ENTRRENEURIAL ORIENTATION AND GROWTH OF PURE WATER MANUFACTURING FIRMS IN ABAKALIKI METROPOLIS: NEED FOR ACHIEVEMENT THEORY PERSPECTIVE

Oyibe, Angela A. [1];
Adeyeye, M.M (PhD) [2];
Ibrahim, G. (PhD)[3];
&
Chigoziri, P.U.[4]

[1,2,3,4.] Department of Entrepreneurship,
Faculty of Management Sciences,
National Open University of Nigeria,

Abstract
Understanding the factors driving firm growth is crucial to national economies as firms create jobs and generate wealth. Hence, this theoretical review of the entrepreneurial orientation and growth of pure water manufacturing firms in Abakaliki metropolis through the lens of the need for achievement theory. A research question has been raised to guide this study. A desk review methodology of relevant extant literature conceptually and theoretically was employed. The study presents the entrepreneurial orientation focusing on innovativeness and the factors promoting innovation, risk-taking, and the risk factors involved, as well as proactiveness and the benefits accrued to it. It expatriates on the firm growth concept and highlighted the challenges at the growth stages. Subsequently, expounds the need for achievement theory with its assumptions, benefits, limitations, and implications. A theoretical framework is developed to portray the entrepreneurial orientations and firm growth. The discourse indicated that entrepreneurial orientation can affect the growth of pure water firms. Thus, it is suggested that they should build a culture of innovation, embrace calculated risk, proactively anticipate, and act on future opportunities in order to grow.

Keywords: Entrepreneurial Orientation, Firm Growth, Innovativeness, Need for Achievement, Proactiveness, Risk-Taking

Introduction

Understanding the factors driving the growth of pure water manufacturing firms has always been a topic of interest among researchers. The dimensions of entrepreneurial orientation, including innovativeness, proactiveness, and risk taking, are the key factors that can help greatly to promote sustainable development in any country (Rukiko and Mambali, 2024).

In the face of increasing business complexities, entrepreneurial orientation (EO) is recognized as a key factor for business growth (Abubakar, 2011). Entrepreneurial orientation (EO) is a fundamental variable used in the field of entrepreneurship to explain the various trends, actions,

and patterns that firms embrace in their operations to perform innovative activities, accept risks, think, and act proactively. Worldwide, entrepreneurial orientation has been acknowledged as a crucial determinant of firms' growth regardless of the industry (Gupta and Gupta, 2015). While globalization of economies and the ease of access to information have encouraged firms to increasingly look for growth opportunities across borders (Gupta, Pandey & Sebastian, 2021). Successful firms consistently seek new opportunities and demonstrate entrepreneurial orientation (EO) through proactive, innovative, and risk-taking behaviors (Kosa, Muhammad &Ajibie, 2018). Crucially, what leads to growth in a manufacturing firm is the entrepreneurial orientation.

McClelland (1961) proposed that individuals who decide to start a business are inclined to pursue challenging goals, work independently, and seek tasks that are difficult yet attainable. He asserted that those with a high need for achievement (N-Ach) are likely to become entrepreneurs. Need for achievement is based on a person's desire for accomplishment and recognition, which drives them to become an entrepreneur. Someone characterized by a high need for achievement seeks new challenges, independence, and satisfaction based on the societal recognition of their accomplishments (Antonci and Antoncic, 2018). Additionally, Miller (1983), in Cho and Lee (2018) proposed that successful businesses tend to show innovativeness, proactiveness, and risk-taking propensity. He named this construct the entrepreneurial orientation. Pure water manufacturing Firms with entrepreneurial orientation must try to identify and exploit new opportunities persistently, create new value, and become leaders in markets. Entrepreneurial orientation is an important factor that can lead to the successful development of new products, high financial and nonfinancial business performance, and high social performance (Cho and Lee, 2018).

Pure water manufacturing firms face unique constraints and limitations, such as having a small number of employees, inadequate infrastructure, a shortage of skilled and trained workers, and a lack of managerial expertise, among other limiting factors (Joseph and Chukwuka, 2023).Despite their contributions to the national economy in areas such as job creation, poverty reduction and industrial development (Daniel and Chukwuemeka, 2019), pure water manufacturing firms have become vulnerable due to the rapidly evolving and highly competitive global environment. To address these challenges, past research has indicated that entrepreneurial orientation (EO) is essential for organizational growth and has been linked to quicker growth (Wiklund & Shepherd, 2008).

Entrepreneurial orientation (EO) has emerged as one of the most studied constructs in entrepreneurship and management literature for more than three decades (Covin & Wales, 2019; Gupta, 2015). However, several studies, such as Kraus, Rehman, and Schulte (2012); Fairoz, Kader, and Rahman (2010); and Hosseini and Eskandari (2013), are about the effect of entrepreneurial orientation (EO) on organizational performance. Some other studies, like Sexton and Bowman-Upton (1986), Davisson (1991), and Cooper and Gascon (1992) linked psychological characteristics of the entrepreneur to growth, while numerous studies have explored the impact of entrepreneurial orientation (EO) on performance and business success,

few have examined its effects on the growth of pure water manufacturing firms from a theoretical perspective.

In view of this, it is pertinent for this study to examine the effects of entrepreneurial orientation on the growth of a pure water manufacturing firm in Abakaliki, Metropolis, through the lens of the need for achievement theory. The findings of this study will benefit scholars by providing new insights into entrepreneurial orientation and its effects on pure water manufacturing firm growth, as well as practitioners and industry leaders seeking to leverage entrepreneurial strategies for enhancing business performance in pure manufacturing firms.

Therefore, in achieving this aim, the following specific objectives were highlighted:

i. To ascertain the nexus between entrepreneurial innovativeness and the growth of pure water manufacturing firms in Abakaliki Metropolis
ii. To investigate how entrepreneurial risk-taking impacts the growth of pure water manufacturing firms in Abakaliki Metropolis
iii. To examine the effect of entrepreneurial proactiveness on the growth of pure water manufacturing firms in Abakaliki Metropolis.

Providing a guide to this study, this research question has been raised:

i. What is the relationship between entrepreneurial innovativeness and the growth of pure water manufacturing firms in Abakaliki Metropolis?
ii. How does entrepreneurial risk-taking affect the growth of pure water manufacturing firms in Abakaliki Metropolis?
iii. What effect does entrepreneurial proactiveness have on the growth of pure water manufacturing firms in Abakaliki Metropolis?

Methodology

This study utilized a desk review approach, which involved an extensive literature review, gathering information from academic journals, books, reports, and reputable online sources.

Literature Review

This study's literature review is organized into two main sections: Conceptual review and Theoretical review. The review aims to provide a comprehensive understanding of the existing knowledge and theoretical foundations that guide this investigation into the effects of entrepreneurial orientation on the growth of pure water manufacturing firms in Abakaliki metropolis.

Conceptual Review

This section of the literature review provides a comprehensive analysis of the key concepts related to entrepreneurial orientation and Pure water manufacturing firm growth.

Entrepreneurial Orientation

A proactive approach to business development often hinges on leveraging the strategic dimensions of entrepreneurship. Aigboje (2020), Covin and Lumpkin (2011), and Schillo (2011) describe entrepreneurship as both the visualization and actualization of new ideas. Entrepreneurial orientation (EO) is defined as a strategic tool used by top management to plan and seize new opportunities to outperform competitors (Aigboje, 2020). Casillas and Moreno (2010) clarified the entrepreneurial orientation construct and linked it to firm growth, arguing that EO consists of several dimensions, including autonomy, competitive aggressiveness, innovativeness, proactiveness, and risk-taking. However, this study focuses on innovativeness, risk-taking, and proactiveness, as these dimensions are crucial for maintaining a competitive edge and effectively responding to market dynamics, as emphasized by Miller (1983) and reinforced by Cho and Lee (2018).

Innovativeness

The pursuit of creativity and experimentation is fundamental to driving business growth and success. Nick and Skillicorn (2014) define innovation as the transformation of an idea into a solution that adds value from the customer's perspective. Innovativeness is the tendency to pursue opportunities associated with creativity and experimentation (Aigboje, 2018). David (2014) further describes innovation as the implementation of ideas that are both novel and useful, emphasizing that creativity, the ability to generate new and valuable ideas, is the foundation of innovation. However, without application and scaling, these ideas remain just concepts (David, 2014). Some innovations build on existing skills for incremental improvements, while more radical ideas require new skills, rendering old talents obsolete (Kraus, 2013). Kraus (2013) argues that innovativeness, along with proactiveness and risk-taking, positively correlates with growth.

Brigham and Zachary (2014) contend that a firm is entrepreneurially inclined if it engages in product-market innovation and ventures with uncertain futures. Firms successful in pursuing innovative ideas tend to experience higher business stability and growth compared to those that do not (Busatlic, 2015). Busatlic (2015) further defines innovation as the tendency to initiate and pursue new ideas, test them, and develop procedures that may result in new products, services, or technological processes that push beyond current boundaries. Kraus (2013) maintains that innovativeness, proactiveness, and risk-taking are dimensions of entrepreneurial orientation that enhance employee effectiveness. Correspondingly, entrepreneurship literature provides substantial evidence that innovation is the most extensively studied dimension of entrepreneurial orientation. However, there are some factors that promote innovativeness. These will be discussed in the next section.

Factors Promoting Innovation

Innovation is a complex process influenced by a variety of factors. According to Miller (1983), as cited in Cho and Lee (2018), several key factors typically influence this process, among which are the following:

First, creativity. Creativity is essential for generating new and original ideas. It involves thinking outside the box and challenging existing norms, which is crucial for developing innovative solutions. Second, knowledge and expertise. A deep understanding of a field, including technical knowledge and industry insights, supports impactful innovations. Awareness of emerging trends further enhances this capability.

Next is research and development (R&D). Research and development is vital for exploring and testing new ideas. Investment in R&D provides the resources and environment necessary for experimenting with new concepts and refining existing ones, thereby accelerating the innovation process.

In addition, technology enables innovation and offers new tools and capabilities, with advances such as artificial intelligence, blockchain, and biotechnology creating opportunities to develop novel solutions and address complex challenges.

More so, effective leadership drives innovation. Effective leadership sets a clear vision, provides direction, and creates a supportive atmosphere for new ideas. Strong leadership inspires and guides teams toward achieving innovative goals.

Furthermore, market demand guides innovation efforts by helping to understand and anticipate market needs and trends. Market-driven, tailored digital innovations that address specific problems or fulfill unmet needs are more likely to succeed and gain traction in the market.

Resource availability is another crucial factor. Access to financial resources, skilled personnel, and necessary materials impacts the ability to develop and scale new ideas effectively.

Lastly, customer feedback provides valuable insights for refining products or services. Engaging with customers and incorporating their feedback ensures that innovations are relevant and effectively meet their needs.

Risk-Taking

Achieving significant growth in pure water manufacturing firms often requires pursuing opportunities with the potential for substantial gains or losses. Risk-taking involves the willingness to pursue opportunities that carry a significant probability of resulting in either losses or substantial growth (Aigboje, 2018). In a highly competitive market, every pure water manufacturing firm's owner must engage in risky endeavours to capitalize on available opportunities. To expedite this, pure water manufacturing firms need to foster a culture that supports employee effectiveness driven by entrepreneurial orientation (Prabin, 2016). Entrepreneurial research indicates that entrepreneurs are generally more inclined to take risks or are less risk-averse than others. Lumpkin and Dess (1996) explain that individuals vary in their willingness to take risks, which constitutes the entrepreneurial orientation element of risk-taking. This includes financial risks and other forms of monetary involvement (Nsubili, 2017). Nsubili further asserts that this concept encompasses substantial actions such as borrowing money, which might face future uncertainties. Cohen et al. (2013) emphasize that risk-taking involves the propensity to undertake bold business activities rather than cautious, meticulously planned actions. This type of risk is managed by executives who direct business activities with the support of committed employees.

Risk Factors

Several factors that increase the likelihood of adverse outcomes have been identified by Nsubili (2017), Cohen et al. (2013), Prabin (2016), and Lumpkin and Dess (1996). In pure water manufacturing firms, owners must skilfully navigate the convergence of market uncertainty, regulatory and legal risks, and technological risks to maintain stability and foster growth. Market uncertainty, characterized by fluctuating demand and competition, can lead to financial instability through cash flow problems and high levels of debt, which in turn magnify the impact of regulatory and legal risks. Shifts in laws and regulations, such as newly evolving compliance standards, can impose additional costs and operational constraints, further straining financial resources. At the same time, technological risks, including cybersecurity threats and outdated systems, can disrupt production processes and compromise data integrity, compounding both market and regulatory challenges. This intersection of risks highlights the importance of robust risk management strategies that address these interconnected factors to protect the firm's operational efficiency and financial health.

Proactiveness

Cultivating a proactive mindset within pure water manufacturing firms can drive substantial growth and innovation. When businesses actively seek and act on emerging opportunities, they not only position themselves ahead of competitors but also adapt more effectively to shifting market conditions (Aigboje, 2018). Therefore, proactiveness is the tendency to anticipate and act on future opportunities and needs rather than reacting after events have unfolded (Aigboje, 2018). A proactive organization is one that adopts an opportunity-seeking vision (Aigboje, 2020). Proactiveness is a crucial element of entrepreneurship, emphasizing the anticipation of and response to new opportunities to meet current and future demand, thus staying ahead of the competition (Mahmood, 2014). Ensuring and maintaining employee effectiveness requires a forward-looking perspective and actions that demonstrate proactive behaviour within the organization (Covin & Slevin, 2013). To remain competitive in the global market, pure water manufacturing firms may strategically introduce new products and services to tap into market opportunities, which also contributes to enhancing manufacturing firm growth (Abdul, 2018).

Benefits of Proactiveness

Proactiveness offers several significant benefits to organizations, as outlined by Aigboje (2018), Covin and Slevin (2013), Mahmood (2014), Abdul (2018), Prabin (2016), and Lumpkin and Dess (1996). Proactiveness leads to an enhanced competitive advantage by enabling organizations to anticipate and act on future opportunities, thus staying ahead of competitors and adapting to market changes more effectively. Proactive individuals and teams excel in identifying potential issues before they arise and implementing solutions in advance, which reduces the likelihood of crises.

Next is innovation. Proactiveness fosters increased innovation by encouraging experimentation and the pursuit of new ideas, which helps cultivate a culture of creativity and leads to the development of novel products, services, and processes. In addition, proactiveness enhances efficiency. By anticipating needs and taking action early, operations and processes can be streamlined, resulting in more efficient use of resources and time.

Furthermore, proactiveness contributes to stronger employee engagement by fostering a work environment in which employees are encouraged to anticipate organizational needs, demonstrate initiative, and align their efforts with long-term strategic objectives.
Additionally, it promotes enhanced customer satisfaction. By proactively addressing customer needs and feedback, organizations can improve their service and product offerings, thereby increasing overall customer satisfaction and loyalty. Proactiveness aids in risk mitigation by identifying potential risks early and implementing preventive measures, which helps organizations avoid costly disruptions and mitigate negative impacts.

Lastly, proactiveness supports strengthened leadership. Proactive leaders set a positive example, inspiring their teams to adopt a forward-thinking mindset and drive collective success. Overall, proactiveness enhances a pure water manufacturing firm's ability to anticipate and respond to changes, fostering a more innovative, efficient, and successful environment.

Firm's growth

Growth within a firm represents a significant phase of evolution, characterized by the expansion of its size, scale, and scope over time. A firm's growth refers to the increase in size, scale, and scope of a business organization over time (Ogbechie & Ujunwa, 2020). It encompasses various dimensions, including sales growth, asset growth, employee growth, market growth, product growth, and financial growth. Firm growth can occur through various means, including innovation, expansion into new markets, increases in productivity, and the acquisition of other businesses. It can also be driven by internal factors such as strategic planning, leadership, and organizational culture (Ogbechie & Ujunwa, 2020), as well as external factors such as market conditions. Pure water manufacturing firm owners who successfully navigate business challenges can achieve increased market share, improved competitiveness, and enhanced reputation, leading to sustained growth and profitability.

Lewis and Churchill, as cited in Chen (2017), highlight several key challenges that young enterprises encounter as they progress through various growth stages:

Stage I: Existence: The main issues at this stage are acquiring customers and fulfilling product and service contracts. The business is usually run solely by the owner, who oversees everything and directly supervises employees. Systems are minimal, and formal planning is almost non-existent. The organization's strategy is simply to survive. Many companies fail to gain sufficient customer acceptance or product capability to become viable, leading to closure when start-up capital is depleted. Those that survive move on to the next stage.

Stage II: Survival: At this stage, companies have proven their viability by acquiring enough customers and providing satisfactory products or services. The primary challenge shifts from mere existence to managing the relationship between expenses and revenues.

Stage III: Success: In this stage, the company's size and complexity increase rapidly. Owners must decide whether to capitalize on the company's achievements for further growth or maintain its profitability and stability.

Stage IV: Take-off: The challenges here are how to grow and develop rapidly and manage the financing required for that growth.

Stage V: Resource Maturity: This is the final and most advanced stage, where the company must strengthen and control the financial gains from its rapid growth. It must also retain the benefits of its small size, such as flexibility and entrepreneurial spirit, while expanding its management team to eliminate inefficiencies. The company should adopt tools such as budgeting, strategic planning, standard cost systems, and management by objectives to professionalize its operations without stifling its entrepreneurial qualities.

Theoretical Review

Need for Achievement Theory (1961)

The need for achievement theory was propounded by McClelland in 1961. In his book *The Achieving Society*, McClelland developed a theory based on his research that suggested that entrepreneurship ultimately depended on the drive for achievement. The theory explained that human behavior was influenced by three needs: the need for power, the need for achievement, and the need for affiliation. Entrepreneurs were often driven by the need to achieve and grow. This theory posited that people desired to achieve something for their inner feeling of accomplishment.

According to McClelland, the characteristics of an entrepreneur had two features: first, doing things in a new and better way, which defined innovation; and second, decision-making under uncertainty. McClelland emphasized that achievement orientation was the most important factor for entrepreneurs. Individuals with high achievement orientations were not influenced by considerations of money or other external incentives. Profit and incentives were merely yardsticks for measuring the success of entrepreneurs with high achievement orientation. People with high achievement (N-Ach) were less influenced by monetary rewards compared to those with low achievement. The latter were more prepared to work harder for money or other external incentives. In contrast, profit was merely a measure of success and competency for those with a high need for achievement.

McClelland found that certain societies tended to produce a large percentage of individuals with high achievement. He pointed out that individuals, and indeed entire societies, possessing N-Ach would have higher levels of economic well-being than those that did not. McClelland's work indicated that there were five major components to the N-Ach trait: (a) responsibility for problem solving, (b) setting goals, (c) reaching goals through one's own effort, (d) the need for and use of feedback, and (e) a preference for moderate levels of risk-taking. Since entrepreneurial behavior and abilities were long-term sociological issues, McClelland opined that it was better to create political, social, and economic environments conducive to the growth of entrepreneurship in underdeveloped and developing countries.

The following assumptions, according to McClelland's need for achievement theory as described by Antoncic and Antoncic (2018), are as follows:

i. The theory assumed that owners of pure water manufacturing firms are characterized by their ability to innovate and continuously improve processes and products.

ii. The theory also highlighted that owners of pure water manufacturing firms are distinguished by their ability to achieve growth while effectively managing significant risks and uncertainties.

iii. High achievers among owners of pure water manufacturing firms are often proactive in identifying opportunities and taking initiative to advance their business operations.

iv. The theory posited that these owners are notable for their capacity to handle significant risks and uncertainties.

However, McClelland's Need for Achievement Theory also has some limitations (Begley and Boyd 1987):

i. The theory is contradictory and has limited evidence
ii. It has no direction for causality
iii. The theory is more applicable to areas where personal achievement is highly valued compared to other cultures.
iv. It is limited mainly to business people, while individuals in other fields may also demonstrate similar behaviour.

Theoretical Implications

According to McClelland's Theory of Need for Achievement, individuals with a high need for achievement are driven by a desire to accomplish challenging goals and demonstrate their competence (McClelland, 1961).

The Need for Achievement Theory and Innovation

Entrepreneurs with a high need for achievement tend to be more innovative, as they constantly seek new challenges and ways to improve their performance (McClelland, 1961). This leads to a higher likelihood of introducing new products, services, or processes, and embracing cutting-edge technologies (Baum et al., 2001). According to McClelland (1961), individuals with a high need for achievement are more likely to engage in innovative behavior, as it allows them to demonstrate their competence and achieve success. Not all pure water manufacturing firm owners are entrepreneurs; some manage their businesses without a strong drive for innovation. However, those who exhibit a high need for achievement introduce innovative approaches to stand out in the market. For instance, owners of pure water manufacturing firms might collaborate with technology developers to create new packaging solutions that extend shelf life and enhance consumer convenience. By taking these steps, they demonstrate how a strong drive for achievement can lead to significant innovations in water production and distribution.

The Need for Achievement Theory and Risk-taking

A high need for achievement is also associated with a greater willingness to take calculated risks (McClelland, 1961). Entrepreneurs with this trait tend to be more open to new opportunities and are willing to invest time, money, and resources in untested ideas (Stewart et al., 1999). In the pure water manufacturing sector, not all owners are willing to take significant risks. However, those with a high need for achievement often take bold steps to advance their businesses. For instance, an owner with a high need for achievement might invest in developing advanced water filtration systems or consider expanding into new regional markets. While such decisions involve substantial risk, they offer valuable opportunities to improve product quality and increase market reach. By pursuing these innovative and risky ventures, these owners demonstrate how a strong drive for achievement can lead to significant advancements in water production and distribution. This risk-taking behaviour is essential for entrepreneurial success, as it allows entrepreneurs to capitalize on new opportunities and stay ahead of the competition (Begley & Boyd, 1987).

The Need for Achievement Theory and Pro-activeness

Entrepreneurs tend to be more proactive in pursuing opportunities and shaping their environment, rather than simply reacting to circumstances (Crant, 1996). This proactiveness enables entrepreneurs to anticipate and respond to changes in the market, stay ahead of competitors, and create new opportunities (Lumpkin & Dess, 2001). Their need for achievement aligns with proactive behaviors such as setting ambitious goals, seeking feedback, and taking initiative. While not all owners of pure water manufacturing firms exhibit proactive behaviors, those with a high need for achievement often engage in forward-thinking strategies to advance their businesses. For example, an owner with a strong drive for achievement might explore new approaches to customer engagement, such as implementing subscription-based delivery services or developing interactive digital platforms for personalized customer experiences. By adopting these proactive measures, such owners demonstrate how a high need for achievement can drive substantial improvements in their operations and competitive standing. This proactive approach is crucial for business success, as it allows them to seize new opportunities and maintain a competitive edge (Crant, 1996; Lumpkin & Dess, 2001).

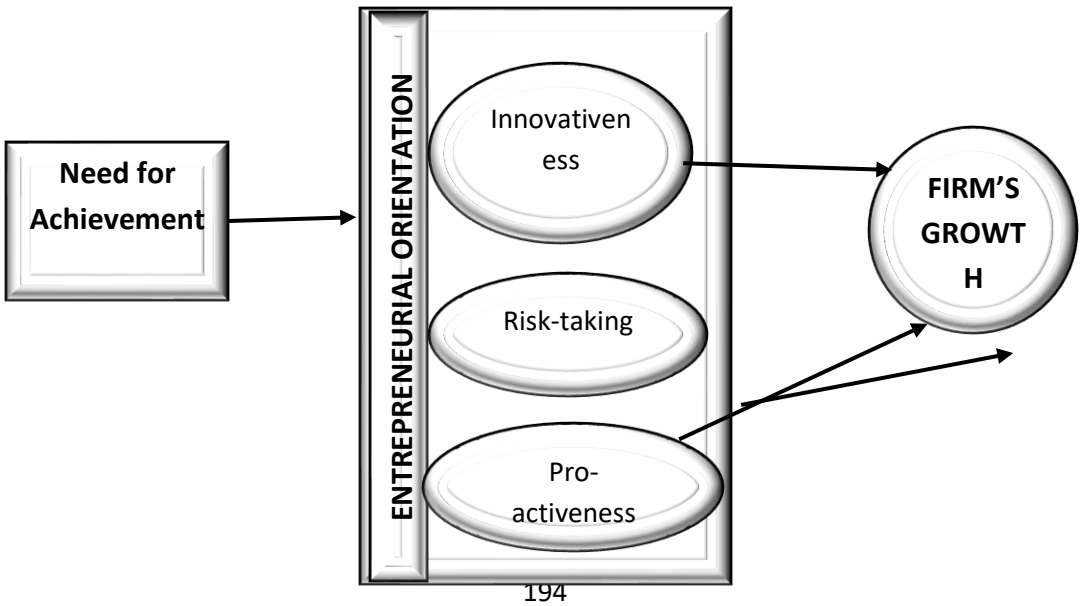

Fig 1. Theoretical framework on entrepreneurial orientation and the growth of pure water manufacturing firms.
Source: Oyibe et al. (2024), adapted from Cho and Lee (2018).

The framework illustrates the relationship between entrepreneurial orientation and a firm's growth, mediated by the need for achievement. Entrepreneurial orientation is characterized by three primary dimensions: innovativeness, risk-taking, and proactiveness. The need for achievement theory serves as an underlying psychological driver that propels these entrepreneurial orientation dimensions. Entrepreneurs with a high need for achievement are motivated to set and achieve challenging goals, pushing for continuous improvement and striving for excellence (Kosa et al., 2019).
This intrinsic motivation enhances a firm's ability to innovate, take calculated risks, and act proactively, ultimately leading to firm growth. The review suggests that a strong entrepreneurial orientation, fuelled by a high need for achievement, is critical for navigating the complexities of the business environment and achieving sustained growth.

Conclusion

This review examined the effects of Entrepreneurial Orientation (EO) on the growth of pure water manufacturing firms in Abakaliki Metropolis within the framework of the need for achievement theory. This is particularly relevant in developing countries like Nigeria, where entrepreneurial activity faces significant environmental challenges. The findings affirm the theory's validity by illustrating that higher levels of innovativeness, risk-taking, and proactiveness drive significant firm growth as owners pursue their need for achievement. Overall, entrepreneurial orientation (EO) influences the growth of pure water manufacturing firms in Abakaliki Metropolis when considered through the lens of the need for achievement theory.

Suggestions and Implications

In view of the conclusion made, the study suggested that pure water manufacturing firms' owners should:

- Create a workplace environment that supports and promotes creativity and innovative thinking. By fostering a culture of innovation, firms can continuously introduce new products, services, or processes, thereby enhancing their competitive edge and responsiveness to market demands.
- Develop an atmosphere where strategic and well-considered risk-taking is encouraged. Effective risk management ensures that the potential rewards outweigh the associated uncertainties.
- Implement strategies that emphasize forward-thinking and anticipatory actions. By adopting a proactive approach, firms can anticipate future opportunities and challenges, stay ahead of competitors, and address emerging market needs, thus enhancing their growth prospects.

Implications

The findings from studies suggested the following implications:

The investigation into the effects of entrepreneurial orientation on the growth of pure water manufacturing firms in Abakaliki Metropolis, within the framework of the need for achievement (N-Ach) theory, presented several important implications for these firms. Firstly, the findings suggested that fostering a high level of entrepreneurial innovativeness significantly contributed to the growth of pure water manufacturing firms. Pure water manufacturing firms that emphasized creativity and experimentation were likely to introduce new products, services, or processes that drove growth. By nurturing a culture of innovation, pure water manufacturing firms could enhance their competitive edge and respond more effectively to market demands and opportunities.

Secondly, the effect of entrepreneurial risk-taking on firm growth highlighted the need for pure water manufacturing firms to embrace calculated risks. The research underscored that a willingness to invest in new and untested ideas could lead to substantial growth gains. However, this risk-taking needed to be strategic and well-managed, ensuring that the potential benefits outweighed the risks involved. This approach helped manufacturing firms capitalize on new opportunities while managing potential downsides effectively.

Thirdly, the importance of entrepreneurial proactiveness was evident from the study. Pure water manufacturing firms that proactively anticipated and acted on future opportunities, rather than merely reacting to market changes, were better positioned for growth. By adopting a forward-looking approach, manufacturing firms could stay ahead of competitors and address emerging needs in the market, thereby enhancing their growth prospects.

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