended that management of soft drink distributing companies should use adequate entrepreneurial marketing strategies to enhance the marketing performance of their business.

Olawore, et al (2024) the research study, examined the influence of dimensions of entrepreneurial innovation on the market share of selected SMEs within Lagos State, Nigeria. This study adopted a cross-sectional survey research design. The population to carry out the study comprised 42,067 owners/managers of SMEs in Lagos State, Nigeria. Cochran's formula was used to find out a sample size of 495. A simple random sampling technique was carried out on respondents. Data collection was carried out using a structured and validated questionnaire. The reliability test achieved Cronbach's alpha of 0.716 to 0.879 for the constructs. There was an attainment of 92.5% response rate. Multiple linear regression statistics was employed to put the hypothesis into testing on 5% significance level. The results presented that entrepreneurial innovation had a significant effect on market share (Adj.R²= 0.537, F(4,398)= 117.35,

$p < 0.05$). The study of entrepreneurial innovation dimensions concluded that it significantly affected the market share of selected SMEs in Lagos State, Nigeria. The recommendation presented is the fact that small and medium-sized enterprises operating in Lagos State should work towards actively cultivating and nurturing a culture of entrepreneurial innovation within their organizational frameworks. All this needs is a mindset that tolerates, encourages, or allows creativity, risk-taking and experimentation within the front lines among the employees

3.0 METHODOLOGY

Research Design

This study employed quantitative methodology, using survey research design. The decision to use survey design is because it will provide an opportunity for the researcher to collect data directly from the respondent, and less bias. This study used primary source of data. The population of the study is 527 which comprises of five selected manufacturing firms in Abuja which are First Nestle foods Abuja, Zuma Paints Industries, Cway integrated Abuja Ltd, Berger Paints Nig. Plc, and Royal Mill & Foods Nig Ltd. The choice of Abuja Metropolis is because the Area has the largest concentration of manufacturing firms. The sample size (227) for this research was determined quantitatively using the 1969 Taro Yamane formula. Purposive and random sampling techniques were employed for this research, while simple random sampling was used to select respondent from the selected manufacturing firms. Structured questionnaire serves as the data collection instrument. Cronbach Alpha was used to test the research instrument for content validity and reliability. The study reported a validity index of 0.869 and overall reliability of 0.799 for the variables

under consideration which was adequate for the study.

For the purpose of the study, the independent variable is Entrepreneurial marketing practices, with dimensions such as Entrepreneurial proactiveness, innovation and calculative risk taking. While the dependent variable is Performance of Manufacturing firms' proxy in this study by sales performance, Market share. Guided by the nexus between the variables of the study, a functional relationship is established between them. As shown below, the implicit form of the model is shown as:

$$PERF = f(ENTPMP) \text{----- (1)}$$

Where,

PERF = Performance

ENTMP = Entrepreneurial Marketing Practices, F = functional relationship

$$PERF = f(INOVT, PROA) \text{----- (2)}$$

Where,

INOVT = Innovation

PROA = Proactiveness

PERF = Performance The study model is stated as shown below:

$$PERF = b_0 + b_1 INOVT + b_2 PROA + U_t \text{--- (3)}$$

b_0 = Regression intercept

b_1, b_2 , = Regression coefficients

U_t = error terms

Regression analysis was used to evaluate the relationship between the variables of the study. However, probability value of the regression estimate was used to test the 2 hypotheses for this study. The data for the study was collected, coded and analyzed with the aid of computer based Statistical Package for Social Sciences (SPSS version 20.0). The significant level set for acceptance or rejection of the hypotheses is 5% level of significance. However, to ensure that the entire sample size is return, 10% was added to the sample size which make up a total of 250 questionnaire that was administered.

4.0 RESULTS AND DISCUSSIONS

Response Rate

Table 4.1: Response rate

Table 4.1: Response Rate

S/N	Faculty	No of Questionnaire Administered	No of Questionnaire Returned	Percentage (%) of Questionnaire Returned
1	Nestle foods Abuja	60	53	21.20
2	Zuma Paints Industries	53	47	18.80
3	Cway integrated Abuja	45	41	16.40
4	Royal Mill & Foods Nig Ltd	51	48	19.20
5	Berger Paints Nig. Plc	41	38	15.20
	Total	250	227	90.80

Source: Survey Data, 2025

Table 4.1 shows that 21.20% of the respondents¹ were from Nestle foods plc Abuja, 18.20% of the respondents are in Zuma Paints Industries plc, in Abuja, 16.40% of the respondents were from Cway integrated Abuja manufacturing firms who filled and returned

the questionnaire. 19.20% of the respondents were Royal Mill & Foods Nig Ltd employee and management, and 15.20% of the respondents represent Berger paints Ng plc manufacturing firm who filled and returned the questionnaire.

Characteristics of Respondents

Table 4.2: Sex of Respondents

Gender	Frequency	Percentage
Male	131	57.71%
Female	96	42.29%
Total	227	100%

Source: Field Survey, (2025)

Table 4.2.1 shows that, out of the 227 respondents whose questionnaires were returned, 131 are males, while 96 are females representing about 57.71 % and 42.29% respectively

Table 4.3: Distribution of respondents by years in Business

Responses	Frequency	Percent (%)
2-3 years	61	27
3-5 years	55	24
6 – 10 years	46	20
10 years and Above	65	29
Total	227	100

Source: Field Survey, (2025)

Table 4.4: Distribution of respondents by Educational qualification in Small Scale Business in Abuja FCT

Respondent	Frequency	Percent (%)
Below secondary school	30	13.22

Secondary school	65	28.63
NCE, OND	72	31.72
B.SC	60	26.43
Total	227	100

Source: Field Survey, (2025)

Table 4.4 reveals that 13.22% of the respondents below secondary school, 28.63% have secondary educational qualification, 31.72% are NCE and OND while 26.43% have B.Sc. this implies that majority of the

respondent are OND and NCE holders and followed by the secondary and B.SC holders which implies that they had adequate knowledge to response to questions raised.

Test of Hypotheses

H₀₁: Entrepreneurial innovation do not have significant impact on the performance of selected manufacturing firm in Abuja.

Table 4.5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945a .	.893	.909	.36412

a. Predictors: (Constant), Proactiveness

Table 4.6 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	361.077	3	91.019	755.511	.000
	Residual	45.622	295	.123		
	Total	406.699	301			

a.

Dependent Variable: Performance

b. Predictors: (Constant Proactiveness).

Table 4.7 Coefficients of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6.845	3.629		1.769	.145
Innovation	.121	.079	.189	2.811	.004

a. Dependent Variable: VAR0001

b. Predictors: (Constant), Multiple taxation

The output from the model summary indicates the relationship of the independent and dependent variable of R (.945), which implies that there is a very strong relationship between Entrepreneurial marketing practices

(innovation) and the performance(sales) of manufacturing firm in Abuja. The coefficient of determination R² (.893) shows that Innovation influences Manufacturing firms Performance (sales) by 89.3% while 10.7% can be explain by

other factors not revealed in the model. The ANOVA output in table 5 indicate F-ratio of $F(3, 295) = 755.511, p < .005$ which shows that the variable of entrepreneurial marketing practices (Innovation) is statistically significant on performance, (this means that the regression model is a good fit of the data). Table 6 reported the regression analysis result for entrepreneurial marketing practice (innovation) and performance (sales). The result revealed that innovation has positive significant effect on performance ($\beta = .189, P < 0.05$). The H_{02} : Entrepreneurial proactiveness do not have significant impact on the performance of selected manufacturing firm in FCT Abuja.

regression coefficients table shows that the result is significant as the sig value is less than 0.05 (i.e. $0.004 < 0.05$) this means that from the analysis, innovation affect the performance of manufacturing firms in Abuja. The results also show that if all the other factors were held constant a unit increase in innovation would increase performance (sales) by .121units. the findings summarize that Entrepreneurial marketing practices (innovation) have positive significant effect on the performance (sales) of manufacturing firms in Abuja.

Table 4.8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.835	.722	6.33319

a. Predictors: (Constant), Proactiveness

Table 4.9. ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	105.014	4	27.002	48.622	.000 ^b
	Residual	211.864	389	.546		
Total		316.788	393			

a. Dependent Variable: Performance (sales)

b. Predictors: (Constant), proactiveness

Table 4.10. Coefficient of Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.952	3.929		1.769	.175
	Proactiveness	.113	.077	.126	10.781	.002

a. Dependent Variable: VAR00001

Table 4.8 shows the result of regression model summary. The model summary shows that the correlation coefficient of determination (R Square) = 0.835 which indicates that proactiveness explained 83.5% of the variation in manufacturing firms' performance. The remaining 16.46% was explained by other variables other than the ones in the model. The result implies that proactiveness dimensions is significant predictor variables of performance (sales). The value of correlation coefficient (R) = 0.914 also indicates that there is a strong positive correlation between proactiveness and Performance (sales) of manufacturing firms. Table 4.9 shows the result of the Analysis of Variance (ANOVA) which indicates that $F(4, 389) = 27.002$ (which is greater than the critical F value of 2.42) and p-value = 0.000 (which was less than 0.05.) The study therefore shows that the model had goodness of fit. The result further implies that Proactiveness significantly explained the performance of manufacturing companies in Abuja and the model was statistically significant and adequate in predicting manufacturing firm's performance. The result in Table 4.10 indicates the regression coefficient, which explained the effect of proactiveness on performance. The Beta coefficients showed that the independent variable had a significant effect on the dependent variable (Performance). The result indicates that proactiveness had a beta (β) = 0.126, $P = .002$; the results also show that if all the other factors were held constant a unit increase in proactiveness would increase performance (sales) by .113 units. The result

revealed that proactiveness has positive significant effect on performance ($\beta = 0.126$, $P < 0.05$). The regression coefficients table shows that the result is significant as the sig value is less than 0.05 (i.e. $0.002 < 0.05$) this means that from the analysis, proactiveness affect the performance of manufacturing firms in Abuja. The findings summarize that Entrepreneurial marketing practices (proactiveness) have positive significant effect on the performance (sales) of manufacturing firms in Abuja.

Discussion of Findings

Hypotheses one revealed that entrepreneurial innovation has positive significant effect on the performance of manufacturing firms in Abuja. It further indicates a very strong relationship between Entrepreneurial marketing practices (innovation) and the performance (sales) of manufacturing firm in Abuja by 0.945. The coefficient of determination R^2 (0.893) shows that Innovation influences Manufacturing firms Performance (sales) by 89.3% while 10.7% can be explain by other factors not revealed in the model. It was further established that a unit increase in innovation would increase performance (sales) by 0.121 units. Hypotheses two indicates that proactiveness has positive significant on the performance of manufacturing firms in Abuja. The finding further shows that proactiveness has a very strong relationship with performance of manufacturing firms in Abuja. The coefficient of determination revealed that proactiveness influences performance by 83.5% while 16.46% can be explain by other factors not

noted in the model. the findings also affirm that a unit increase in the independent variable (proactiveness) would increase performance (sales) by .113units. The overall findings shows that innovation has more effect on the performance of manufacturing companies in Abuja. These findings are in agreement with the study of Okechukwu et al (2022) who examined entrepreneurial marketing and performance of manufacturing firms in Enugu metropolis, Olawore, et al (2024) who examined the influence of dimensions of entrepreneurial innovation on the market share of selected SMEs within Lagos State, Nigeria, and Agbionu et al (2021) who studied Entrepreneurial Marketing Practices and Performance of Small and Medium Scale Enterprises in Nigeria.

5.0 CONCLUSION AND RECOMMENDATIONS

Conclusion

The study examined entrepreneurial marketing practices on the performance of selected manufacturing companies in Abuja. From the findings, the study concludes that innovation have a positive significant effect on the performance of manufacturing firms in Abuja metropolis, proactiveness have a positive significant effect on the performance(sales) of manufacturing firms in Abuja metropolis.

Recommendations

- i. The management of manufacturing firms in Abuja should invest more resources on modern technology to facilitate innovation of new product and service delivery to enhance performance.
- ii. To address the problem of entrepreneurial proactiveness, manufacturing firms should constantly conduct marketing research through investment in research and development to identify customer's potential needs and fill them for effective competitiveness to achieve performance

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