# IMPACT OF ENTREPRENEURIAL ORIENTATION ON FINANCIAL

PERFORMANCE OF CONSTRUCTION COMPANIES IN FEDERAL CAPITAL

TERRITORY ABUJA, NIGERIA

BY

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# DEPARTMENT OF ENTREPRENEURSHIP AND BUSINESS STUDIES FEDERAL UNIVERSITY OF TECHNOLOGY

MINNA

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A THESIS SUBMITTED TO THE POSTGRADUATE SCHOOL, FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA, NIGERIA IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF TECHNOLOGY IN ENTREPRENEURSHIP AND BUSINESS STUDIES

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#### ABSTRACT

In today's highly competitive and uncertain business environment, achieving superior performance is one major problem most companies are saddled with especially in a developing country like Nigeria where a majority are either underperforming or poorly performing. Problem of abandoned projects, underfunding, incessant collapse of buildings resulting to loss of lives and properties among others have significantly affected the performance of the construction sector. In recent times, entrepreneurial orientation has become an imperative tool for enhancing firm performance, success and survival. . It is on this basis that this study examined the impact of entrepreneurial orientation on the financial performance of construction companies in Federal Capital Territory (FCT) Abuja, Nigeria. Prior studies on entrepreneurial orientation were reviewed to identify the gaps. This study was based on Schumpeterian theory of innovation and Resource Based View (RBV) theory. A survey was conducted on 132 construction companies in the Federal Capital Territory (FCT), Abuja. Structured closed-ended questionnaire were used to collect the study data in order to test the research hypotheses formulated to determine the relationship between innovativeness, risk-taking and proactiveness and financial performance measured by profit and turnover at 95% confidence level. A total of 118 questionnaire were properly filled and found useable while a total of 14 questionnaires were discarded due to incomplete information. The data collected were analysed using descriptive analysis, Pearson Moment correlation and Linear Regression Model. The study found that innovativeness had a statistical significant impact ( $\beta = 0.519$ ; p value = 0.000) on financial performance. Risk-taking was found to have positive and statistical insignificant impact ( $\beta = 0.008$ ; p value = 0.921) on financial performance. Proactiveness was also found to have positive and statistical insignificant impact ( $\beta = 0.148$ ; p value = 0.068) on financial performance. The study thus recommended that construction companies should adopt more innovative construction technologies such as modular construction, Artificial Intelligence (AI), 3D printing construction, Building Information Modelling (BIM) and robotic bricklaying and drones which will help improve speed, safety and quality, boost efficiency and reduce waste and labour cost . It was also recommended that construction companies should efficiently invest resources in order to minimize major construction risks which can affect project planning, scheduling and budget. Furthermore, it was suggested that construction companies should be more proactive in identifying project schedule and cost issues in order to avoid losses and claims as well as unnecessary delays in project completion which has remain a major problem with most construction companies in Nigeria. The study concluded that construction companies should continuously innovate in order to enhance their financial performance. The study also concluded that construction companies should minimize major construction risks as well as address the causes of project delays which can have major impact on their financial performance. This study has contributed to existing literature on entrepreneurial orientation. The study has also open up some avenues for future studies.

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# LIST OF ABBREVATIONS

- AI: Artificial Intelligence
- ANCC: Association of Nigeria Construction Companies
- **BIM: Building Information Modelling**
- CBN: Central Bank of Nigeria
- **GDP:** Gross Domestic Product
- GEM: Global Entrepreneurship Monitor
- IMF: International Monetary Fund
- NBS: Nigeria Bureau of Statistics
- NIOB: National Institute of Building
- OECD: Organization for Economic Co-operation and Development
- PPAC: Presidential Project Assessment Committee
- QSRBN: Quantity Surveyors Registration Board of Nigeria
- R&D: Research and Development
- UN: United Nation
- UNESCO: United Nations Educational, Scientific and Cultural Organization
- UNIDO: United Nation Industrial Development Organization
- WEF: World Economic Forum
- WB: World Bank

#### CHAPTER ONE

#### INTRODUCTION

#### **1.1 Background to the Study**

1.0

One of the central goals of most firms is to remain financially healthy and stable in order to grow, survive and contribute significantly to economic development (World Bank Report, 2012). However, given today's competitive and dynamic business environment, achieving superior financial performance is further exacerbated by the fact that firms are continuously reducing prices, launching new products and services, increasing advertising expenditures and marketing activities to grow their revenue, customer base, and outperform one another (Karakaya and Yannopoulos, 2011; Al-Swidi and Al-Hosam, 2012). Furthermore, the deepening global crisis has significantly affected the performance and growth of most firms (Global Entrepreneurship Monitor Report, 2012; Peric and Vitezic, 2016). There is generally a decrease in macroeconomic indicators such as business income, Gross Domestic Product (GDP), capacity utilization, household income, investment spending, and the rate of joblessness as well as inflation (Central Bank of Nigeria Report, 2012; International Monetary Fund Report, 2016) and eventual closure of some firms may become unavoidable.

In a developing economy like ours, the situation is further worsened by insufficient and deplorable infrastructural facilities, rising insecurity, growing insurgency and militancy activities (National Bureau of Statistics, 2016). For instance, the recent economic recession has resulted in significant redundancies in the construction industry and most craftsmen and concrete casters desperately wait for jobs to do (Polycarp and Ubangari, 2017). It has been widely argued that a firm's innovativeness, proactive nature, and readiness to take risks are strategic tools that can enhance performance (Loewe and

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Dominiquini, 2016). In today's competitive environment, entrepreneurial orientation is regarded as unavoidable for a firm's efficiency, profitability, growth and overall success (Kraus. 2013; Sarker and Palit, 2015; Dost *et al.*, 2018).

This is apparent from several literatures that have shown that entrepreneurial orientation has been employed by organizations in order to enhance their financial performance (Mahmood and Hanafi, 2013; Hosseini and Eskandri, 2013; Nazri *et al.*, 2015; Gautam, 2016; Abaho *et al.*, 2017; Fadda, 2018; Hossain and Al Asheq, 2019). It is on this basis that this study seeks to empirically investigate the impact of entrepreneurial orientation on the financial performance of construction firms in the Federal Capital Territory (FCT), Abuja.

## **1.2** Statement of the Research Problem

For any profit-based organization, financial performance is an anticipated objective that necessitates their establishment, operations, and growth (Yahaya and Lamidi, 2015; Ajibola *et al.*, 2018). In most developed countries, studies have shown that the majority of business failures are as a result of poor financial performance (Bolinger and Brown, 2015; Sitharam and Hoque, 2016; Josefy *et al.*, 2017; Jayasekera, 2018; Bushe 2019). The case is not different in most developed economies where most companies fail to sustain their financial well-being overtime (Mohammed, 2016; Abeh, 2017; Daniel and Ibrahim, 2019; Abubakar and Junaidu, 2019).

The Nigeria construction industry has been characterized as a poor project performing by the sector National Institute of Building (NIOB, 2014). This accounted for the industry's poor contribution of 2% to the nation's GDP in 2013 (National Bureau of Statistics, 2016). Several factors have been identified and associated with the poor performance of construction companies in Nigeria (Nigeria Construction Industry outlook, 2018). These

include: slow acceptance and implementation of innovative construction management methods such as building information modelling, lean construction, artificial intelligence, six sigma and value management, strategic management amongst others (World Economic Forum Report, 2017). According to the National Institute of Building (2014), the sector lacks adequate research and development; weak organizational capacity, lack of skills labour and poor standardization of building plan and material (World Bank, 2012); abandoned projects: the Presidential Project Assessment Committee (PPAC) chaired by Architect Ibrahim Bunu, a former Minister of the FCT, reported that there are about 11,886 abandoned capital projects which according to Mr. Babatunde Liadi, the Secretary General of the National Union of Engineering, Construction, Furniture & Woodworkers, has left over 40,000 of its union members jobless. The Quantity Surveyors Registration Board of Nigeria (2013) and National Institute of Building (2014) reported that the industry lacked transparency and accountability. The problem of lack of materials on construction site (Atomen et al., 2015) has adversely affected the productivity of the industry (National Institute of Building, 2014) underfunding (Atomen et al., 2015) which resulted to infrastructural gap and 17 million housing deficit (World Bank Report, 2012); lack of control, monitoring and supervision which has polluted the industry with nonprofessionals (Atomen et al., 2015) and thus, resulted to incessant building collapse, loss of lives and properties (Nwachukwu et al., 2010; Asaju and Albert, 2012). Other challenges confronting the industry include: low return on investment (Quantity Surveyors Registration Board of Nigeria, 2013) poor communication and management (Ameh et al., 2010; Helen et al., 2015); prevalence of non-value adding activities (Daniel et al., 2014); corruption and inappropriate project selection (PPAC Report, 2011); national politics (Ezeh, 2011); procurement challenges (Wells, 2014), delay in project completion, inadequate maintenance, cost overruns and poor quality (Isah et al., 2013; Akanni *et al.*, 2015). Several studies have examined the impact of entrepreneurial orientation on performance firm performance. For instance, Gupta (2019) studied the impact of entrepreneurial orientation on firm growth: evidence from India. Okangi (2019) examined the impact of entrepreneurial orientation on the profitability growth of construction firms in Tanzania. Hossain and Al Asheq (2019) studied the role of entrepreneurial orientation on Small and Medium Enterprise (SME) Performance in Bangladesh. Fadda (2018) studied the effect of entrepreneurial orientation dimensions on performance in the Tourism sector in Italy amongst others. More so, studies that have examined the impact of entrepreneurial orientation on the firm performance within the Nigeria Context have predominantly focused on SMEs in manufacturing, agriculture and service sectors and auto artisans firms (Adesanya *et al.*, 2018; Ganiyu, 2019; Olowofeso and Ale, 2019; Olubiyi *et al.*, 2019) It is based on the above that this study investigates the impact of entrepreneurial orientation on the financial performance of construction companies in FCT Abuja, Nigeria.

# **1.3** Aim and Objectives of the Study

The aim of this study was to examine the impact of entrepreneurial orientation on the financial performance of construction companies in FCT, Abuja. The objectives of the study were to:

- i. ascertain the effect of innovativeness on the financial performance of construction companies in Abuja.
- evaluate the effect of risk-taking on the financial performance of construction companies in Abuja.
- iii. assess the effect of proactiveness on the financial performance of construction companies in Abuja.

## **1.4 Research Questions**

In order to achieve the objectives of this study, the following research questions were raised:

- i. What is the impact of innovativeness on financial performance of construction companies?
- ii. To what extent does risk-taking affect financial performance of construction companies?
- iii. What is the impact of proactiveness on financial performance of construction companies?

# **1.5** Research Hypotheses

In order to achieve the objectives of this study, the following research hypotheses have been formulated and were tested at P < 0.05 significance level.

**H**<sub>01</sub>: There is no significant relationship between innovativeness and financial performance of construction companies in Abuja

**H**<sub>02</sub>: There is no significant relationship between risk-taking and financial performance of construction companies in Abuja.

 $H_{03}$ : There is no significant relationship between proactiveness and financial performance of construction companies in Abuja.

# **1.6** Scope of the Study

This study, which examines the impact of entrepreneurial orientation on the financial performance of construction companies in FCT Abuja, focused on the dimensions of

innovativeness, risk-taking, and proactiveness as proxies for the independent variable (entrepreneurial orientation) and the dependent variable (financial performance), which is measured by profitability and turnover. The study was carried out in Abuja and was targeted at only those construction companies that are basically involved in civil engineering, building and construction. This is based on the fact that some construction companies merely provide general construction services and, as such, may not exhibit the entrepreneurial orientation dimensions being considered in this study (Cucculelli, 2018). The study also focused on construction companies that have existed for over five (5) years and above. Studies have shown that companies below five (5) years of age are usually unstable and more likely to fail (Haltiwanger *et al.*, 2013; Lawless, 2014; Coad *et al.*, 2018; Sauermann, 2018; Okwo *et al.*, 2019). Furthermore, the majority of companies become more innovative and proactive as they grow older (Ortiz-Villajos and Sotoca, 2018; Zhang *et al.*, 2018). The study adopts a quantitative research approach using survey research design. The data for the study was collected through questionnaires administered to 132 respondents, which represents the entire population of the study.

## **1.7** Significance of the Study

It is hoped that the findings of this study, which seeks to examine the impact of entrepreneurial orientation on financial performance, will be beneficial to all construction companies, intraprenuers, policy makers, other sectors of the economy, and future researchers.

The findings of this study will enable construction firms to strategize and adapt to current trends shaping construction operations as well as adopt strategies needed to tackle and minimise some of the challenges faced by the industry, especially in a developing country like Nigeria, where construction activities are still at a slow pace. Intrapreneurs, who are usually employees working in an organization, can also explore their innovative abilities by generating ideas that can contribute significantly to the performance of the organization.

The findings of the study will enable better policy making decisions that will direct the operations of construction, thus enhancing the development of the economy.

Other sectors will also find this study beneficial by encouraging idea generation and exploiting new opportunities.

Future researchers will also find this study beneficial by exploring other areas not covered in this study.

#### **1.8** Limitation of the Study

The limitations of this study are as follows: first, the data for the study was primary data (via questionnaire) and the findings would be different if secondary data like annual report were used. Second, the study was limited to only those construction companies operating in FCT, Abuja. Third, the study was limited to the construction firms basically involved in the development and maintenance of civil engineering works, provision of infrastructural facilities like roads, bridges and dams as well as construction of residential and commercial real estates. This excludes those firms providing general construction services who were not considered in the study.

#### **1.9** Justification for the Study

The ever-changing, highly competitive, and globalized business environment poses a major threat to the performance and survival of businesses. This has left most organizations saddled with how to tackle these challenges and survive rather than just being in operation. In this regard, utilizing various strategies to achieve this has never been so crucial but also radical. In recent times, studies on the entrepreneurial orientationperformance relationship have emerged to explain the antecedents of entrepreneurial orientation on the financial performance of organizations. Evidence from the review of prior studies on the entrepreneurial orientation-performance relationship showed that the majority of the studies have emerged from developed economies (Kraus et al., 2012; Al-Swidi and Al-Hosam, 2012; Mahmood and Hanafi, 2013; Filser and Eggers, 2014; Setiawan et al., 2015; Sidek et al., 2016; Farja et al., 2016; Eshima and Anderson, 2017; Cho and Lee, 2018). While a number of studies have examined the effect of the entrepreneurial orientation-performance relationship within the context of other African countries (Fatoki, 2012; Le Roux and Bengesi, 2014; Anlesinya et al., 2015; Abaho et al., 2017; Kosa et al., 2018), studies that have investigated the entrepreneurial orientationperformance relationship within the Nigerian context have focused majorly on micro, small and medium enterprises (MSMEs) and SMEs in other sectors (Aminu, 2016; Magaji et al., 2017; Adesanya et al., 2018; Idiaro et al., 2019; Aroyeun et al., 2019). The paucity of research which has examined the effect of entrepreneurial orientation on the financial performance of construction firms in Nigeria necessitated the need for this study. Furthermore, the recent digital transformational trends changing the way the construction industry operates may inevitably lead to the extinction of those construction firms who fail to adapt and innovate fast.

## **1.10** Definition of Terms

**Innovativeness:** This is the introduction of new or improved goods and services or the use of new technology

**Risk-taking:** This is the act of venturing into an uncertain market or embarking on risky project

**Proactiveness:** This is a firm's alertness to opportunities and market trends

Financial Performance: This is defined as growth in profit and/or sales.

#### **CHAPTER TWO**

## 2.0 LITERATURE REVIEW

#### 2.1 Overview of the Nigerian Construction Industry

Construction in Nigeria began in the 1940s with a small number of foreign firms dominating the industry (Isah *et al.*, 2013). The activities of the industry witnessed a boom as a result of the country's independence in 1960 and the discovery of oil in 1970s till the end of the second republic in 1983 (Oladinrin *et al.*, 2012; Adeagbo, 2014). However, the industry was still dominated by foreign companies controlling 95% of construction projects given out by the federal government (National Bureau of Statistic, 2016) with a minority of local firms in operation (Idoro, 2009; Ameh and Odusami, 2010). The construction industry comprises of a group of diverse and fragmented firms engaged in a huge range of activities which include the development and maintenance of civil engineering works, construction of residential and commercial real estate as well as infrastructural facilities like roads, bridges, dams and railways (Nigerian Construction Industry Outlook, 2018).

The Nigeria construction industry contributes significantly to the economic development of the nation. The industry has continue to provide affordable housing, transport facilities and employment opportunities for the teeming population of Nigerians especially in major capital cities like Abuja, Kana, Port-Harcourt and Ibadan where most construction firms operates. Furthermore, the industry is crucial in the realization of the goals and objectives of Nigeria Vision 20:2020 blueprint where infrastructural development is necessary to achieving economic transformation.

Consequently, the performance of construction companies in Nigeria will continue to remain germane in all facets of human, economic and national development.

## 2.1.1 Evolution of entrepreneurial orientation

The evolution of the entrepreneurial orientation can be traced back as far as the Aston group in 1960 (Edmond and Wiklund, 2010), where Derek S. Pugh And his team scientifically studied organizational variables such as context and performance and how they relate to the purpose and structures of organizations. Similarly, another group of researchers at McGill University in Montreal, Canada, took an interest in the entrepreneurial element of firms and what they believed should be the "best types of organizations". One such researcher was Henry Mintzberg, who, in his 1973 article titled "Strategy-making in three modes" created three perfect "modes" of strategy making. One of such modes was the innovative mode, which laid emphasis on new chances, sudden changes described by vulnerability, as well as the aim of growing.

In the same view, a colleague of Mintzberg and McGill scholar, Pradip N. Khandwalla, also began to study the entrepreneurship dimensions of firms. In one of his works (1976) titled "The Design of an Effective Top Management Style", Khandwalla identified several management styles where one is normally entrepreneurial and portrayed by a high level of risk-taking (Miller and Friesen, 1982). Having finished his Ph.D in 1976, Danny Miller, another McGill researcher, and his colleague Peter Friesen, under the supervision of Mintzberg, further developed the works of Mintzberg and Khandwalla. Both scholars have published several articles on entrepreneurial orientation, where one of such articles, titled "Innovation in Conservative and Entrepreneurial Firms: Two Models of Strategic Momentum", depicted pioneering firms as firms that as often as possible advance, while facing determined challenges in promoting their marketing strategies. In another article published by Miller (1983), titled "The Correlates of Entrepreneurship in Three Types of Firms", defined an entrepreneurial firm as "one that characterizes product-market innovation, embarks on risky ventures, and is the first to take proactive actions before its

rivals". Miller's work introduced the dimensions of innovativeness and proactiveness in addition to the risk-taking dimension at the firm level. He consolidated these three measurements into a strong strategy for estimating entrepreneurial orientation or firmlevel entrepreneurship, apparently the first measurement scale to be created.

Covin and Slevin (1988) further expanded Miller's measurement scale to a nine-items, nine-items measurement instrument (three items each for innovativeness, risk-taking and proactiveness). They suggested that entrepreneurial orientation was a continuum of different postures that could either be conservative or entrepreneurial, and firms could fit anywhere on the continuum. Covin and Slevin developed a model of firms' entrepreneurial orientation to identify the antecedents and consequences of an entrepreneurial orientation in addition to the moderating variables of the correlation between entrepreneurial orientation and performance. The Covin and Slevin model consisted of the following elements: the dependent variable (performance), the independent variable (entrepreneurial orientation), external variables such as environmental hostility, environmental dynamism, and industry lifestyle; internal variables-top management values, organizational resources, and organizational culture; and strategic variables such as the firm's mission strategy and business practices.

External, internal and strategic are factors that influence the relationship between entrepreneurial orientation and performance. Lumpkin and Dess (1996), in an article titled "Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance", reconceptualized entrepreneurial orientation and broadened the earlier discussion on entrepreneurial orientation. Lumpkin and Dess reconceptualization replaced Miller's and Covin and Slevin's earlier notions of "posture" and "style" and also incorporated some of the criticism raised by Zahra (1993), who suggested that entrepreneurial orientation included other dimensions beyond the three dimensions. The additional dimensions were autonomy and competitive aggressiveness. Thus, challenging Miller's tri-dimensional description of entrepreneurial orientation, the authors suggested that the entrepreneurial orientation was multi-dimensional and not uni-dimensional.Over the last decades, research on entrepreneurial orientation has continued to witness rapid growth in several areas. According to Covin and Lumpkin (2011), entrepreneurial orientation has been referenced in over 256 scholarly journal articles as at the end of 2010, and by the end of 2016, over 600 scholarly journals referenced entrepreneurial orientation (Linton, 2016).

#### 2.1.2 Concept of entrepreneurial orientation

Entrepreneurial orientation was developed over thirty years ago (Anderson et al., 2015; Erogul et al., 2018). However, Miller (1983) was the first to operationalize the concept of entrepreneurial orientation, which was later expanded by Covin and Slevin (1991). Entrepreneurial orientation consists of innovativeness, risk-taking, proactiveness, and competitive aggressiveness (Pearce et al., 2010; Callaghan and Vente, 2011; Eggers et al., 2013; Anderson et al., 2015). Building on Miller's work, Covin and Slevin (1991), defined entrepreneurial orientation as a strategic position reflecting how firms implicitly and explicitly choose to compete. Entrepreneurial Orientation is the process and decisionmaking activities used by entrepreneurs to act entrepreneurially (Kreiser and Davis, 2010; Gupta and Gupta, 2015). Entrepreneurial Orientation has been viewed as a prominent thought generally regarded as firm-level entrepreneurship (Covin and Wales, 2012). According to Miller *et al.* (2011), entrepreneurial orientation is the strategic dimension for organizational performance. Entrepreneurial orientation is taken as a primary area of entrepreneurship knowledge (Wales et al., 2011). According to Odhiambo (2015), entrepreneurial orientation is a process construct and refers to the processes, practices, and decision-making active ties that lead up to a new business venture. Gomba and Tumo (2016) opined that entrepreneurial orientation is the dynamic process of wealth creation. Omisakin *et al.* (2016) argued that entrepreneurial orientation is the willingness to innovate, search for risks, and be more proactive and aggressive in identifying market opportunities. Entrepreneurial orientation is defined as the entrepreneurial proclivity of a firm to pursue the entrepreneurship process (Pratono and Mahmood, 2015). Entrepreneurial orientation shows how individuals/firms apply entrepreneurship in the course of realizing their business objectives (Kraus *et al.*, 2012; Kraus, 2013). According to Jebna and Baharudin (2015), entrepreneurial orientation is a type of strategic orientation that captures how an organization intends to outperform its competitors. Studies have shown that entrepreneurial orientation significantly impacts firms' profit (Olubiyi *et al.*, 2019) and turnover (Uchenna *et al.*, 2019; Aroyeun *et al.*, 2019; Daniel *et al.*, 2019; Idiaro *et al.*, 2019).

However, for the purpose of this study, entrepreneurial orientation is conceptualized as a firm's innovativeness, risk-taking behaviour, and proactive inclination. The rationale for the study's conceptualization of entrepreneurial orientation is premised on the fact that these three proxies best represent the conceptual view of entrepreneurial orientation (George and Marino, 2011) and, thus, constitute a robust approach for estimating a firm's entrepreneurial orientation.

#### **2.1.3** Dimensions of entrepreneurial orientation

Covin and Slevin (1989) identified three dimensions of entrepreneurial orientation: innovativeness, risk taking and proactiveness. However, Lumpkin and Dess (1996) extended the number to five by adding "autonomy" and "competitive aggressiveness" to conceptualize entrepreneurial orientation. These five dimensions of entrepreneurial orientation are discussed subsequently.

#### 2.1.3.1 Innovativeness

Innovativeness denotes the key aspect of a firm's entrepreneurial behaviour (Schumpeter, 1934). That is, it reflects a firm's Schumpeterian predisposition to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes (Lumpkin and Dess, 1996). Schumpeter (1934) was among the first to lay emphasis on the importance of innovativeness. Innovativeness reflects a firm's creativity and willingness to develop new products via Research and Development (Rauch et al., 2009; Covin and Wales, 2012). Innovativeness refers to investment in technologies that enhance performance, drive productivity and economic growth (UNIDO, 2016). In entrepreneurial orientation literature, innovativeness depicts a wide range of methods for developing or adopting new products, activities, or services (Vora et al., 2012; Covin and Miller, 2014; Sila and Joyce, 2017). Gilbert (2018) conceptualized innovativeness as the intentional promotion, generation, and realization of new ideas by employees within a work role, workgroup, or organization for the benefit of the employee's performance, the group, or the organization. Innovativeness is concerned with the openness of a firm to new ideas (Mahmood and Hanafi, 2013; Pratono et al., 2013). Innovativeness motivates construction firms to increase investment in technology innovation, such as acquisition of new technology or new methods, which contribute to new knowledge as well as accelerate the flow of new knowledge, thus leading to innovative construction and superior performance (Chang et al., 2016; Yu-Ming et al., 2018). Construction firms exhibit their innovativeness through the use of local materials, which tend to reduce construction costs (Okangi, 2019). Other innovative ideas include promoting collaboration among contractors, using effective management practice, and making a significant investment in research and development (UNIDO, 2016). For the purpose of this study, innovativeness is conceptualized as new and/or improved technological advancements in project planning, design, and execution.

#### 2.1.3.2 Risk-taking

Risk-taking is concerned with bold actions by venturing into an unknown market, borrowing heavily, and committing considerable resources to venture into an uncertain market environment. These risks are usually manageable and calculated (Magaji *et al.*, 2017). According to Lechner and Gudmundsson (2014), risk-taking relates to risk-return and trade-off or the probability of a loss. Ogunsiji and Kayode (2010) opined that risk-taking is the capacity to perceive risk at its beginning and find ways to share it. Kuhn and Marisck (2010) posited that risk-taking is a strategic tool that enables firms to carry out new inventions and build new markets. Firms usually face certain types of risk when pursuing entrepreneurial activities; personal risks, financial risks, and business risks. Personal risk refers to the impact of the success or failure of the business on the firm's reputation.

Financial risk relates to the risk or expected return of the new venture, committing large amounts of resources or borrowing heavily. Business risk includes entering a new market or investing in new or untested technology (Lumpkin and Dess, 2014). Firms with a high risk-taking propensity tend to experience the long-run effect of better profitability and growth (Wang and Poutziouris, 2010). In construction, risk-taking can be viewed from a technology perspective or market (Abdul-Rahman *et al.*, 2015; Mhetre *et al.*, 2016; Yu-Ming *et al.*, 2018). From the technology aspect, risk-taking reflects the willingness of construction firms to invest resources in projects or technological innovation strategies with a high risk of failure. This is directly related to the entrepreneurial risk presence of new technology. From the perspective of the market, risk-taking is the readiness and

tendency of construction firms to embark on the uncertainty of entering a new market, which is also related to contractors' risk preference (Yu-Ming *et al.*, 2018). Risk taking in construction encourages firms to experiment and accelerates the acquisition and absorption of new technology that eventually improves construction performance (Adel and Habib, 2018). For the purpose of this study, risk-taking is conceptualized as a firm's ability to devote its resources efficiently to projects with higher returns and minimum major construction risks.

#### 2.1.3.3 Proactiveness

Proactiveness refers opportunity-seeking and forward-looking behaviour, to characterized by the introduction of new products or services ahead of competitors in anticipation of expected future demand (Miller, 1983; Venkataraman, 1989; Rauch et al., 2009; Lumpkin et al., 2010). According to Alvarez and Barney (2017), proactiveness is a firm's ability to predict where products or services do not exist and where new methods of production are unidentified. Proactiveness has been referred to as "flashes of superior insight" (Kirzner, 1997). Proactiveness is viewed as a direction-giving activity to events by predicting and ascertaining the future needs, expectations, and changes of customers rather than waiting for the need to arise before taking action (Kolombo et al., 2011). According to Boohene et al. (2012), proactiveness entails taking initiatives, achievementorientation, creating or anticipating changes. It is the ability to take the initiative, especially at an opportune moment (Kwak et al., 2013). Proactiveness expresses a firm's anticipatory action in the future market demand to gain competitive advantages over its rivals which is usually followed by opportunity scanning (Wales et al., 2016). In a competitive industry like construction, proactive behaviours such as constructive marketing strategies to introduce new technology, new products and services ahead of other competitors are necessary to discover market opportunities quickly, which in turn facilitates the industry's competitive advantage and results in better performance (Setiawan *et al.*, 2015). For the purpose of this study, proactiveness is conceptualized as a firm's ability to take initiatives in identifying the causes of unnecessary project delays before its commencement.

#### 2.1.3.4 Competitive aggressiveness

Competitive aggressiveness refers to how firms relate to competitors and respond to demand that already exists in the market place (Chalchissa and Bertrand, 2017). Grande *et al.* (2011) posited that competitive agrressiveness is used to measure how entrepreneurial firms deal with threats. It is a firm's propensity to directly and intensely challenge and outperform its rivals through a combination of innovative efforts and proactive actions (Lumpkin and Dess, 1997; Vij and Bedi 2012). Le Roux and Bengesi (2014) defined competitive aggressiveness as a firm's ability to challenge competitors and maintain a competitive position. Competitive aggressiveness is achieved by setting ambitious market share goals and taking bold steps to achieve them, such as cutting prices, increasing spending on marketing, and improving production capacity in order to survive (Venkataraman, 1989; Setiawan *et al.*, 2015; Abd-Hamid *et al.*, 2015). For the purpose of this study, competitive aggressiveness is conceptualized as a firm's ability to offer quality construction and effectively execute projects better than other contractors.

### 2.1.3.5 Autonomy

According to Lumpkin and Dess (2011), autonomy refers to the ability and willingness to be independent in the search for opportunities. Arzubiaga *et al.*, (2012) conceptualized autonomy as "an idea that is closely linked to flexibility, which allows a firm to take action promptly to environmental changes". Autonomy refers to "independent action to

bring forth an idea, carry it all the way through completion, as well as free decision making (Lumpkin *et al.*, 2010). Autonomy refers to the freedom given to employees to act independently and take decisions (Callaghan and Venter, 2011; Preda, 2013). Researchers believe that autonomy differs from one firm to another depending on size, ownership, leadership style, degree of delegation, and level of centralization (Shane, 1994; Lumpkin and Dess, 1996). For the purpose of this study, autonomy is conceptualized as the ability of employees to explore innovative ideas in their various lines of operations.

#### 2.1.4 Concept of financial performance

Financial performance is a company's ability to create profit and/ or sales over a period of time (Fatihudin, 2018). Soewignto (2012) defined financial performance as a general measure of a firm's overall financial health and can be used to compare similar firms in the same industry or compare industries or sectors. It is the financial action used in order to generate higher sales, profitability and worth of a business entity for its shareholders through managing its current and non-current assets, equity, financing, revenues and expenses (Naz *et al.*, 2016; Makanga and Paul, 2017). It is the primary internal aspect of any organization which portrays the organizational effectiveness and efficiency in maximizing its resources (Venkataraman and Ramanujam, 1986).

From extant literatures, financial performance have been measured using financial indicators such as profitability, growth in revenue or sales, return on investment (ROI), level of sales revenue (turnover), return on assets (ROA), return on equity (ROE) and earnings per share (Muhammad *et al.*, 2018; Agwu, 2018; Cho and Lee, 2018; Okangi, 2019; Ismanu and Kursmintarti, 2019). Other financial performance measures include Earning Before Interest and Tax (EBIT), Earning Before Interest, Taxes, Depreciation

and Amortization (EBITDA), market share among others (Chen *et al.*, 2009; Peterson-Drake and Fabozzi, 2012; Bogicevic *et al.*, 2016).

Nonetheless, for this current study, financial performance is conceptualized as a firm's state of financial well-being with specific emphasis on its ability to generate more earnings and achieve higher turnover. Thus, for the purpose of this study, financial performance is measured using profit and turnover. The rationale for the study's choice of these performance indicators is premised on the fact that profit and turnover are considered as strong measures of financial performance in literatures (Covin and Slevin, 1989; Ambad and Wahab, 2013; Mule *et al.*, 2015). More so, using turnover (sales growth) to measure performance is considered ideal because entrepreneurial orientation is basically a growth orientation (Lumpkin and Dess, 1996). In addition, the fundamental objective of any organization is to maximize profit and generate higher turnover (Xheneti and Bartlett, 2012; Geng *et al.*, 2015; Yeo and Grant, 2018).

## 2.2 Conceptual Framework

A conceptual framework is the simplest way through which a researcher defines and specify the concepts within the problem of the study (Luse *et al.*, 2012). In this study, the conceptual framework as shown in figure 2.0 outlines the relationship between the independent variable: entrepreneurial orientation represented in the study by innovativeness, risk-taking and proactiveness and the dependent variable: financial performance measured by profit and turnover.

# **Conceptual framework**



Figure 2.0: Conceptual framework showing the relationship between entrepreneurial orientation and financial performance. Source: Author (2019)

# 2.3 Theoretical Framework

In this section, the study presents a review of theories linking the two main variables (entrepreneurial orientation) and (financial performance) of the study as well as the appropriate theories that best answer the research question which seeks to examine the impact of entrepreneurial orientation on financial performance of construction firms in FCT, Abuja.

### **2.3.1** Schumpeterian theory of innovation

Schumpeterian theory of innovation was propounded by Joseph .A. Schumpeter an Austrian political economist in 1934. The theory postulates that entrepreneurship positively affects economic growth. According to Schumpeter, entrepreneurs facilitate the process of development in an economy through their innovative ability, skills, creativity and foresight. This occurs when entrepreneurs introduces new products or services (product innovation), new production method (process innovation), open a new market (market innovation), discovers a new source of raw materials or introduces a new way of organization which in turn enhances firm performance and economic growth. These innovative activities usually motivated by profit opportunities or motives involves what Schumpeter (1934) termed as "creative destruction" whereby innovation or the creation of new products or service, new process or new market renders earlier innovations obsolete. The theory of innovation was supported by the Global Entrepreneursip Monitor (GEM) as innovation is defined as the extent at which entrepreneurs are introducing products that are new to some or all customers, and that are not offered by no or few competitors (GEM, 2018). The United Nations Educational, Scientific and Cultural Organization (UNESCO), defined innovation as the implementation of a new or singificantly improved product (good or service), or process, or a new marketing method, or a new organizational method. The minimum requirement of an innovation is that the product, process, marketing method, or organizational method must be new (or significantly improved in the case or prodcut or process) to the firm (UNESCO, 2018). Schumpeterian theory of innovation has extensively impacted research entrepreneurial orientation and performance (Duru et al., 2018). The theory is in considered significant to this study because innovation provides related services to construction firms, its suppliers and consumers through new construction techniques and new innovative technologies such as drones, advanced data and analytics, automation and robotics (KPMG Global Construction Survey, 2019).

#### 2.3.2 Resource based-view theory

The Resource Based View (RBV) theory also referred to as Resource Based Theory (RBT) was initiated in the mid-1980s by Wernerfelt, B. (1984), a Danish economist and management theorist, Rumelt, R.P (1984), an American organizational theorist, and

Barney, J. (1986) an American professor in strategic management. The RBT theory states that resources and capabilities of an organization can provide a distinct competitive advantage over its rivals (Wernerfelt, 1984; Barney, 1991). More so, if a firm is to achieve a state of sustained competitive advantage, it must acquire and control valuable, rare, inimitable, and non-substitutable resources and capabilities (Barney, 1991; Kraaijenbrink et al., 2010). According to Abidemi et al. (2017) resources are factors owned and utilized by organizations while capabilities are used in organizing resources. The two main assumptions of the RBV theory are that resources must also be heterogeneous and immobile. Heterogeneous resources imply that capabilities, skills and other resources owned by organizations differs from one organization to another which enables them use different strategies to do better than each other The second assumption of the theory is that resources are not mobile and as such firms cannot imitate competitors' resources to employ same approach. Resources can be tangible such as physical assets like land, building, capital or equipment or intangible: goodwill, brand reputation, patents and copyrights which firms used in applying strategies to improve their efficiency and effectiveness (Barney, 1991). The theory is considered relevant to this study as it emphasizes on the importance and role of manpower (internal resource) as well as other organizational resources and capabilities in achieving competitive advantage and restructuring the organization.

## 2.3.3 Contingency theory

Contingency theory was proposed by Fred E. Fiedler, an Austrian psychologist in his landmark article (1964) titled "A Contingency Model of Leadership Effectiveness". The theory states that there is no best way to lead a company, to organize a corporation or to make decisions. Rather, the best course of action is contingent or dependent on various situational factors such as preferred leadership style, task structure, the behaviours and capabilities of followers and other factors. Fiedler assumes that leadership is based on the conduct and performance of the people being supervised. Furthermore, leaders will be more effective when they match their leadership style to the right situation. The theory is considered relevant to this study as the fundamental idea behind the theory in the field of entrepreneurial orientation is that entrepreneurship needs to be aligned with context for optimal results (Lumpkin and Dess, 2014).

This study adopts both Schumpeterian's theory of innovation and the RBV theory in exploring the impact of the entrepreneurial orientation dimensions (innovativeness, risk taking and proactiveness) on financial performance of construction firms operating in FCT, Abuja. Based on the Schumpeter's theory, innovativeness, risk taking and proactiveness have a tendency to improve growth and profitability which the present study seeks to examine (Schumpeter, 1934). The RBV theory was adopted based on the fact researchers have identified that organization's resources (human, physical and other resources) can improve organizational performance and thus facilitate competitive edge (Lonial and Carter, 2015; Bello *et al.*, 2018). More so, the presence of employees can translate to more innovative ideas and creative thinking necessary for firm success which is in line with the RBV theory (Gürbüz and Aykol, 2009).

# 2.4 Empirical Review of Related Studies

Olubiyi *et al.* (2019) researched on Entrepreneurial Orientation and Firm Profitability: Evidence from Lagos state, Nigeria. The target population was 4,535 SMEs in manufacturing, real estate, agricultural, and service sectors in Ikeja, Badagry, Ikorodu, Lagos Island and Epe of Lagos state. Multistage sampling technique was used to select the respondents and a structured questionnaire was used to collect study data. 406 copies of questionnaire was administered and 99% response rate was recorded. The quantitative data were analyzed using descriptive and inferential statistics. It was found that and risk taking had significant positive effect on profitability, while innovativeness and autonomy was statistically insignificant. The study concluded that entrepreneurial orientation has a significant effect on profitability of SMEs and recommended that owners' or managers' need to be more proactive and take risk to achieve higher profitability. The study was considered relevant to the current study because the research was quantitative, the study data was collected via questionnaire and the study utilized the theory of innovation. However, the study measured financial performance using only one indicator (profitability).

Uchenna *et al.* (2019) researched on Entrepreneurial Orientation and Micro Small and Medium Enterprises (MSMEs) in Abia State, Nigeria. A total of 400 questionnaires structured on a nine-point likert scale ranging from 1 (minimum) to 9 (maximum) were administered to the targeted respondents, while 316 were returned and found useable, giving a 79% response rate. Stata version 14 software was used to analyze the data. The study found out that a combination of the dimensions of entrepreneurial orientation (innovativeness, risk taking, proactiveness, autonomy, competitive aggressiveness, achievement and learning) have a positive and significant effect on the performance (revenue) of MSMEs in Abia state, Nigeria. The study concluded that entrepreneurial orientation positively and significantly affects MSMEs performance in Abia state, Nigeria. Based on the findings, the following recommendatios were made: most existing studies employed only three or five dimensions of entrepreneurial orientation, other researchers should consider including learning and achievement orientation in their future studies. Also, future studies can consider the use of interview as a data collection method, this method is likely to provide more information. Other researchers can include other performance indicators like: profit, customers' satisfaction, employees' satisfaction among others. Finally, future studies can also considered combining financial and nonfinancial performance measures. The paper was considered relevant to the current study because the study used questionnaire to collect the data and also utilized Schumpeter's theory of innovation. However, the study measured financial performance using only one financial indicator (revenue).

Ganiyu (2019) conducted a study of The Influence of Entrepreneurial Orientation on the Business Performance of Auto Artisans firms within Lagos state metropolis of Nigeria. Using quantitative research approach, a total of 400 questionnaires on a five-point likert scale ranging from "not true at all" to "very much true" were administered to the targeted respondents, while 316 were returned and found useable, giving a response rate of 75.58%. Descriptive analysis were used to present a snap view of the data while Pearson correlation, regression analysis and Analysis of Variance (ANOVA) were used to test the hypotheses. The result of the analysis revealed that dimensions of entrepreneurial orientation individually and jointly influenced business performance (sales, quality of design, customer retention and growing customer base). The study concluded that the competitive nature of contemporary business environment requires that firms are highly entrepreneurial-oriented to succeed. It was recommended that small sacle entrepreneurs should develop capability that will foster entrepreneurial orientation so as to build a formidable learning and adaptive environment. The paper was considered relevant to the current study because research was quantitative and the data was collected via questionnire Also, like the current study, the paper utilized both the theory of innovation and RBV theory. However, the paper assessed financial performance using only one measure (sales).
Aroyeun et al. (2019) carried out a study on the Effect of Entrepreneurial Orientation on Performance of Selected Small and Medium Enterprises (SMEs) in Ogun State, Nigeria. The target population was 1794 registered SMEs in Ogun State, Nigeria. Using Cochran's sample formular to determine the sample size, 412 questionnaires were administered to the respondents were considered and 386 were filled and returned representing a response rate of 93.69%. The data collected were analyzed using descriptive and inferential statistics. It was found that innovativeness had a positive and insignificant impact on the performance of the studied SMEs. While risk taking and proactiveness had positive and significant contribution to the performance (sales growth) of the selected SMEs.. The study concluded that there was positive statistically and significant effect of entrepreneurial orientation on SMEs performance in Ogun state. It was recommended that SMEs should embrace entrepreneurial orientation dimension of innovativeness, risk taking and proactiveness, to enhance business performance. In addition, Nigeria should facilitate workshops and seminars for SMEs operator in order to boost their entrepreneurial orientation for improved performance. Also, incubation centres should be set up to foster entrepreneurship. Finally, future studies should consider other states in Nigeria as well as other countries. The study was considered relevant because like the current study, the paper focused on the three original dimensions of entrepreneurial orientation and also utilized the RBV theory. Though, only one financial indicator (sales growth) was used to assess financial performance.

Olowofeso and Ale (2019) evaluated the impact of Entrepreneurial Orientation and Performance of Hospitality Industry in Akure, Nigeria. The study adopted quantitative method using survey questionnaire structured in 5-point likert scale. 122 questionnaires were administered to owners of hotels and guest houses in the study area, out of which 108 were retrieved for analysis. The data were analyzed using correlation and regression technique. The study revealed that innovativenss had significant and positive effect on the performance (growth and profitability) of the hospitality industry in Akure. Risktaking was significant but had negative effect on the industry's performance. While proactiveness was found to have the same impact as innovativenessIt was concluded that of the three dimensions of entrepreneurial orientation, innovativeness was the most significant factor influencing the performance of the hospital industry, this is followed by proactiveness and then risk-taking. The study recommended that the two entrepreneurial orientation dimensions: innovativeness and proactiveness that are both positive and significant to the performance of the Hospital industry, should be integrated into the strategic focal point for business growth and expansion. This paper was considered relevant because the study focused on the three dimensions of entrepreneurial orientation and also measured performance using both sales (turnover) and profitability. However, the study did not utilized any theory.

Daniel *et al.* (2019) carried out a study on an Analysis of Entrepreneurial Orientation and Financial Performance in selected paint manufacturing firms in Lagos state, Nigeria. The study population was 3,200 staff of the eight (8) quoted paint manufacturing firms. A simple random sampling technique without repalcement was used to ensure that the employees had equal chances of being selected. Both both primary (survey questionnaire) secondary data (published annual report from a period of 2012-2017).Out of 400 copies of questionnaire distributed, only 300 responses was retrieved and used. Descriptive statistics were used to analyze the data while regression analyses were used to test and achieved theobjectives. It was found that there was a positive and significant effect between entrepreneurial orientation variables: innovativeness, risk-taking and proactiveness and financial performance (sales ) of the studied firms. The study concluded that empirical evidences supported the relationship between entrepreneurial orientation variables and financial performance of selected paint manufacturing firms in Lagos state. In addition, there was a significant effect of entrepreneurial orientation variables and performance of the selected paint manufacturing firms. It was recommended that future studies can consider conducting a similar study in both quoted and non-quoted paint firms. The study was consider relevant because like the current study, the paper focused on Miller's original dimensions of entrepreneurial orientation. Also, the study utilized the RBV theory. However, sales (turnover) was the only financial indicator used.

Idiaro *et al.* (2019) studied The Relationship between Entrepreneurial Orientation and Performance of SMEs in Kaduna state, Nigeria. The study data was collected via questionnaire administered to 100 managers of SMEs in Kaduna. The study utilized smart Partial Least Square (PLS) version 3.2 to analyze the data. It was revealed that entrepreneurial orientation: innovativeness, risk-taking and proactiveness had a positively significant relationship with the performance of SMEs of the studied firms. The study concluded that firms that are entreprenuerial inclined are more likely to achieve competitive edge and improve their performance. Based on the findings, it was suggested that that managers of SMEs in Kaduna state have to be proactive and take risk in order to achieve competitive advantage and sustain organizational performance. The study was consider relevant to the current study because it focused on Miller's original dimensions of entrepreneurial orientation. In addition, the paper utilized the RBV theory. Nevertheless, the study measured performance using only one indicator (sales).

Okangi (2019) investigated the Impact of Entrepreneurial Orientation on the Profitability growth of construction firms in Tanzania. A survey of 132 Tanzanian construction firms was undertaken using a structured questionnaire on a 5-point ranging from 5 = completely true to 1 = never true. The data collected was analyzed using multiple regression analysis. The findings show that both innovativeness and risk-taking dimensions have a

significantly positive effect on the growth of profitability for local Tanzania's construction firms, whereas proactiveness had a negative significant effect. Based on the findings as regards the proactiveness variable which revealed a negative relationship with profitability growth indicates that the construction market of Tanzanian does not allow future demand to be forecasted. In addition, lack of susutatinable relationship and/or a weak institutional framework with other key stakeholders such as clients and suppliers may also prevent such firms from recognizing the benefits of being proactive. The study recommended that future studies can consider conducting a longitudinal study to observe the impacts of entrepreneurial orientation on the growth of Local Tanzania's construction firms overtime. Since this study is limited to Tanzania's context, future study can consider a comparative study on the growth of similar construction firms in different countries. Lastly, future studies can consider soliciting information from the employees as well rather than only the owners and top officials. Such information from employees would likely provide a different view form those of the employers and owners. The study is considered relevant to the current study because like the current study, the paper utilized questionnaire to collect the study and performance was measured using only profitability. However, unlike the current study, the study did not utilize any theory and did not consider sales (turnover) as a performance measure.

Hossain and Al Asheq (2019) investigated The Role of Entrepreneurial Orientation to SME Performance in Bangladesh. Using convenience sampling method, a total of 300 structured questionnaires on a 5-point likert scale were randomly administered to the listed SME. 227 responses were collected out of which only 193 were found valid for the study. The data collected was analyzed using correlation and regression analysis. The study found that innovativeness, risk- taking and proactiveness possessed a positive sigmificant effect on SME performance. It was concluded that entrepreneurial orientation is strategic to performance SME. The study suggested that business managers should organize periodical training for their employees as this will enhance their level of entrepreneurial orientation. It was also recommended that future studies may consider exploring all the variable of entrepreneurial orientation for a more directional explanation. The paper was considered relevant to the current study because the study utilized questionnaire to collect the study data. However, unlike the current study, the study did not explicitly measure performance using any financial indicator. Also, the study did not utilized any theory.

Adesanya et al. (2018) researched on Entrepreneurial Orientation and Business Performance of Non- Oil Exporting SMEs in Lagos state, Nigeria. The study adopted descriptive research design via structured survey instrument. 175 questionnaires were randomly administered to managers in charge of export, out of which only 134 representing 77% response were retrieved and used for the analysis. The data collected were eletronically and manually analyzed using regression analysis with the aid of Statistical Package for Social Sciences (SPSS, Version 23). It was found that innovativeness, risk taking, proactiveness had significant and positive impact on the performance (profit) of non-oil exporting SMEs in Lagos. The study concluded thatall the three dimensions (innovativeness, risk taking, proactiveness) works better and have better impact on performance when combined as a whole than as individual. It was therefore recommended that entrepreneurial orientation (innovativeness, risk taking, proactiveness) should be improved and promoted in order for survive the challenging socio-economic environment as well as enhance their productivity. The study recommended that non-oil exporting SMEs should carry out training and re-training of human capital and engage in Research and Development (R&D). The paper was considered relevant to the current study because the research was quantitative and data was collected via questionnaire. However, profit was the only performance indicator used.

Several other literatures reviewed have shown that the dimensions of entrepreneurial orientation being considered in this study have significant impact either individually or combined together on firm's profit and turnover (see Appendix A for details).

# 2.5 Empirical literature gaps

From the empirical literatures reviewed above, evidence has shown as at the time of this study that there is a literature gap in the following: first, majority of the studies are foreign, hence there is a geograhical gap in studies that have been done in Nigeria. For instance, Gupta (2019) and Fadda (2018) were from India andItaly; Okangi (2019) and Le Roux and Bengesi (2014) were from Tanzania; Hossain and Al Asheq (2019) and Gautam (2016) were from Bangladesh and Nepal; Mwai *et al.* (2018) and Anlesinya *et al.* (2015) were from Nairobi and Ghana; Neneh and Zyl (2017) and Fatoki (2012) were from Iran and Netherlands; Nazri *et al.* (2015), Musa *et al.*(2014), Aziz *et al.* (2014) and Ambad and Wahab (2013) were all from Malaysia (see Appendix A for details)

#### CHAPTER THREE

## **3.0 RESEARCH METHODOLOGY**

## 3.1 Research Design

Research design is a detailed plan or blueprint that provides the underlying structure to integrate all elements of a quantitative study so that the results are credible, unbiased and maximally generalizable (Akhtar, 2016; Dannels, 2018). It outlines the procedures for data collection, the population of the study and the data analysis technique (Creswell and Creswell, 2018).

In order to achieve the objective of this study as well as address the research hypothesis a quantitative research design was adopted using descriptive and explanatory research designs respectively. The use of quantitative research design is premised on the fact that conclusions drawn on the basis of number and analysis are important for the growth of any organization (Verma, 2016). The main aim of a descriptive research is to describe the characteristics of objects, people, group, or organizations (Zikmund *et al.*, 2010). Explanatory research design was used to explain the relationship between the independent variable (entrepreneurial orientation) and the dependent variable (financial performance). Explanatory research is about studying a situation or problem in order to explain the relationships between variables (Saunders *et al.*, 2009).

# **3.2** Description of the Study Area

The study was carried out in the Federal Capital Territory (FCT) Abuja, the capital city of Nigeria. The FCT replaced the former capital city, Lagos in 1991. Abuja is located at the centre of Nigeria with a latitude between 7 45' and 7 39' and a land area of 8,000 square kilometres. The city is bounded on the north by Kaduna state and on the west by

Niger state. It also shares boundary with Nasarawa state on the east and south-east as well as Kogi state on the south-west. The central location of the city allows it share the savannah grass with the north, which accounts for its rich soil and calm climate. The city population is highly dense and the indigenous inhabitants are the Gbagyi (Gwari), whose major occupation is farming. Construction companies in the FCT, Abuja provide integrated construction solutions and related services such as real estate development, construction of buildings, roads, airports and highways, civil engineering, design and fabrication among others. These companies include Julius Berger Nigeria PLC, Dantata & Sawoe Construction Company, Arab contractors Nig. Ltd, Urban Shelters Ltd, Setraco Nigeria Ltd., RCC Construction Company, Gitto Costruzioni Generali Nig. Ltd, Sigma Engineering & Construction Ltd., Shelters & Roads Construction Company Ltd., Afebico Construction Company to mention a few.

# **3.3** Population of the Study and Sample Size

According to Taherdoost (2016), population is the total set of observation from which a sample is drawn. The population of this study consist of all construction firms in FCT, Abuja. A total of 139 construction companies in Abuja were identified from the database and Directories of the Association of Nigerian Construction Companies (ANCC, 2018) (see Appendix D for details) which also represent the sample for the study. According to Israel (1992), for a small population of 200 or less the entire population is usually used as the sample and this enables the researcher to achieve a desirable level of precision.

## **3.3.1** Target respondents

The target respondents in this study were employees of the construction companies at managerial level. To collect the data for the study, questionnaires were distributed to 132 employees of the studied companies.

# 3.4 Sampling Technique

Sampling technique is the process of selecting a number of individuals or groups that will be involved in the study in a way that the selection represent the large group in equal measure from which they are selected (Creswell, 2014; Kothari and Garg, 2014). In this study, a census based sampling technique is employed because all elements of the population were included in the study. A census helps eliminate sampling error and provide data on all the individuals or element in the population (Israel, 1992)

# 3.4.1 Inclusion and exclusion criteria

- Only those construction firms that have existed for five (5) years and above were included in the study. A total of 132 construction firms met this criterion (see Appendix D for details).
- All construction firms established less than five (5) years were excluded from the study. A total of seven (7) construction companies indicated with asterisk (\*) met this criterion (see Appendix D for details).

The rationale for the choice of these criteria is premised on the fact that most firms of five years and above are more stable and tend to innovative overtime (Lawless 2014; Coad *et al.*, 2018).

# 3.5 Source of Data

The study used primary data which was collected through questionnaires. Primary data is the data collected fresh for the first time by the researcher. Primary data was used because they are more accurate, reliable and unbiased unlike secondary data which are past data collected by someone else and are therefore less inaccurate and biased. Questionnaire is the most commonly used research instrument in a survey because it is always specific and relevant to the researcher's need.

# **3.5.1** Description of the questionnaire

The study used a modified (Aminu, 2016), structured questionnaire with close-ended questions. The questionnaire was divided into two major sections: A and B. The questionnaire also contained statements assuring the respondents of their confidentiality and protection.

Section A: Demographic information of the respondents. In this section, the questions included respondent's age, gender, marital status, educational qualification, years of experience and firm's age.

Section B: Entrepreneurial Orientation Dimensions and Financial Performance. In this section, questions on the impact the proxies of the independent variable (innovativeness, risk-taking and proactiveness) on the dependent variables (financial performance) were captured. These include: Has the company's innovative drive improved its financial performance? Has high risky projects yielded better returns? and how has the company's alertness enhance its financial performance?

Section A were answered by ticking ( $\sqrt{}$ ) the empty brackets in front of the appropriate answer, while Section B contained structured questions which required the respondents to ( $\sqrt{}$ ) their appropriate choice of answer on a five-point likert scale (from 1 - 5).

Where,

- 5 =Strongly Agree (SA)
- 4 = Agree(A)

3 =Undecided (UD)

2 = Disagree(D)

1 = Strongly Disagree (SD)

# 3.5.2 Method of data collection

The questionnaires were administered by the researcher and research assistants to various part of the FCT, Abuja where the studied firms were located. Since the population was not too large, it was quite easy to administer the questionnaires. The research assistants were well trained in administering and collating the questionnaires and the whole exercise was concluded within three days.

## **3.6.** Instrument validity

Validity is the extent to which a concept is accurately measured in a quantitative study (Heale and Twycross, 2015). Validity enables the researcher to determine what survey questions to use and also ensure that the questions measure what is intended to be measured (Zikmund *et al.*, 2010). In this study, the researcher assessed face and content validity with the help of five experts in the Department of Entrepreneurship and Business Studies, School of Entrepreneurship and Management Technology (SEMT), Federal University of Technology, Minna who analysed the questions to ensure that the questions were relevant, clear and adequately covers what should be measured in order to achieve the aim of the study.

# 3.7 Instrument reliability

Reliability refers to the consistency of a measure (Drost, 2011; Heale and Twycross, 2015). Reliability of the research instrument is necessary to ensure that responses were

consistent over time. In this study, reliability was tested using Cronbach's alpha coefficients. Cronbach's alpha is the most commonly used reliability measure for estimating internal consistency of a multiple likert questions or survey (Zikmund *et al.*, 2010). Items of a variable are said to be reliable to measure its construct if internal consistency reliability for the items is larger than 0.07 (Creswell, 2014). The Cronbach Alpha value of this study was 0.87, and this imply a very good internal consistency in the survey (questionnaire).

# 3.8 Pilot study

Pilot study is a small-scale version of a planned study conducted with a small group of participants similar to those to be carried out in a larger study (Doody and Doody, 2015). It is meant to gauge the goodness of the measure to guarantee its consistency and dependability and thus establish the reliability and validity of measures before distributing the final questionnaire (Sekaran and Bougie, 2010; Zikmund et al., 2010). Most descriptive studies using questionnaires, have confirmed that a range of (5%-10%)of the sample size for pilot study is sufficient (Ba, 2019) while Stallard (2012) opined that the minimum sample size for pilot study should be approximately 0.03 times the sample size to be included in the final study. For this study, the sample size for the pilot study is 14 companies which is approximately 10% of the study sample size and considered sufficient based on the Stallard's method. The result of the pilot study revealed that out of the 14 construction companies initially met, 12 of them showed positive response to the questionnaire administered. After 2 weeks, the administered questionnaires were collected and upon a second visit to check for the validity and reliability of the instrument, all the 14 companies showed positive response to the administered questionnaire. After the pilot testing, all necessary corrections and

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modifications were made, then the questionnaires were finally administered to the selected sample for the study.

## **3.9** Measurement of Variables

Entrepreneurial orientation was measured using three variables: innovativeness (INN), risk-taking (RTK) and proactiveness (PRO). A total of five questions on a five point likert scale were used to measure the impact of each of the independent variables (INN, RTK and PRO) on financial performance (FNP). That is, for innovativeness (INN), risk-taking (RKT) and proactiveness (PRO) a minimum of 5 points each and maximum of 25 points were expected. For financial performance (FNP), a total of two questions on a five point likert scale was used to measure financial performance. A minimum of 2 points and maximum of 10 points were expected for FNP.

# 3.10 Data Analysis Technique

Data collected for the study was analysed using descriptive and inferential statistics. The descriptive statistical analyses used were tables, percentages and regression analysis. The hypotheses formulated were tested using inferential statistics Ordinary Linear Regression analysis with the aid of Statistical Package for Social Sciences (SPSS). The regression analysis by Cohen (2008) was modified and used in this study. The model in its original form is stated as follow:

 $Y_{0} = \beta_0 + \beta_{1X1} + \beta_2 X_2 + \varepsilon$ 

Where:

 $Y_0 =$  Dependent variable

 $\beta_0 = Intercept$ 

 $\beta_{1-}\beta_2$  = Coefficients of Independent Variables

 $X_1$ - $X_2$  =Independent Variable

 $\varepsilon = \text{error term}$ 

However, the model was modified by adding a third independent variable as contained in this study. The new model is stated thus:

 $Y_0 =$  Financial Performance (FNP)

 $X_1 =$  Innovativeness (INN)

X<sub>2</sub> = Risk-taking (RKT)

X<sub>3</sub> = Proactiveness (PRO)

 $\beta_{1-}\beta_3 = Coefficient of the Independent Variables$ 

The model specifies that the dependent variable, financial performance (FNP) is dependent on Innovativeness (INN), Risk-taking (RKT) and Proactiveness (PRO). This is functionally expressed as: FNP = f (INN, RKT, PRO).

The model is thus expressed econometrically as:

 $FNP = \beta_0 + \beta_1 INN + \beta_2 RKT + \beta_3 PRO + \varepsilon$ 

# 3.1 Summary

Objectives of the study	Sources of data	Instrument for
		data collection
To ascertain the effect of innovativeness on	Primary data	Questionnaire
the financial performance of construction		
firms in Abuja		
To evaluate the effect of risk-taking on the	Primary data	Questionnaire
financial performance of construction firms in		
Abuja		
To assess the effect of proactiveness on the	Primary data	Questionnaire
financial performance of construction firms in		
Abuja		

#### **CHAPTER FOUR**

# 4.0 **RESULTS AND DISCUSSION**

#### 4.1 Descriptive Analysis

# 4.1.1 Missing Values

The data collected assessed for competence and consistency before proper data analysis. Missing data could constitute a problem leading to misleading result (Wu, 2019). Therefore the returned responses were carefully scrutinised to detect omitted cases. It was confirmed that questionnaires were properly filled by the respondents, thus, no cases of missing data were encountered.

## 4.1.2 Test for Serial Correlation and Multicollinearity

The table below shows the test conducted to detect the presence of serial correlation and multicollinearity among the variables.

Variables	Variance Inflation Factor(VIF)	Tolerance
INN	1.007	0.993
RKT	1.016	0.984
PRO	1.011	0.989

#### Table 4.1 Autocorrelation and multicollinearity test

#### DURBIN - WATSON= 2.13

Source: Author's computation (2019)

Autocorrelation and multicollinearity tests were conducted to ascertain if there were serial correlation and if the independent variables are highly correlated. The Durbin Watson statistic of 2.13, which is insignificantly above the accepted value of 2 shows that there is no threat of serial correlation. Similarly the variance inflation factor for each of the

variables is below 10, while the tolerance statistics are above 0.1. This indicates the absence of multicollinearity (Pallant, 2010).

# 4.1.3 Descriptive Analysis of Respondent's Demography

The table below quantitatively describes the distribution of the respondent.

 Table 4.2: Distribution of Response Rate

Number of	Number of	Response Rate
questionnaire	questionnaire	(%)
administered	returned	
132	118	89.4

Source: Author's Field Survey 2019

Table 4.2 shows a response rate of 89.4% which was adequate and enough to make inferences from. According to Baruch and Holtom (2008) the acceptable response rates for questionnaire is 52.7% and a response rate below 40% is unacceptable and usually generate validity issues. In addition, Fincham (2008) suggested a response rate of at least approximately 60%. The response rate of 89.4% recorded in this study, can be attributed to the methods used in administering the questionnaires via the company's email and hand-to-hand. Secondly, the questions in the questionnaire were simple, clear and easily comprehensible. Thirdly, the hand-to-hand distribution of the questionnaire was facilitated by the 3 research assistants involved. This also made it possible for the respondents to get clarified on any issue or difficulty in filling the questions.

[ab]	le 4.3:	<b>Descriptive</b>	Analysis of	Respondent's	Demography
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S/N	Variable	Frequency (N=118)	Percentage (%)
1	Age group		
	18 - 29	3	3
	30 - 39	24	20

	40 - 49	39	33	
	50 - 59	40	34	
	60 and above	12	10	
2	Gender			
	Male	86	73	
	Female	32	27	
3	Marital status			
	Single	4	3	
	Married	75	64	
	Divorced	19	16	
	Widowed	20	17	
	Others	-	0	
4	Educational qualification			
	NCE/ND	4	3	
	HND/BSc	23	19	
	PGD/Masters Degree	82	69	
	PhD	9	8	
5	Working experience			
	0 - 4	14	12	
	5 - 9	34	29	
	10 - 14	53	45	
	15 and above	17	14	
6	Firm age			
	5 - 19	18	15	
	20 - 35	33	28	
	36 - 50	23	19	
	51 - 65	17	14	
	66 and above	27	23	

Source: Author's computation 2019

Table 4.3 above shows that 3% of the respondents were between the age group of 18-29, followed by 10% who were between 60 years and above. 20% fell between the age group of 30-29 years. 33% were between the ages of 40-49 years, closely followed by 34% who were between the age group of 50-59. The result shows that the majority of the respondents fell between the age group of 50-59 years. The table also shows that 73% of the respondents were males, while 27% of the respondents were female. This shows that there are more male workers than female workers in the construction industry, which could be attributed to the risky and hazardous nature of the industry, which accounts for why the industry is a male-dominated sector. The results also reveal that the majority of the respondents representing 64% of the sample size were married. 17% were widowed, closely followed by 16% who were divorced. The study also reveals that only 3% were single while none of the respondents were categorized as others. The result therefore reveals that the majority of the respondents were married.

From the results above, 3% of the respondents were NCE or ND holders, 19% were HND or BSc holders, 69% had PGD or Master's degrees and 8% were PhD holders. The result indicates that the majority of the respondents had a PGD or Master's degree and this can help widen their knowledge and experience of idea generation, proactive strategy and risk-taking action. It was also revealed that 12% of the respondents have less than 5 years of experience, 29% have experience of 5 years but less than 10, 45% have been on the job for 10 years but less than 15, and 14% have experience of 15 years and above. The result indicates that the majority of the respondents have more than 10 years of experience in building and construction, but not up to 15 years.

For firms' age, the table shows that 3% of the studied firms have existed for 5 years but less than 20 years, followed by those that have existed for over 65 years (10%) and those that have been in operation for more than 19 years but less than 36 years (20%). Also,

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33% of contractors and builders have existed for 36 years but less than 51 years, closely followed by those that have existed for over 50 years but less than 66 years (34%). The result shows that the majority of construction firms have existed for more than 35 years. For instance, the likes of Julius Berger Nigeria PLC, Dantata & Sawoe construction company, Setraco Nigeria Limited, Arab contractors Nig. Ltd., Shelter & Roads construction company Ltd, among others, have all existed for over 35 years (see Appendix D for details). In addition, this could also be attributed to the ever growing population, infrastructural and housing needs of a developing country like Nigeria (Helen *et al.*, 2015; PriceWaterhouseCoopers, 2016; Iheme and Chiagorom, 2018). Currently, Nigeria has a shortage of 17 million houses, with only about 100,000 houses being constructed annually as against 700,000 housing units required to address this gap (World Bank Report, 2018).

# 4.2 Regression Analysis Result

This study used Ordinary Linear Regression to test the impact of entrepreneurial orientation (innovativeness, risk-taking and proactiveness) on financial performance of construction companies in FCT Abuja.

The result of the analysis aided with SPSS version 23 is presented below

 Table 4.4: Extract of Regression Result

Variables	Coefficient value	P-value	
Constant	2.145	0.000	
INN	0.519	0.000	
RKT	0.148	0.068	
PRO	0.008	0.921	
R square = $0.280$			
F-Value = 14.7 (0.000)			
Durbin-Watson = 2.13			

\*P<0.05

a. Predictors: (constant), INN, RKT, PRO

b. Dependent variable: FNP

Table 4.3 above shows that there is no autocorrelation among the variables used in this study as indicated by the Durbin-Watson statistics value of 2.13. Also, the model for the study has a good fit as shown by the F-value of 14.7 which is significant at 0.000. The result further reveal that the independent variables (innovativeness, risk-taking and proactiveness) explain 28% of the dependent variable (financial performance) as shown by the R square value of 0.28. The remaining 72% of the variation in the dependent variable is explained by variables not included in this study.

## 4.3 Discussion of Findings

This section presents the discussion of the findings of the study. The discussion of the result of findings is related to prior literatures reviewed.

# 4.3.1 Innovativeness and financial performance

#### H<sub>01</sub>: There is no significant relationship between innovativeness and financial

#### performance.

Upon testing the above hypothesis, the regression coefficient of 0.519 and P-value of 0.000 reveals that innovativeness had positive and significant impact on financial performance. This implies that a unit increase in innovativeness will produce 0.519 unit increase in financial performance of construction companies in Abuja. Furthermore, the result is statistically significant at a P-value of 0.000 which is less than 5% level of significance. Based on this statistical relationship between innovativeness and financial performance, this study rejects the null hypothesis which states that "*there is no significant relationship between innovativeness and financial performance*". This finding might be more innovative ideas are been applied in construction which has helped improved their financial performance. The result of this study is in consonance with the

findings of Olowofeso and Ale (2019) and Adesanya *et al.* (2018) who opined that innovativeness had positive and significant effect on financial performance. However, the result contradicts the findings of both Aroyeun *et al.*, (2019) and Olubiyi *et al.*, (2019) which revealed that innovativeness had positive but statistically insignificant relationship with financial performance. In addition, the result also contradicts Nazri *et al.* (2015), Anlesinya *et al.* (2015) and Gautam (2016), who opined that innovativeness had no relationship with financial performance.

# 4.3.2 Risk-taking and financial performance

# H<sub>02:</sub> There is no significant relationship between risk-taking and financial performance.

The regression coefficient of 0.148 shows that risk-taking has a positive impact on the financial performance of construction companies in Abuja. The result shows that a unit increase in risk-taking will produce a 0.148 unit increase in financial performance of the studied firms. However, the result is statistically insignificant with a P-value of 0.068 which is greater than 5% level of significance. Based on this statistical evidence, the study fails to reject the null hypothesis which states that *"There is no significant relationship between risk-taking and financial performance"*. This finding might be that though construction companies are embarking on high risky project, these projects may not necessarily yield high returns which can enhance their financial performance. The finding of this study is in consonance with Nazri *et al.* (2015) and Duru *et al.* (2018) who opined that there is a positive and insignificant relationship between risk-taking and financial methods and financial performance their financial performance. However, the result disagree with the findings of Adesanya *et al.*, (2018) and Olubiyi *et al.* (2019) who opined that risk-taking had significantly positive relationship with financial performance.

#### **4.3.3 Proactiveness and financial performance**

#### H03: There is no significant relationship between proactiveness and financial

#### performance

Upon testing the hypothesis, the regression coefficient of 0.008 shows that proactiveness has a positive effect on financial performance of the studied firms. This implies that a unit increase in Proactiveness will produce 0.008 unit increase in financial performance of the construction companies. However, the result is statistically insignificant with a P-value of 0.921 which is greater than 5% level of significance. Based on this statistical evidence, the study fails to reject the null hypothesis which states that *"there is no significant relationship between proactiveness and financial performance"*. This finding might be that construction firms in Abuja are not being proactive or their proactive strategies are not actually enhancing financial performance. This result is in consonance with the findings of Hossain and Al Asheq (2019) who opined that proactiveness has positive and insignificant relationship with financial performance. However, it contradicts the findings of Okangi (2019) who opined that proactiveness had significant negative effect on financial performance.

## 4.3.4 Summary of major findings

For the first objective of the study which seek to ascertain the effect of innovativeness on the financial performance of construction companies in Abuja, the regression coefficient of 0.519 and p-value of 0.000 revealed that innovativeness had a significantly positive impact on the financial performance of the studied companies.

For the second objective of the study which seeks to evaluate the effect of risk-taking on the financial performance of construction companies in Abuja, the regression coefficient of 0.148 and p-value of 0.048 indicated that risk-taking had a positive and insignificant effect on the financial performance of the studied companies.

The third objective of the study which seeks to assess the effect of proactiveness on the financial performance of construction companies in Abuja, showed that with a regression coefficient of 0.008 and p-value of 0.921, proactiveness had a positive and statistically insignificant impact on the performance of the studied companies.

#### **CHAPTER FIVE**

# 5.0 CONCLUSION AND RECOMMENDATIONS

#### 5.1 Conclusion

The study examined the impact of entrepreneurial orientation on financial performance of 132 construction companies in FCT, Abuja. Conclusions were drawn based on each of the research raised in the study. The first research question raised states that "What is the impact of innovativeness on financial performance of construction firms? Based on the findings of the study, innovativeness has a positive and significant impact on financial performance. For the second research question which states that "to what extent does risk-taking affect financial performance of construction firms"? The finding of the study based on this research question indicated that risk-taking has a positive and insignificant impact of construction companies in Abuja. The third research question states "what is the impact of proactiveness on financial performance of construction firms"? Based on the findings of the study based on this research question indicated that risk-taking has a positive and insignificant impact of proactiveness on financial performance of construction companies in Abuja. The third research question states "what is the impact of proactiveness on financial performance of construction firms"? Based on the findings of the study, proactiveness has a positive and insignificant impact of proactiveness on financial performance of construction firms of the study, proactiveness has a positive and insignificant impact on financial performance of construction firms of the study, proactiveness has a positive and insignificant impact on financial performance of the study performance of the study firms.

# 5.2 Recommendations

The construction industry will continue to play a vital in human life, infrastructural and economic development of the Nigeria economy. Based on the findings and conclusion of the study, the following recommendations were made:

i. Construction companies should continuously innovative in order to enhance their financial performance.

- Construction companies should embark more on projects that can significantly enhance their performance and not just engage in risky project that have little or no financial impact.
- iii. Construction companies should be more proactive in executing projects.This can help identify delays in the entire project process which can significantly impact on their performance.

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## APPENDIX A

## 2.4.2 Summary of the findings from extant literatures reviewed

S/N	Author	Year	Title	Dimension(s)	Methodology	Theory	Findings	Gap
1	Olubiyi <i>et</i> al.	2019	Entrepreneurial Orientation and Firm Profitability: Evidence from Lagos States	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness and Autonomy	Survey research design Descriptive and inferential statistics	Theory of innovation	Innovativeness was statistically insignificant to profitability. Proactiveness and risk- taking had significant positive effect.	One performance indicator (profitability) used.
2	Uchenna et al.	2019	Entrepreneurial Orientation and Micro, Small and Medium Enterprises (MSMEs) in Abia State, Nigeria	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness, Autonomy, Learning orientation and Achievement orientation	Survey research design Stata version 14 software	Schumpeter theory of innovation and Zahra & Covin theory of entrepreneurial orientation	Innovativeness, risk- taking, proactiveness, autonomy, achievement and learning orientation are the critical dimensions of entrepreneurial orientation driving MSMEs performance in Abia state. While competitive aggressiveness does not affect their performance	Performance was measuredusing one financial indicator (revenue).
3	Ganiyu	2019	A study of the Influence of Entrepreneurial Orientation on Business Performance of	Innovativeness Risk-taking, Proactiveness, Competitive	Survey research design. Descriptive, correlation and	Resource Based View (RBV) theory and theory of innovation	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness and	The study used one financial indicator (sales).

			Auto Artisan firms within Lagos state, Nigeria	aggressiveness and Autonomy	regression analysis		Autonomy were found to be significantly related to business peformance	
4	Aroyeun et al.	2019	Effect of Entrepreneurial Orientation on Performance of Selected , Small and Medium Enterprises (SMEs) in Ogun State, Nigeria	Innovativeness Risk-taking and Proactiveness	Survey research design. Descriptive and inferential analysis	RBV theory	Innovativeness has positive and insignificant contribution to SMEs performance (sales growth). Risk-taking and proactiveness had positive and significant effect on performance	One financial indicator (sales growth) was used.
5	Olowofeso and Ale	2019	Entrepreneurial Orientation and Performance of Hospitality Industry in Akure, Nigeria	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness and Autonomy	Survey research design. Correlation and regression analysis	None	Innovativenss and proactiveness had significantly positive effect on the performance (growth and profitability) of the hospitality industry in Akure. While risk-	No theory was used.

							taking was significant but negative	
6	Daniel <i>et al</i> .	2019	Empirical Analysis of Entrepreneurial Orientation and Financial Performance in selected paint manufacturing firms in Lagos state, Nigeria.	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness and autonomy	Survey research design. Descriptive and regression analysis	RBV theory and contingency theory	Innovativeness risk-taking and proactiveness were found to positively and significantly affect the performance of the studied firms.	Sales was the only performance measure used
7	Idiaro <i>et</i> <i>al</i> .	2019	The Relationship between Entrepreneurial Orientation and SMEs performance in Kaduna state, Nigeria	Innovativeness risk-taking and proactiveness	Survey research design. Smart PLS version3.2	RBV theory	Entrepreneurial orientation (innovativeness, proactiveness and risk- taking) had a positively significant relationship with the performance (sales growth) of SMEs.	Sales growth was the only performance indicator used.
8	Gupta	2019	Entrepreneurial Orientation, Resources and Firm Growth: Evidence from India	Innovativeness Risk-taking, Proactiveness, Competitive	Survey research design. Structural Equation	None	Innovativeness and proactiveness are positively significant to firm growth (sales and employment growth).	Foreign study (India) Profitability was not used to measure performance

				aggressiveness and autonomy	Modelling (SEM)		Risk-taking had a negative relationship.	No theory used
9	Okangi	2019	Impact of entrepreneurial orientation on the profitability growth of construction firms in Tanzania.	Innovativenes, risk-taking, and proactiveness	Primary data Multiple regression Analysis	None	Innovativeness and risk-taking had significantly positive effect on the growth of profitability for local Tanzanian's construction firms, whereas proactiveness had a negative significant effect	Foreign study (Tanzania) Performance was measured using one indicator (profitability) No theory was used
10	Hossain and Al Asheq	2019	The Role of Entrepreneurial Orientation to SME Performance in Bangladesh	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness and autonomy	Survey method Correlation and regression analysis	None	Innovativeness, risk- taking and risk taking had a positive significant effect on SME performance	Foreign study (Bangladesh) No theory was used
11	Adesanya et al.	2018	Entrepreneurial Orientation and Business Performance of Non- Oil Exporting SMEs in Lagos state, Nigeria	Innovativenes, risk-taking, and proactiveness	Survey research design Regression analysis	None	Innovativeness, risk- taking, proactiveness had positive and significant impact on the performance (profit) of non-oil exporting SMEs in Lagos	Profit was the only financial measure used. No theory was used
12	Adegbuyi et al.	2018	Assessing the Influence of Entrepreneurial Orientation on	Innovativenes, risk-taking,	Primary data	None	Innovativeness, proactiveness and risk- taking) had significant impact on SMEs	Sales was the only performance measure used

			Small and Medium Enterprises' (SMEs) in Ogun state, Nigeria	and proactiveness	Descriptive research design		performance (sales, effectiveness and efficiency) in Ogun state	No theory was used
13	Duru <i>et al</i> .	2018	Role of Entrepreneurial Orientation in the Performance of Small and Medium Enterprises (SMEs): Evidence for Federal Capital Territory (FCT), Abuja, Nigeria	Innovativenes, risk-taking, and proactiveness	Primary and secondary data (annual report). Principal component analysis and multiple linear regression analysis	Theory of innovation	Innovativeness had positive and statistically significant effect SMEs' performance. Proactiveness and risk- taking dimensions had positive but insignificant effect	The study focused on SMEs in FCT, Abuja
14	Mwai et al.	2018	Effect of Entrepreneurial Orientation on the Performance of Family Owned Businesses: A case study of supermarkets in Nairobi County	Innovativeness proactiveness and risk-taking	Survey research design Descriptive statistical analysis	Contingency theory Theory of innovation	Innovativeness, proactiveness and risk- taking had positive effect on the performance of the supermarkets	Foreign study (Nairobi)
15	Fadda	2018	The Effect of Entrepreneurial Orientation dimensions on	Innovativeness proactiveness and risk-taking	Survey research design Pearson correlation and	None	Innovativeness and proactiveness were significantly associated with Tourism firm	Foreign study (Italy) No theory was used

			performance in the Tourism sector of Italy		descriptive statistics		performance (sales and profits). Risk-taking does not affect performance	
16	Nwekpa <i>et</i> al.	2017	Entrepreneurial Orientation and Business Performance amongst Microbusinesses in Ebonyi state, Nigeria	Innovativeness proactiveness and risk-taking	Survey research designPearson's Product Moment Correlation analysis	Schumpeter's creativity theory	Innovativeness, proactiveness and risk- takinghad positive and significant effect on business performance (increase in sales, increase in assets and employees' satisfaction)	Profitability was not used as a measure of performance
17	Magaji <i>et</i> al.	2017	Entrepreneurial Orientation and Financial performance of SMEs in Kano state, Nigeria: The unique impact of innovativeness, proactiveness, risk-taking and competitive aggressiveness	Innovativeness proactiveness, risk-taking and competitive agressiveness	Survey method Multiple regression analysis	None	Innovativeness proactiveness and risk- taking Had positively significant impact of the financial performance of the studied firms.	No theory was used

18	Neneh and Zyl	2017	Entrepreneurial Orientation and Its impact on firm growth amongst SMEs in South Africa	Innovativeness Risk-taking, Proactiveness	Survey research design Descriptive and inferential statistics	None	Innovativeness Risk-taking, Proactiveness had significant positive relationship with firm growth (employment and sales growth)	Foreign study (South Africa) No theory was used
19	Arisi- Nwugballa <i>et al</i> .	2016	Evaluating the relevance of Entrepreneurial Orientation to the Performance of Micro, Small and Medium Enterprises in Ebonyi State, Nigeria.	Innovativeness Risk-taking, Proactiveness Competitive aggressiveness and autonomy	Survey research design Pearson Product Moment Correlation	None	Innovativeness and proactiveness have significant correlation with performance (sales growth, ROI and profit). Risk-taking had no significant correlation with any of the performance measures	No theory was used
20	Aminu	2016	Entrepreneurial Orientation and Financial Performance of Simple Firms in Kano state, Nigeria	Innovativeness risk-taking and proactiveness	Survey research design PLS-SEM	RBV theory	Innovativeness, risk- taking and proactiveness had positive impact on the financial performance of the simple firms in Kano state	The study focused on simple firms in Kano
21	Gautam	2016	Entrepreneurial Orientation and Business Performance of Handicraft	Innovativeness risk-taking and proactiveness	Survey research design Descriptive statistics, correlation and	Lumpkin & Dess theory of entrepreneurial orientation	Innovativeness had no correlation with the performance (efficiency, growth and profit) of the studied	Foreign study(Nepal)

			industry: A study of Nepalese handicraft enterprises		regression analysis		firms. Risk-taking and proactiveness had correlation with the performance	
22	Nazri <i>et</i> al.	2015	The Effect of Entrepreneurial Orientation Dimensions on Takaful's Business Performance in Malaysia	Innovativeness risk-taking and proactiveness	Survey research design PLS-SEM	RBV theory	Innovativeness and risk-taking had no significant influence on Takaful's business performance (sales growth). Proactiveness was found to have significant impact on sales growth	Foreign study (Malaysia)
23	Anlesinya et al.	2015	Entrepreneurial Orientation and profitability nexus: Evidence from microenterprises in retail sector in developing country of Ghana	Innovativeness risk-taking and proactiveness	Survey research design Descriptive statistics	None	Innovativeness showed no correlation with profitability. Risk-taking and proactiveness had effect on profitability	Foreign study (Ghana) No theory was used Sales was not used as a measure of performance
24	Le Roux and Bengesi	2014	Dimensions of Entrepreneurial Orientation and SMEs' performance in emerging economies	Risk-taking and proactiveness	Survey method Component factor analysis	None	Risk-taking showed a significant negative effect on SMEs performance measured using profit growth, ROI and return on assets (ROA).	Foreign study(Tanzania) No theory was used

							Proactiveness had significant positive effect.	
25.	Musa <i>et</i> al.	2014	Linking Entrepreneurial Orientation and Business Performance: The Examination towards Performance of Cooperative Firm in Northern Region of Peninsular, Malaysia.	Innovativeness Risk-taking, Proactiveness, Competitive aggressiveness and autonomy	Survey research design Multiple regression analysis	None	Innovativeness and proactiveness had significant and positive effect on performance. Risk-taking showed no significant relationship	Foreign study (Malaysia) No theory was used
26	Aziz et al.	2014	The Relationship between Entrepreneurial Orientation and Business Performance of SMEs in Malaysia	Innovativeness Risk-taking, Proactiveness	Survey method Regression analysis	None	Innovativeness Risk-taking and proactiveness has significant positive relationship with SMEs performance (sales, profit, market value growth and employment growth)	Foreign study(Malaysia) No theory was used
27	Ambad and Wahab	2013	Entrepreneurial Orientation among large firms in Malaysia.	Innovativeness Risk-taking, Proactiveness	Primary data and secondary data (annual report).	None	Innovativeness and Risk-taking had significant positive effect on firm performance (ROA,	Foreign study (Malaysia)

					PLS		ROI and sales). Proactiveness had no significant effect	Profit was not used to measure performance No theory was used
28	Hosseini and Eskandri	2013	Investigating Entrepreneurial Orientation and Firm Performance in Iranian Agricultural context	Innovativeness Risk-taking, Proactiveness	Interview- oriented questionnaire Regression analysis	None	Innovativeness Risk-taking and proactiveness had significant impact on the performance of Iranian Agricultural sector	Foreign study (Iran) No theory was used
29	Kraus et al.	2012	Entrepreneurial Orientation and Business Performance of SMEs: a quantitative study from Netherlands	Innovativeness Risk-taking, Proactiveness	Survey method Factor analysis	None	Innovativenessand proactiveness had positively significant relationship with SMEs' performance. Risk-taking had no significant effect	Foreign study (Netherlands) No theory was used
30	Fatoki	2012	The Impact of Entrepreneurial Orientation on	Innovativeness	Survey research design	None	Entrepreneurial Orientation had significant positive	Foreign study (South Africa)

	Access to Debt	Risk-taking,	Descriptive,	relationship with the	No theory was used
	Finance and	Proactiveness,	correlation and	performance of SMEs	
	Performance of	Competitive	regression		
	Small and	aggressiveness	analysis		
	Medium	and autonomy			
	Enterprises in				
	South Africa.				

# **APPENDIX B**

# **INFERENTIAL STATISITICS**

# Coding

Code	Score
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT FNP /METHOD=ENTER INN RKT PRO /RESIDUALS DURBIN.

Correlations								
		FNP	INN	RKT	PRO			
	FNP	1.00	.508	.106	.012			
		0	t					
		.508	1.00	078	.037			
Pearson Correlation	IININ		0					
	DKT	.106	-	1.000	101			
	RKI		.078					
	PRO	.012	.037	101	1.000			
	FNP		.000	.126	.448			
Sig (1-tailed)	INN	.000		.199	.346			
Olg. (1-tailed)	RKT	.126	.199		.138			
	PRO	.448	.346	.138				
	FNP	118	118	118	118			
N	INN	118	118	118	118			
IN IN	RKT	118	118	118	118			
	PRO	118	118	118	118			

## Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
	PRO, INN, RKT⁵		Enter

a. Dependent Variable: FNP

b. All requested variables entered.

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R	Std. Error of the	Durbin-Watson
			Square	Estimate	
1		.2	.261	.556	2.136
I	529 <sup>a</sup>	80			

a. Predictors: (Constant), PRO, INN, RKT

b. Dependent Variable: FNP

	ANOVAª											
Model		Sum of Squares	Df		Mean Square		Sig.					
-	Regressio	13.694		3	4.56							
n		c			5	4.756	000 <sup>b</sup>					
	Residual	35.264		114	.309		u la					
	Total	48.958		117								

a. Dependent Variable: FNP

b. Predictors: (Constant), PRO, INN, RKT

	-								
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	INN	RKT	PRO		
	-	3.89	1.000	.00	.00		.00		
	1	8				00			
	0	.059	8.107	.00	.02		.79		
1	2					13			
1	2	.034	10.758	.00	.51		.06		
	5				t -	40			
	1	.009	21.175	.99	.47		.15		
	4					47			

**Collinearity Diagnostics**<sup>a</sup>

a. Dependent Variable: FNP

		Residuals	Statistics		
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted	3.	5.	4	.342	1
Value	65	13	.57		18
Pasidual	-	1.		.549	1
Residual	1.398	056	000		18
Std.	-	1.		1.000	1
Predicted Value	2.671	650	000		18
Std Residual	-	1.		.987	1
Siu. Residual	2.514	899	000		18

**Residuals Statistics**<sup>a</sup>

a. Dependent Variable: FNP

CORRELATION	RESUL	TS
-------------	-------	----

		C	orrelations		
		FNP	INN	RKT	PRO
	Pearson	1	.508 <sup>*</sup>	.106	.012
	Correlation	t	*	u li	
FNP	Sig. (2-tailed)		.000	.253	.896
	Ν	118	118	118	118
	Pearson	.508*	1	-	.037
ININI	Correlation	*		.078	
linin	Sig. (2-tailed)	.000		.398	.692
	Ν	118	118	118	118
	Pearson	.106	-	1	101
PKT	Correlation		.078		
	Sig. (2-tailed)	.253	.398		.276
	Ν	118	118	118	118
	Pearson	.012	.037	-	1
	Correlation			.101	
FRU	Sig. (2-tailed)	.896	.692	.276	
	Ν	118	118	118	118

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

#### **APPENDIX C**

## **QUESTIONNAIRE**

**Dear Respondents,** 

# IMPACT OF ENTREPRENEURIAL ORIENTATION ON FINANCIAL PERFORMANCE OF CONSTRUCTION FIRMS IN FEDERAL CAPITAL TERRITORY (FCT) ABUJA, NIGERIA

My name is Fatima Musa Oziohu, a Masters student of the Federal University of Technology (FUT), Minna, Niger State. I am currently conducting a study on the "Impact of Entrepreneurial Orientation and Financial Performance of construction companies in FCT, Abuja" as part of the requirements for the award of Master of Technology (M.TECH) in Entrepreneurship and Business Studies.

I humbly request for your participation and sincere opinion in providing answers to the research questionnaire as your response will enable me to arrive at a reliable findings. I assure you that your responses will be kept confidential and used as a source of this research only.

Thank you.

#### SECTION A: PERSONAL INFORMATION

## Please, tick ( $\sqrt{}$ ) to indicate your choice of appropriate answer.

- 1. Age: 18-29 [ ] 30-39 [ ] 40-49 [ ] 50- 59 [ ] 60 Above [ ]
- 2. Gender: Male [ ] Female [ ]
- 3. Marital status: Single [] Married [] Divorced [] Widowed [] Others (please specify) [\_\_\_\_\_]
- Highest educational qualification: NCE/ND [] HND/BSc [] PGD/Masters Degree [] PhD []
- 5. Years of experience: 0 4 [ ] 5 9 [ ] 10 14 [ ] 15 and above [ ]
- 6. How long has the organization existed. 5 19 years [] 20 35 [] 36 50 []

51-65 [ ]  $\,\,$  66 and above [ ]  $\,\,$ 

Please complete every question/statement to ensure the validity and reliability of the study

# SECTION B: ENTREPRENEURIAL ORIENTATION DIMENSIONS AND FINANCIAL PERFORMANCE

**INNOVATIVENESS:** Innovativeness is the introduction of new or improved goods and services, investment in R&D and/or the use of new technology.

**RISK-TAKING:** Risk-taking is the act of embarking on risky projects with high expected returns or venturing into an uncertain market

**PROACTIVENESS:** Proactiveness is the alertness to opportunities and actions taken to stay ahead of industry competitors.

**PROFIT:** Profit is what is left after all expenses directly related to revenue generated have been deducted.

**TURNOVER:** Turnover is the total sales or revenue a company generates usually in a year.

On a scale of 1 to 5, where 5 = Strongly Agree [SA], 4 = Agree [A], 3 = Undecided [UD], 2 = Disagree [D], and 1 = Strongly Disagree [SD], please tick ( $\sqrt{}$ ) to indicate your choice of appropriate answer

	STATEMENT	SD	D	UD	Α	SA
INN1	There is a strong emphasis on research and development (R&D)					
INN2	Latest innovative technology is used to introduce new or improved products and services					
INN3	Innovativeness has improved construction process and reduce delivery time.					
INN4	Innovative activities has enhanced construction and project management					

## INNOVATIVENESS (INN) AND FINANCIAL PERFORMANCE (FNP)

INN5	Employees are motivated to acquire the latest innovative skills and knowledge			
FNP1	The innovative drive has enhanced financial performance (profit)			
FNP2	The innovative drive has improved financial performance (turnover)			

# **RISK-TAKING (RKT) AND FINANCIAL PERFORMANCE (FNP)**

	STATEMENT	SD	D	UD	Α	SA
RKT1	There is a strong tendency to embark on high-risk projects with high expected returns					
RKT2	Risk-taking has open up new sources of raw materials					
RKT3	Employees are encouraged to take calculated risks					
RKT4	Risk-taking had lead to the identification and acquisition of new technology					
RKT5	Risk-taking had enhanced the quality of construction works					
FNP1	Risk-taking has resulted to superior financial performance (profit)					
FNP2	Risk-taking has improved financial performance (turnover)					

## PROACTIVENESS (PRO) AND FINANCIAL PERFORMANCE (FNP)

	STATEMENT	SD	D	UD	Α	SA
PRO1	Proactiveness has enable the company to stay ahead of its competitors					
PRO2	Proactiveness has enable the identification of new market opportunities both local and international					
PRO3	Proactiveness has helped improved construction process					
PRO4	Future needs of both existing and future clients are anticipated					

PRO5	There is alertness to changing market trends			
FNP1	Proactive actions have enhanced financial performance (profit)			
FNP2	Proactive actions have improved financial performance (turnover).			

Source: Author, 2019

# **APPENDIX D**

# Population of the study

S/N	Company's name	Year Established	Firm Age
1	Julius Berger Nigeria PLC	1970	49
2	Setraco Nigeria Limited	1977	42
3	SCC Nigeria Limited	1983	36
4	Gitto Costruzioni Generali Nigeria Ltd	2002	17
5	Paul-B Nigeria Plc	1991	28
6	DANTATA & SAWOE Construction Company (Nigeria	1976	43
7	KEMS Nig. Ltd	2007	12
8	Slate Engineering	1999	20
9	Bulletine Construction Co. Ltd	1993	26
10	Abifak Building contractors & General Merchant	2003	16
11	Midax Global Civil Engeering	1991	28
12	Stateco Nigeria Limited	2001	18
13	Jamibabs Nig. Ltd	1987	31
14	Sun-Barn Nigeria Ltd	2007	12
15	O'Lias Concept Nig. Ltd	1998	21
16	Space Spectrum Ltd	2002	17
17	Mien Construction	1988	31
18	Ruja Nig. Limited	2007	12
19	J.D.P Construction Nig Ltd	1976	43
20	Loci Integrated works Ltd	2005	14

21	Bnl Engineering & Construction Ltd	1992	27
22	Ajuche Ventures Ltd.	1994	25
23	Aken System Contractors	2003	16
24	Canonic Associate	2013	6
25	SAMJB Holdings	1991	28
26	Asbama Construction Nig.	2001	18
27	Arab Contractors Nig. Ltd	1955	64
28	Fitts Associates	2004	15
29	RCC Construction Company	1956	43
30	Aremite Nigeria Ltd	2002	17
31	Nahmah Construction	1969	50
32	* Efobik Engineering & Construction Company Ltd	2016	3
33	Coronation Real Estate Development	2004	15
34	Afro Construction Company Nig. Ltd	1983	36
35	Construction Kaiser	1993	16
36	Gilmor Construction Company	1998	21
37	Vita Construction Ltd	1981	38
38	Afebico Construction Company	2004	15
39	Britamold Ltd	2001	18
40	Ecomaxx Engineering Project Ltd	2011	8
41	Nigerian Airforce Housing & Construction Co. Ltd	1964	55
42	Mekahog Group Limited	2000	19
43	Badawa Engr. Construction Ltd	2009	10
44	Energo Nigeria Ltd.	1996	23

45	Zihabat Construction Co. Ltd	1991	28
46	Hajaig Construction Nig. Ltd	1978	41
47	*Habrick Architecture	2016	3
48	Darem Construction	2008	11
49	Saidi Nigeria Ltd	1997	22
50	Parsons Science Engr. Ltd	1994	25
51	Barge and Bedrock Ltd	2007	12
52	Embee & Partners Nig. Limited	2013	6
53	SKEEMS Limited – Architects & Builders	1995	25
54	Shelters and Roads Construction Co. Ltd	1972	47
55	Shenomal Nigeria Limited	1997	22
56	Citiville Resources Ltd	2006	13
57	LaVista Construction Co. Ltd	1974	45
58	Phefa Construction Company Ltd	2012	7
59	Cyrou Investment Ventures Limited	1994	25
60	MNC Mayar Construction	2003	16
61	Gosh Project Ltd	2000	19
62	P.W. Nigeria Ltd	1948	71
63	Ometra Construction Engineers Ltd	1999	20
64	S&M Nigeria Limited	1948	71
65	A.G Accurate Global Construction Tech. Ltd	2004	15
66	Sigma Engineering & Construction Ltd	1987	32
67	Franknita Nigeria Ltd	2007	12
68	Sarplast West Africa Ltd	1973	46

69	A&K Construction	2002	17
70	KingFem Group of Companies	1990	29
71	Ideal Grace Construction Co. Ltd	2001	18
72	Cubes consult	1994	25
73	Pirrotti Projects Ltd	2011	8
74	ReliaBuild	2006	13
75	Cachez Group	2005	14
76	Urban Shelters Ltd	1991	28
77	TRION Worldwide Construction	1965	54
78	Abuixech Engineering Services Ltd	2012	7
79	Inspire Homes Estate	2005	14
80	Dutum Company Limited	1898	30
81	Amborg Global Resources Limited	2008	11
82	Oladele Construction Nig. Ltd	2011	8
83	Techno Group Engineering	1991	28
84	Rural Homes Ltd	2007	12
85	Lubell Nigeria Ltd	1994	25
86	HomeFront Builders Limited	2012	7
87	El-Salem Homes	1997	22
88	Patemax Projects	2003	16
89	Jedo Investment	1991	28
90	Zartarz Construction Ltd	2010	9
91	Design Logic Limited	2011	8
92	Greenforest Construction & Engr. Ltd	2003	16

93	SCC Construction Company	1981	38
94	CANNON Projects	2005	14
95	TONGYI Group Nigeria Ltd	2008	11
96	Corona Construction Limited	2013	6
97	Blaid Group	1998	21
98	Bulwark Construction Limited	2000	19
99	Dumez Nigeria PLC	1958	61
100	E.M. Micheletti & Sons Nigeria Ltd	1955	64
101	Hall 7 Real Estate	2013	6
102	Admak Construction Company Ltd	2001	18
103	BestHomes Construction Ltd	1996	23
104	*Habitat Associates	2015	4
105	Eagle Construction Limited	1981	38
106	Salini Nigeria Ltd	1966	53
107	Waterbase Engineering Ltd	2005	14
108	Fula Real Estate Ltd	2014	5
109	Vicnje Construction Company ltd	1997	27
110	Paulo Homes	2009	10
111	Daseto Company Ltd	2000	19
112	Gold Construction Limited	2001	18
113	GTSM Construction Property & Estate Devt. Co Ltd	2007	12
114	CGGC Nigeria	1952	67
115	Amplified Nigeria Limited	2005	14
116	Mds Civil & Engineering Survey Nig. Ltd	2012	7

117	Kouris Construction Nig. Ltd	2010	9
118	Orrix Realty & Construction	2003	16
119	CityBuild Co.	1997	22
120	Sammya Nig. Ltd	1993	26
121	Cupero Construction Ltd	2011	8
122	*Dori Construction & Engineering Nig. Ltd	2016	3
123	Harney Projects	1975	44
124	Hollywood Properties Amax	2012	7
125	Hartland Civil Construction	1995	24
126	Kanma Property Devt. Company (Kanma Homes)	2011	8
127	Kyc Inter Project Limited	2010	9
128	Tekno Concept Construction Limited	1992	27
129	*Bilaad Realty	2017	2
130	Rome Construction Company Limited	1986	33
131	Ceezali Nigeria Limited	1995	24
132	Monier Construction	1955	64
133	Designetic International Building & Construction Ltd	2009	10
134	The Arab Contractors	1955	64
135	Pinnatech Engineering Nigeria Limited	2005	14
136	*Tilt Construction Company Ltd	2015	4
137	MNC Mayar Construction	2001	18
138	Henry Boltz Nig. Ltd	2013	6
139	*Emexequip Construction Ltd	2016	3

**Source:** Database and directories of ANCC (2018)