

# Effect of Entrepreneurial Pro-Activeness on Business Sustainability of Some Selected Medium-Sized Hotels in Ilorin Metropolis, Nigeria

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## Abstract

Entrepreneurial marketing dimensions are elements that most medium-sized have not leveraged particularly in the hospitality industry and specifically medium-sized hotel businesses in Ilorin to boost their performance. Ilorin is one of the major cities in Kwara State, Nigeria. However, the study objective is to investigate the effect of pro-activeness of services on the sustainability of 3stars hotel businesses in the Ilorin metropolis. The methodology employed is a descriptive survey research study that is cross-sectional. The study uses a population of 290 and a sample of 168 using a simple random sampling technique. The study also used primary sources of data to elicit information from respondents deploying a five-point Likert scale. It analyses data gathered using descriptive and inferential statistics with the aid of SPSS 22.0. Findings revealed that pro-activeness of service has no significant effect on the sustainability of the 3-star hotel business in Ilorin with results indicating a P value of (0.540). It is concluded that the pro-activeness of service on sustainability has no significant effect on the performance of medium-sized hotel businesses in Ilorin. It is recommended that 5-star hotels in Ilorin should focus on advocating measures to enhance pro-activeness of service as an early response mechanism.

**Keywords:** Entrepreneurial Marketing, Pro-Activeness, Sustainability, Performance, Hotels.

## Introduction

The proliferation and presence of hotels in the hospitality industry in Ilorin, Kwara state is on the rise daily, particularly within the metropolitan city. These hotels, small, medium, and large are developed because they record patronage from all walks of life. The appearances may not be unconnected with their level of pro-activeness and sustainability for success.

Therefore, this study intends to look at the effort of entrepreneurial pro-activeness on the business sustainability of some selected medium-sized hotel businesses in the Ilorin metropolis. The objective of the study is to determine how entrepreneurial pro-activeness affects business sustainability in Ilorin, Kwara state.

Every business across the world adopts a strategy for it to succeed, this strategy depends on the line of business or industry one finds him/herself. Though strategies also have dimensions, this study seems to investigate how the hospitality industry exploits the advantage of the industry in Kwara state. Hotels to a greater extent are feasible in Ilorin due to its strategic location in the country. This study leveraged these dimensions as the growth

of market competition coupled with entrepreneurial marketing strategy exerts pressure on the achievement of firms' goals, which is a competitive advantage, especially in developing economies. To establish the relevance of this study, it is essential to consider how entrepreneurial marketing strategies impact the domestic performance of medium-size hotel businesses in Ilorin, Kwara State, within the context of escalating market competition, particularly in developing nations (Hernández-Linares, Kellermanns, López-Fernández, & SoumodipSarkar, 2020). The pressing challenge posed by increased competition, combined with the adoption of entrepreneurial marketing strategies, necessitates a closer examination of how these strategies influence the performance of hotels operating in this dynamic environment, particularly their domestic performance, where pro-activeness and sustainability play a vital role.

Entrepreneurial marketing (EM) emerges as a pivotal driver of entrepreneurial activities and overall business performance (Hernández-Linares et al., 2020). This significance extends not only to conventional businesses but also to Small and Medium Enterprises (SMEs), including medium-sized hotels in Ilorin, Kwara State. Notably, the absence of a well-defined marketing strategy and underperformance in SMEs, such as medium-sized hotels, often elevate the risks of business failure and hinder overall performance. Thus, the integration of entrepreneurial marketing practices becomes imperative for SMEs, regardless of their size, resources, or developmental stage, to achieve success in the competitive landscape and enhance their domestic performance, particularly concerning innovative strategy and competitive advantage (Sadiku-Dushi, Dana, & Ramadani, 2019).

### **Statement of the Problem**

In recent times, medium-sized hotels in Ilorin, Nigeria, have grappled with a multitude of challenges that significantly contributed to the premature demise of a large number of them classified under SMEs in the country (Adam & Alarifi, 2021). These contemporary challenges encompass a lack of focus, unreliable power supply; insufficient capital, the absence of market research, and a deficiency in strategic planning that includes entrepreneurial pro-activeness targeted towards business sustainability (Zhang & Xing 2023).

Among these contemporary hurdles, the absence of pro-activeness stands out as a critical issue. Pro-activeness entails the proactive approach of top management in bolstering competitiveness, including the ability to take initiative, embrace calculated risks, and cultivate a bold and competitive mindset. Effective pro-activeness has been shown to exhibit a positive correlation with contemporary business performance, product outcomes, and, most importantly, value creation (Lumpkin & Pidduck, 2021). Unfortunately, this contemporary deficiency in pro-activeness often eludes many SMEs in emerging economies like Nigeria, ultimately contributing to their early closure within the first five years of operation. This deficiency in pro-activeness is intricately connected to the overarching contemporary challenge of sustaining medium-sized hotels in the Ilorin

Metropolis and impeding their ability to create significant value. This bottleneck of pro-activeness in business to foster sustainability is what this study seeks to investigate and proper customers to enhance the sustenance of the hospitality industry within the country and specifically Ilorin metropolis city of largely hotel business. Moreover, this study intended to significantly contribute to both theory and practice, yet it remains subject to several limitations. The data was collected directly from SME owners through subjective means rather than using objective sources such as financial statements or internal records, which may result in potential inaccuracies or dishonesty in their responses.

### **Research Question**

To what extent does pro-activeness affect the sustainability of medium-sized hotel businesses in the Ilorin Metropolis?

### **Objective of the Study**

To investigate the effect of pro-activeness on the sustainability of medium-sized hotel businesses in Ilorin Metropolis

### **Research Hypothesis**

Ho: Pro-activeness has no significant effect on the sustainability of medium-sized hotel businesses in the Ilorin Metropolis

## **Conceptual Review**

### **Pro-Activeness**

The concept of proactiveness, as expounded in the current research, offers a valuable framework for comprehending its applicability in maintaining three-star hotel enterprises within the Ilorin metropolis of Kwara state. When it comes to marketing, these companies need to be proactive rather than just reactive. This means that they should actively look for possibilities and be among the first to seize them. Cergibozhgu, Sadiku-Dushi, and Sadiku-Dushi (2019). Being proactive in the highly competitive hotel sector requires predicting changes and taking calculated action to address them before they become problems. Being reactive to changes is no longer enough in this dynamic environment.

Proactivity for a three-star hotel company in Ilorin Metropolis means having the drive and desire to take chances and pursue new business ventures. This can entail launching new features, services, or procedures before rivals and foreseeing how visitors' requirements and tastes will change over time.

Furthermore, Nwankwo & Kanyangale (2020) state that being proactive entails recognizing and meeting the requirements of clients, even those that they may not be completely aware of themselves. This could entail delivering individualized services, putting cutting-edge ideas into practice, or giving guests outstanding experiences that set the hotel apart from its rivals.

Most times Customers' decisions to patronize a hotel are influenced not only by price but also by some factors such as service innovativeness and proactiveness, qualified staff Nwaizugbo and Anukam (2014). For a 3-star hotel business in the Ilorin Metropolis to sustain itself, pro-activeness becomes a critical marketing dimension that must be considered.

Medium-sized hotels may succeed in a competitive environment by putting new ideas into practice understanding market trends and providing great service. That is why being proactive becomes essential to guaranteeing the viability and prosperity of these enterprises in Kwara state's Ilorin metropolis.

### **Business Sustainability**

The incorporation of sustainable concepts into the operations of three-star hotel businesses in Kwara State's Ilorin Metropolis represents a noteworthy change. Galtier, Nabholz, Bierne, Glemin, Gayral, Melo-Ferreira, and Carneiro (2013). Businesses need to incorporate sustainable development ideas into their daily operations to embrace sustainability, which is still seen as a radical and new concept Nurudeen, Aluku, & Rahman (2021). This suggests a fundamental shift away from just cognitive learning and information application in terms of values, attitudes, and behaviors.

The implementation of sustainability into hotel operations points to a dual change. First, as emphasized by Wyness, Jones, and Klapper (2015), sustainability seeks to integrate its tenets into the corporate environment. This cross-cutting application of sustainability concepts to many facets of hotel operations marks a break from the status quo and calls for a comprehensive evaluation of company procedures.

Furthermore, integration depends on effective learning specifically, learning about values, attitudes, and behaviors rather than just cognitive knowledge acquisition Shephard (2008). As a result, integrating sustainability into medium-sized hotels' operations in Ilorin Metropolis entails more than just implementing new procedures and methods; it also entails cultivating a sustainable culture within the company.

Pro-activeness as a marketing business dimension for sustainability, integrating sustainability principles into medium-sized hotel businesses requires proactive measures to anticipate and address environmental and social concerns. This proactive stance involves identifying opportunities to minimize environmental impact, enhance community engagement, and promote responsible tourism practices Ahmed, Birmah, & Mustapha (2023).

The integration of sustainability and pro-activeness into the practices of 3-star hotel businesses in Ilorin Metropolis represents a multifaceted shift towards more socially and environmentally responsible operations, reflecting a broader commitment to sustainable development goals.

## Theoretical Review

### Theory of Resource-Based View (RBV):

The Resource-Based View (RBV) idea of the firm is one of the core theories supporting the concepts of entrepreneurial marketing. Birger Wernerfelt first suggested this idea in 1984, and it focuses on how a firm's internal resources contribute to gaining and maintaining a competitive edge, ultimately leading to improved firm performance (Shehu & Mahmood, 2014). RBV theory provides a solid framework for evaluating the individual aspects that affect a firm's success.

It underlines that the lack of vital resources might hurt a firm's performance (Shehu & Mahmood, 2014). While there has been some discussion regarding whether RBV is a full-fledged theory, it has demonstrated tremendous potential for addressing strategic marketing difficulties, such as entrepreneurial marketing (Hanmaikyur, 2016). RBV theory is a useful choice for this study because it can effectively describe how a firm's resources, particularly entrepreneurial marketing techniques, evolve and impact its performance (Kanyabi & Devi, 2012).

### Empirical Review

In his study Adebayo, (2023) Investigate the connections between entrepreneurial branding initiatives and marketing success within luxury hotels in the South/South region of Nigeria. The study utilized a survey design to capture descriptive data and employed correlational research to assess the extent of the relationship between entrepreneurial branding initiatives and marketing success. Data was collected using questionnaires distributed to 22 luxury hotels registered with the Nigeria Hotels Association, with six management staff randomly selected from each hotel, resulting in a total of 132 respondents. Questionnaires were delivered to Branch Managers, Marketing Managers, Brand Managers, Customer Relation Managers, Sales Managers, and Supervisors of the participating hotels. A response rate of 95.8 percent was achieved, with 115 completed questionnaires returned for analysis. Data analysis was conducted using Regression analysis, Pearson's product-moment correlation coefficient (PPMC), and partial correlation statistical techniques, utilizing the statistical package for Social Science (SPSS) version 23.0. The study revealed that while different levels of statistical interactions and directions of relationship were observed, positioning branding exhibited the most critical relationship with marketing success, followed by identity branding which demonstrated a moderate, significant, and positive relationship with marketing success. Consequently, the research concludes that there is a positive and significant relationship between entrepreneurial branding initiatives and marketing success. It recommends, among other suggestions, that hotel management should prioritize brand awareness, perception, and personality to enhance marketing success.

In a study by Osinaike, (2021) conducted research on Performance measurements are essential metrics used to evaluate organizational performance, guiding business

improvement and growth. Despite existing literature on performance measurement systems in medium-sized independent hotel accommodations, there's still a gap in understanding business performance components in SMEs. This study aims to explore owners/managers' perceptions of performance measurement concepts, approaches, and implementation to achieve organizational objectives. Using a phenomenological research approach, the study conducted document analysis and 30 semi-structured interviews with owners and managers in the hotel accommodation sector. It discovered diverse definitions and approaches to performance measurement, emphasizing its multidimensional nature. Various performance measurement dimensions were considered crucial for understanding practical applications. The study argued that medium-sized Hotels-sized independent hotel accommodations utilize performance measurements in various formats to enhance organizational performance. The research contributes theoretically by expanding performance measurement literature to comprehend its definition, design, and implementation in 3-star hotel independent hotels. Additionally, the phenomenological research approach provides valuable insights through the life experiences of owners and managers. For practical implications, the study identified and compiled industry performance indicators, leading to the development of a suitable framework for medium-sized Hotel-sized independent accommodations. The Performance steering wheel and Practical Performance Indicators would help accommodation owners/managers maintain consistency in their performance measurement approach.

In a recent study Augustine, Lydia, & Ebibode, (2023). investigated the influence of human resource management on the performance of the hotel and tourism sector in Nigeria. It specifically focuses on hotels and tourism companies listed on the Nigeria Stock Exchange that consistently published audited financial reports from 2006 to 2014. The sample comprised four such entities to ensure sufficient observations for statistical testing. The empirical findings, analyzed using the HAC Newey-West regression technique, indicate that training and development have a statistically insignificant positive effect on the performance of the hotel and tourism industry. Similarly, pension and gratuity show a positive yet statistically insignificant impact on performance. However, the interaction between compensation costs and employee turnover has a positive and statistically significant effect on performance at a 10% level of significance. Consequently, the study suggests that management should incentivize staff by providing additional monetary benefits to enhance performance. Additionally, it recommends further empirical research utilizing alternative models to delve deeper into the subject matter.

Gumel & Bardai, (2023) conducted to investigation of the critical success factors influencing hotels in Jigawa State, Nigeria. Over twenty-one, critical success factors were identified in the literature review as influencing the success of hotels across many locations and industries, and seven were considered important for this study. Studies confirmed the need to identify the Critical Success Factors (CSFs) that apply to SMEs of a location or industry. The federal government of Nigeria focused on developing entrepreneurship and hotels to

trigger socio-economic development, which resulted in many initiatives, including the establishment of SMEDAN to support the development of SMEs to reduce or eliminate their failure, as envisaged by many researchers. The objective was to discover the CSFs that influence the success of SMEs in Nigeria. The study using a mixed approach, considered the hotels operating in Jigawa State, Nigeria, and selected a sample of three hundred and twenty-nine where 314 answered the self-administered survey questionnaire, and 15 owners/managers answered the semi-structured interview. The application of the SPSS statistical package revealed a higher educational level, prior work experience & management skills, adequate financial resources, and legal & regulatory compliance as influencing the success of hotels of Jigawa State, Nigeria. The CSFs of SMEs were considered information to be utilized by owners/managers to develop best business practice policies that will trigger socio-economic development by reducing unemployment and poverty in Nigeria.

Johnson-Hart, (2023) investigates the qualitative multiple case study focusing on Nigerian small business owners seeking entrepreneurial skills and a better understanding of the business environment to sustain their market share. Grounded in entrepreneurial orientation theory, the study explores strategies employed by three small business owners in the professional services sector to sustain success beyond 5 years. Data, collected through interviews and organizational documents, revealed four key themes: setting strategic business direction, implementing entrepreneurial strategies, utilizing internal resources, and managing challenges in the business environment. The study suggests that leveraging digital technology can enhance knowledge of the business environment, influencing strategy, and resource reconfiguration for sustained success. The positive social change implications include improved strategy implementation for enterprise growth and increased employment in the community.

Farida and Setiawan, (2022) examine strategic entrepreneurship theories, specifically focusing on strategic entrepreneurship mindset, strategic entrepreneurship leadership, and entrepreneurial value creation. The study involved 85 small and medium-sized enterprises (SMEs) from the East Java region in Indonesia, selected using a non-probability sampling method with a purposive sampling technique. Data collection was conducted through a survey, where questionnaires were directly distributed to the SME owners. The data analysis utilized a structural equation measurement model (PLS-SEM), involving outer model analysis, inner model analysis, mediation testing, and hypothesis testing. The findings confirm the relevance of the study for SMEs and provide valuable insights into strategic entrepreneurship theory. The study highlights examined how SMEs can generate entrepreneurial value by creating benefits and added value for individuals, organizations, and the social environment.

Shuremo, Illés, & Dunay (2021) investigate the potential impact of entrepreneurial marketing on the performance of small and medium-sized enterprises (SMEs) in Jimma, Ethiopia. The data was gathered through a purposive sampling technique from 100 business

owners with at least 7 years of market experience. Statistical software packages of Minitab and SPSS were employed to analyze the collected data. The study findings indicate that certain aspects of entrepreneurial marketing have a notable influence on SME performance. Particularly, a positive and statistically significant relationship was observed between SME performance and two elements of entrepreneurial marketing: innovation orientation and customer intensity. On the contrary, risk-taking orientation displayed a negative relationship with SME performance, and this negative impact was statistically significant as well. Consequently, the study suggests that business owners should embrace entrepreneurial marketing principles to optimize their scarce resources, tackle competition, and ensure the long-term sustainability of their businesses.

Olubiyi, Smiley, Luckel & Melaragno (2019) conducted a study in Ilorin State, Nigeria, to examine how Entrepreneurial Orientation (EO) influences the profitability of small and medium enterprises (SMEs). The research adopted a survey research design, with a target population of 4,535 SMEs in Ilorin, Kwara State. The population included SMEs in the manufacturing, real estate, agriculture, and services sectors located in Ikeja, Badagry, Ikorodu, Ilorin Island, and Epe in Ilorin State. From this population, a sample size of 460 owner-managers was chosen using Cochran's (1997) formula, employing a multistage sampling procedure to select the responders. Validity was established by using a structured questionnaire, and the reliability coefficients for the constructs ranged from 0.79 to 0.95, as per Cronbach's alpha. A response rate of 99% was achieved after distributing 460 copies of the questionnaire. The data was analyzed using both descriptive and inferential statistics. The study's results indicated that pro-activeness and risk-taking had a positive and significant effect on profitability, while competitive aggressiveness had a negative and significant effect. On the other hand, autonomy and innovativeness showed statistically negligible effects on profitability. The study concluded that EO significantly influences the profitability of SMEs and suggested that pro-activeness and risk-taking are crucial components for successful ownership and management.

Wach, Maciejewski & Glodowska (2023) examine the link between risk-taking, innovativeness, and pro-activeness as three aspects of entrepreneurial orientation among internationalized enterprises. The paper addresses the relationship between risk-taking, innovativeness, and pro-activeness in the three-dimensional model of entrepreneurial orientation. This paper uses structural equation modeling (CB-SEM) to analyze survey responses from a stratified sample of 355 internationalized Polish enterprises. The study found a significant correlation between risk-taking (RISK), innovativeness (INNO), and pro-activeness (PROACT) in the three-dimensional concept of entrepreneurial orientation. Furthermore, risk-taking (RISK) and innovativeness (INNO) contribute 36% of the variation in pro-activeness (PROACT), which is considered high in social sciences, including business studies.

Gherghina, Botezatu, Hosszu & Simionescu, (2020) examines the development of sustainable entrepreneurship and sport innovation in the sports sector, focusing on SMEs

dominated by specific ethnic groups. The research identifies seven major themes, with sports mega-events and sustainability being the most developed sub-areas. The study also suggests that further research on tourism, entrepreneurship, and sustainability and knowledge is needed to further develop this field. The findings suggest that sustainable entrepreneurship and innovation in sports are undeveloped yet potential subjects for the future of the sports industry.

Fonseka, Jaharadak, & Raman (2022), investigate how the adoption of E-commerce (EC) impacts business performance (BP) while considering the moderating influence of artificial intelligence (AI). This research investigated the impact of job analysis on the performance of 180 small and medium-scale enterprises (SMEs) in Ilorin, Nigeria. Data was collected through structured questionnaires and an examination of company financial statements. The data analysis was conducted using the Statistical Package for Social Science (SPSS) version 20. The results revealed that proper job analysis leads to increased productivity, efficiency, and organizational profitability in the workplace.

Haldar, (2019). The text challenges the prevailing notion that profit-oriented economic activities contribute to social and ecological crises, suggesting a reliance on government and regulations. Instead, it argues for recognizing the positive impact of innovative entrepreneurship on sustainable development. The study focuses on the under-researched field of sustainable entrepreneurship, aiming to conceptualize it through a qualitative approach. By incorporating terms like "green," "social," and "institutional" entrepreneurship, the study seeks to understand how entrepreneurs integrate sustainable innovations for both social benefits and profit. The research aims to develop a framework to identify conditions favoring the adoption of sustainable innovations, emphasizing the need to refine existing models.

### Methodology

This study adopts a quantitative method to assess the effect of Entrepreneurial Proactiveness on the Business Sustainability of selected SMEs in Ilorin, Kwara state, Nigeria. The adopted survey research was designed using a primary source of data through a self-administered questionnaire. The population of the study is estimated and adjudged to be 290 and according to Taro Yamane's sample size determination, a sample of 168 has arrived at the sample frame. A simple random sampling technique was also used, and data were regressed using multiple regression analysis with the aid of Statistical Package Social Sciences (SPSS) version 22.0.

**Data Analysis****Descriptive Statistics of Variables****Table 1:** Frequency, Mean, and Standard Deviation of the Proactiveness Strategy**Frequency Distribution of the Respondents' Perceptions of Proactiveness**

Items/ Transparency	Characteristics	Freq.	%	Mean	SD	Remark	Total
1- The proactiveness of services in our hotel significantly contributes to guest satisfaction.	Strongly Agreed	27	16.1				
	Agreed	69	41.1				
	Undecided	47	28.0				
	Disagreed	10	6.0				
	Strongly Disagreed	15	8.9	3.49	1.11	Agreed	168
2- Pro-activeness in service delivery is a key driver of our organization.	Strongly Agreed	35	20.8				
	Agreed	75	44.6				
	Undecided	31	18.5				
	Disagreed	19	11.3				
	Strongly Disagreed	08	4.8	3.65	1.08	Agreed	168
3- The pro-activeness of service practices in our hotel is closely aligned with our business goals.	Strongly Agreed	36	21.4				
	Agreed	68	40.5				
	Undecided	43	25.6				
	Disagreed	15	8.9				
	Strongly Disagreed	6	3.6	3.67	1.02	Agreed	168
4- Our organization proactively identifies and addresses customer needs.	Strongly Agreed	18	10.7				
	Agreed	81	48.2				
	Undecided	50	29.8				
	Disagreed	11	6.5				
	Strongly Disagreed	8	4.8	3.54	0.94	Agreed	168
5- Employees in our organization actively seek opportunities to improve customer satisfaction.	Strongly Agreed	22	13.1				
	Agreed	69	41.1				
	Undecided	51	30.4				
	Disagreed	13	7.7				
	Strongly Disagreed	13	7.7	3.44	1.06	Agreed	168

**Sources:** Author's Fieldwork, 2024

**Table 2:** Frequency, Mean, and Standard Deviation of the Sustainability Strategy  
**Frequency Distribution of the Respondents' Perceptions of Sustainability**

Items/ Transparency	Characteristics	Freq.	%	Mean	SD	Remark	Total
1- The challenges faced in implementing sustainability initiatives within our hotel are manageable.	Strongly Agreed	18	10.7				
	Agreed	51	30.4				
	Undecided	72	42.9				
	Disagreed	16	11.3				
	Strongly Disagreed	08	4.8	3.07	1.06	Undecided	168
2- The sustainability initiatives in our hotel have improved our competitive position in the market.	Strongly Agreed	18	10.7				
	Agreed	36	21.4				
	Undecided	52	31.0				
	Disagreed	46	27.4				
	Strongly Disagreed	16	9.5	3.31	0.97	Agreed	168
3- There are clear benefits to our hotel's sustainability initiatives, such as cost savings and improved reputation.	Strongly Agreed	22	13.1				
	Agreed	67	39.9				
	Undecided	56	33.3				
	Disagreed	18	10.7				
	Strongly Disagreed	05	3.0	2.96	1.14	Agreed	168
4- Our organization has a well-defined sustainability strategy and goals.	Strongly Agreed	17	10.1				
	Agreed	57	33.9				
	Undecided	66	39.3				
	Disagreed	21	12.5				
	Strongly Disagreed	07	4.2	3.49	0.95	Undecided	168
5- We actively measure and report on our environmental impact and sustainability performance	Strongly Agreed	18	10.7				
	Agreed	51	30.4				
	Undecided	72	42.9				
	Disagreed	19	11.3				
	Strongly Disagreed	08	4.8	3.31	0.97	Undecided	168

**Sources:** Author's Fieldwork, 2023

### Test of Hypothesis

**Table 3:** Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894 <sup>a</sup>	.799	.794	.295	1.893
a. Predictors: (Constant), Proactiveness					
b. Dependent Variable: Sustainability					

**Sources:** Author's Fieldwork, 2024

The above table 3: of the model summary shows that R square gave a value of .894. This means that the model (proactiveness) explained the .894 range of the variance in the performance of selected medium-sized hotels in Ilorin. The Durbin-Watson Statistic gives a 1.893 coefficient, which is an indication that there is the absence of serial correlation in the error term of the model, as such ruling out problems that are associated with spurious regressions.

**Table 4:** ANOVA for Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	56.405	4	14.101	161.938	.000 <sup>b</sup>
	Residual	14.194	164	.087		
	Total	70.599	168			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant) Proactiveness						

**Sources:** Author's Fieldwork, 2024

Concerning performance, the result of regression is contained in the table above; ANOVA indicates that the F-test was 161.938, significant at  $p < .000$ . This indicated that the model was well specified; hence it suggested that the ANOVA model is significantly fit for the study.

### Regression Coefficients

The result of regression analysis conducted in this study as contained in Table 3: Regression coefficients, test the hypotheses of this study.

**Table 5:** Regression Coefficients for Performance

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.208	.143		1.450	.149		
	Proactiveness	-.032	.052	-.035	-.614	.540	.387	2.583
a. Dependent Variable: Sustainability of SMEs								

**Sources:** Author's Fieldwork, 2024

Table 5 above presents the results of multiple linear regressions used to assess the capacity of Proactiveness to predict the sustainability of selected medium-sized hotels in Ilorin. The

regression coefficient tests the efficiency of the set hypotheses of this study. From the sustainability, proactiveness shows no significant influence on the sustainability of selected medium-sized hotels in Ilorin. However, the standardized regression coefficients indicate the degree of strength of the proactiveness and impact the sustainability variable has on the performances of hotel businesses in Ilorin. Sustainability has the highest impact with a  $\beta$  coefficient of .906 and t-value of 15.482, followed by transparency with a  $\beta$  coefficient of .081 and t-value of 1.174.

The hypotheses were grouped into two i.e. null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ). Meanwhile, if the value of probability (p-value) is less than alpha .005. It is an indication that there is a positive significant influence within the items, the null hypothesis will be rejected and alternate accepted. But if the p-value is greater than alpha .005, it shows that there is no significant effect on the items, the alternative hypothesis will be rejected and the null accepted.

### Hypothesis

Proactiveness has no significant effect on the sustainability of medium-sized hotel businesses in Ilorin.

$H_0: \beta = 0$  (Proactiveness has no significant effect on the sustainability of medium-sized hotel businesses in Ilorin)

$H_A: \beta \neq 0$  (Proactiveness has a positive significant effect on the sustainability of medium-sized hotel businesses in Ilorin)

### Discussion of Findings

The findings of this study revealed that entrepreneurial proactiveness has a significant effect on the sustainability of selected medium-sized hotel businesses in Ilorin, Kwara state. Based on the findings, the prediction that proactiveness as a dimension of entrepreneurial marketing shows that proactiveness does not have any significant effect on the sustainability of medium-sized hotel businesses in the Ilorin Metropolis, which means it cannot effectively affect the sustainability of selected SMEs in Ilorin Metropolis. This hypothetical outcome is actually in agreement with the findings and hypothesis set for this study but was in disagreement with the previous empirical findings and studies carried out in the context of entrepreneurial marketing and firm performance.

### Significant Contributions of the Study

This study provides valuable insights specific to the medium-sized hotel industry in Ilorin, Kwara State, Nigeria. By focusing on a geographically and economically distinct area, the study offers a nuanced understanding relevant to local stakeholders and policymakers.

The finding that proactiveness does not significantly impact business sustainability challenges the prevailing assumptions in the existing literature that emphasize the universal importance of proactiveness in entrepreneurial success. This suggests the need for a more context-specific approach when applying entrepreneurial marketing concepts.

The use of quantitative methods and multiple regression analysis provides a rigorous approach to assessing the relationship between proactiveness and business sustainability. This contributes to the methodological literature by demonstrating the application of these techniques in the hospitality sector in a developing country context.

The study offers practical recommendations for medium-sized hotels in Ilorin, emphasizing the importance of strategic positioning, market research, and strategic planning. These recommendations can help businesses in similar contexts to improve their sustainability practices.

### **Study's Limitations**

The study's sample size, while determined using Taro Yamane's formula, is relatively small and focused on medium-sized hotels in a specific geographic area. This limits the generalizability of the findings to other regions and types of businesses.

Data was collected through self-administered questionnaires, which may introduce bias due to self-reporting and the potential for respondents to provide socially desirable answers rather than accurate reflections of their practices.

The cross-sectional nature of the study captures data at a single point in time, which limits the ability to make causal inferences about the relationship between proactiveness and business sustainability over time.

### **Future Research**

Future research could employ longitudinal designs to track the impact of proactiveness on business sustainability over an extended period. This would provide a clearer picture of how proactiveness influences sustainability outcomes over time.

Conducting comparative studies between different regions or types of businesses within the hospitality industry could help to identify whether the findings from Ilorin are applicable in other contexts or if there are significant regional differences.

Integrating qualitative methods, such as interviews or case studies, with quantitative analysis could provide deeper insights into the mechanisms through which proactiveness affects business sustainability. This would help to uncover the contextual factors that moderate this relationship.

Expanding the scope to include other dimensions of entrepreneurial marketing, such as innovation, risk-taking, and customer orientation, could provide a more comprehensive understanding of how these factors collectively influence business sustainability.

Future studies should consider using objective performance measures, such as financial records or performance metrics, to validate the self-reported data and provide a more accurate assessment of business sustainability.

### Conclusion and Recommendations

In conclusion, this study sheds light on the nuanced relationship between entrepreneurial proactiveness and the sustainability of medium-sized hotel businesses in Ilorin. While the findings indicate that proactiveness may not significantly impact business sustainability, they also suggest that it does not detrimentally affect it. This underscores the complexity of factors influencing sustainability in the hospitality sector and emphasizes the need for a multifaceted approach to business management.

The implications of these findings are manifold. Firstly, they challenge prevailing assumptions about the universal importance of proactiveness in entrepreneurial success, highlighting the need for a context-specific understanding of its role. Secondly, they underscore the importance of adopting tailored entrepreneurial marketing strategies that address the unique challenges faced by medium-sized hotels, such as unreliable power supply and insufficient capital.

Furthermore, the results suggest that while proactiveness may not be a direct driver of sustainability, it remains a valuable trait for maintaining competitiveness and fostering growth. Therefore, hotels should continue to prioritize initiatives that anticipate market dynamics and customer needs, while also dedicating resources to sustainability practices aligned with modern business principles.

Overall, this study contributes to a deeper understanding of the dynamics shaping the sustainability of medium-sized hotels in Ilorin, offering valuable insights for industry practitioners and policymakers. Moving forward, further research could explore additional dimensions of entrepreneurial marketing and sustainability, as well as investigate the effectiveness of specific strategies in different geographic and economic contexts. Such efforts will continue to refine our understanding of how businesses can thrive in the ever-evolving landscape of the hospitality industry.

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