

# PROACTIVENESS AND SURVIVAL OF HOTEL INDUSTRY IN NORTH CENTRAL NIGERIA

**CHABO-TERVER, Doofan**

Department of Business Administration  
Joseph Sarwuan Tarka University, Makurdi, Benue State-Nigeria

**ADUDU, CHIANGI ADUDU**

Department of Business Administration  
Yaba College of Technology, Lagos-Nigeria

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**Abstract:** *This study investigated the effect of proactiveness on survival of hotel industry in North Central Nigeria. The study used a cross-sectional research methodology and a scientifically generated sample size of 242 from a population of 725 utilizing Yamane's (1967) formula. A structured questionnaire is used to collect data, and simple random selection was used to select study participants, with an appropriate validity index of 0.842 and an overall average reliability value of 0.804. Descriptive statistics (frequency counts and percentage ratings) and inferential statistics (regression analysis) were used to analyze the data. The study's hypothesis was examined using regressions at a 95% confidence level and a 5% level of significance using the statistical program for social sciences (SPSS, Version 26). The results showed that proactiveness had a favorable and noteworthy impact on the hotel industry's ability to survive in North Central Nigeria. Proactiveness has a statistically significant  $\beta = 0.295$ , t-value of 4.669, and p-value of  $0.002 < \alpha 0.05$ . Because it promotes the survival of the hotel industry in North Central Nigeria, the study came to the conclusion that being proactive is a truly resilient component to battle with adversities that are both internal and external to the business environment. The research suggested, among other things, that since proactiveness showed a favorable and noteworthy impact on the hotel industry's ability to survive in North Central Nigeria, In order to survive whenever turbulence arises, hotel owners and managers need find innovative ways to balance supply and demand in order to recognize opportunities that align with anticipated disturbances and explore them to improve the efficient operations of their establishments. This will allow these hotels to think ahead of time about their business environment, where they fit in, and how to create and preserve surviving mechanisms for efficient hotel operations both before and after disturbances.*

**Keywords:** *Proactiveness, Survival, competitiveness, customer patronage.*

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## 1.0

## INTRODUCTION

The ability to continuously learn and develop adaptable skills stems from the company's propensity for long-term adaptation to changes, both expected and unexpected, in the internal and external environment. According to Cunningham (2016), survival illustrates a company's ability or likelihood of surviving despite the challenges posed by the current business environment. According to this portrayal, a company must demonstrate its ability to consistently

satisfy the demands of its market, which is typically characterized by ongoing shifts in consumer preferences and demand, as well as the demands of partners, investors, and the government in order to thrive (Kpakol and Gabriel, 2015). Olufunmilola (2014) adopted a similar stance, arguing that survival should demonstrate how the company's performance is successful and effective in terms of gainfulness, development, deals boost, cost minimization and overall efficiency, advancement, innovativeness, and interest in innovative work. Proactiveness is the desire to foresee issues and take action in response to them rather than waiting for the issue or forecast to arise before resolving it. (Ibini and others, 2020). Effective proactive firms strive to grow by successfully reinventing the market, and in doing so, they are more likely to value greater client demands, customer loyalty, and long-term profitability, as confirmed by Breznik and Hisrich (2014).

According to Osibanjo et al. (2011), every company that wants to stay in the market for a longer period of time must pursue survival and adopt strategies that ensure its continued existence. The number of business failures worldwide has continued to rise due to the lack of awareness and the use of effective strategies to ensure organizational longevity. According to information on business failure published by Anthony, Duncan, and Siren (2014), eight out of ten new enterprises fail within the first two years. Both internal and external problems that some businesspeople fail to control were mostly blamed for this high rate of business failure. The 'United Nations Industrial Development Organization's Investment and Technology Promotion Office' (UNIDO ITPO 2017) observed that 80% of small businesses in Nigeria experience a sharp decline, according to Enejeta (2017). The topics of proactiveness and organizational survival have been extensively covered in the last ten years.

Being proactive is making an attempt to control a circumstance or anticipate possible problems (Sonnentag, 2012). It involves taking charge and trying to exert control over a circumstance or foresee issues before they arise. For entrepreneurial marketers, being proactive in responding to customers and the market is essential (Xie et al., 2014). Being proactive means taking charge of an issue and acting before it becomes a problem (Vough et al., 2017). It involves planning for and becoming ready for upcoming pressures and threats in addition to simply responding to new situations (Fuller et al., 2012). Proactivity has been demonstrated to offer benefits, but it can also increase stress (Gan and Cheung, 2010). Making aggressive and proactive decisions, including launching new goods or services before the competition, is necessary to be proactive in business (Brzozowski et al., 2018). Being proactive means responding to customers and the market in a timely manner, which is crucial for entrepreneurs in marketing. Proactive conduct entails taking charge of a problem and acting before future occurrences occur, as opposed to merely responding to novel situations. It also involves making plans and getting ready for any hazards and difficulties in the future.

A key component of any community and a significant part of the hospitality sector are hotels. Offering homes away from homes, a warm welcome, and a polite reception are the primary duties of the hotel industry (Winger, 2020). It consists primarily of hotels, motels, inns, resorts, and restaurants that offer passengers food, housing, and other services. Over the past few decades, the hotel sector has experienced substantial changes on a global scale. The sharing economy, the emergence of technology, shifting consumer tastes, and a greater emphasis on sustainability are

some of the major trends. Hotel business entrepreneurs have to deal with these developments as well as catastrophes like pandemics, natural disasters, and economic downturns. The hotel sector is the backbone of many economies, especially in developing nations, and is labor-intensive and highly dependent on the caliber of resilient entrepreneurs (Samuel, 2024). It is also vital to the economic development of many regions, including North Central Nigeria. Even though this business makes significant contributions to a country's overall economy, it nonetheless faces obstacles that limit its operational efficacy (Sharfaei et al., 2022). Because of these difficulties, they must use tactics like entrepreneurial resilience to deal with both internal and external environmental factors if they are to survive (Huber, 2011).

The hotel sector is seen as a key driver of economic expansion, with a GDP growth rate of 5.4% in 2023 and job creation of 2.9% in 2022. They serve as the foundation of many economies, especially in developing nations where they provide a sizable amount of work. These hotels appear to be struggling to survive, since many are being forced out of business as a result of their incapacity to handle the industry's strong, intense, and growing rivalry, among other reasons. These hotels' continued existence in the area is now more heavily influenced by a number of unanticipated and unstable elements that can affect the business environment than by macroeconomic considerations alone, such as inadequate infrastructure, poor capital, unstable economies, governmental regulations, and insecurity, among other things. By incorporating proactiveness as one of the primary drivers of enterprise survival in the face of environmental challenges that are prominent in the hotel industry in the twenty-first century, can these hotels withstand external shocks, take advantage of opportunities, and maintain their market survival?

However, despite the fact that these hotels are taking proactive measures that could help them survive in the industry, some are benefiting from this, while others are still struggling to survive, particularly with regard to customer loyalty and competition. The purpose of this study is to determine whether and to what degree proactiveness affects the hotel industry's ability to survive in North Central Nigeria. There is a paucity of research on the relationship between survival and proactiveness, particularly in the hotel business in North Central Nigeria, despite the rise in previous publications and studies. Furthermore, there are few and outside the geographic scope of this study studies that have used structural equation modeling (SEM) with AMOS software to quantify the impact of proactiveness and organizational survival, such as Okoisama and Amah (2019). Therefore, this study used simple regressions to examine the impact of proactiveness on hotel survival in North Central Nigeria. The study's primary goal was to investigate how proactiveness affected the hotel industry's ability to survive in North-Central Nigeria.

## 2.0

## LITERATURE REVIEW

### Theoretical Review

**Dynamic Capabilities Theory (DCT):** Teece, Pisano, and Shuen (1997) developed and proposed the dynamic capabilities hypothesis. According to the notion, a firm's ability to control its internal resources and skills during periods of rapid and unpredictable change is the source of its

competitive advantage (Ofoegbu and Onuoha, 2018). In order to meet a fast changing environment, they put out an intriguing concept of dynamic capabilities, which is the firm's capacity to perceive, integrate, build, reconfigure, absorb, and reinvent both internal and external competencies. The fundamental tenet of the theory is that the primary sources of competitive advantage are a firm's capabilities. The ability of the company to integrate, develop, and reorganize internal and external competences in response to a quickly changing environment is known as dynamic capabilities (Ofoegbu and Onuoha, 2018).

The ability of businesses to intentionally develop, expand, or alter their resource base is known as dynamic capacities. According to Wheeler (2002), it may also be described as the organizational capacity to acquire new types of competitive advantage through the renewal of organizational resources and competencies in order to achieve congruence with the evolving business environment. To keep up with the ever-changing business environment, the organization must constantly recruit, develop, and rebuild its competencies. Eisenhardt and Martin (2000) assert that the primary source of long-term competitiveness and a contributing element to competitive advantage are dynamic skills. The idea addressed the subject of how and why certain businesses appear to establish and maintain a competitive edge over others in dynamic marketplaces. Dynamic capabilities imply that the company's intangible assets, such as like knowledge, employee's skills can be reconfigured in to routines to create responsive capabilities.

The thesis essentially explained how organizations build, employ, and safeguard their unique competencies in order to achieve a competitive edge. As a result, some dynamic skills incorporate company resources, like strategic decision-making and product development. Conversely, other kinds entail rearranging the firm's resources, like cooperation and information sharing. Once more, some are associated with the acquisition and release of resources, including alliances, exit procedures, and knowledge generation (Eisenhardt and Martin, 2000). Because they allow businesses to develop, replenish, or coordinate their resources in a way that generates new value and enables them to compete and change, these procedures and practices are regarded as dynamic capabilities.

Businesses must be able to swiftly and precisely adjust to changes in the market or in technology in today's more complicated, ambiguous, unpredictable, and uncertain world. The routines and procedures that allow businesses to change and adapt to the times are known as dynamic capabilities. Businesses will be well-positioned to gain a sustained competitive advantage by cultivating these competencies, which go beyond standard strategic capabilities. Once more, businesses now must react to developments in the market and in technology with speed, adaptability, and creativity. They must have the capacity to change and reinvent themselves. According to Kitenga and Thuo (2014), dynamic capabilities are the particular skills that allow businesses to maintain their competitive edge and adjust to a quickly changing environment. These skills are vital to a company's long-term success. Companies work hard to develop the internal skills that provide them with a competitive edge. However, businesses must recognize the distinction between conventional and dynamic capabilities in order to maintain that competitive edge. The routines or standard operating procedures that a company use to sell the same goods to the same customers on the same scale over time are known as ordinary capabilities (Winter, 2003).

Three clusters of activities—sensing, seizing, and transforming—are necessary for the development of dynamic skills. Sensing actions include spotting and evaluating new opportunities in the outside world. In order to take advantage of these new prospects, resources must be mobilized. Renewing business procedures and keeping them relevant to customers are key components of transformation initiatives. Businesses will find that they are better equipped to innovate and build new business models if they take the time to develop and refine their detecting, seizing, and transforming capabilities. Businesses must realize that without the entrepreneurial and leadership skills of senior management teams, innovative offerings and new business models cannot flourish (Schoemaker et al., 2018).

When combined with strategy, dynamic capabilities often allow businesses to change and achieve their goals. In order to pursue successful digital business model innovation, or digital transformation, for example, established companies in a variety of industries are developing their dynamic capabilities. In order to take advantage of new technology, adapt to shifting consumer preferences, and eventually surpass rivals, they are rearranging both their internal and external resources. Regardless of the sector or transformation type, a company will benefit in the long run from investing in dynamic skills. Leaders can think strategically about their companies' futures with the help of the dynamic capabilities framework. Businesses can transform and extend their competitive advantage by identifying, strengthening, and integrating dynamic capabilities that enable them to respond swiftly and precisely to changes in the external environment into their business models, strategic investments, and long-term strategic visions (Teece, 2012).

The hotel sector operates in highly competitive international marketplaces with fierce competition for talented workers, resources, and innovation. At the same time, a lot of firms deal with complex and unpredictable settings. Customers, competitors, the technology sector, the regulatory sector, the economic sector, and the socio-cultural sector are some of the many different aspects of organizational settings (Mullins, 2009). Because the hotel sector is heavily involved with the environment, this idea is relevant to the study. Environmental capabilities are imported by hotels. By gathering the data required to convert those capabilities into the intended outputs, these capabilities can be realized. This implies that telecommunications businesses in Nigeria and other countries would be able to adopt traits and procedures that will enable them to adjust to opportunities, threats, and limitations. The capacity to adjust, integrate, and reorganize resources in response to shifting conditions is what propels success. Hotels have a better chance of surviving if they proactively adjust their tactics to market developments, such as implementing sustainable practices or technology.

One critique of the dynamic capabilities hypothesis is that, like the underlying operational processes and the relationship between dynamic capabilities and firm performance, it can occasionally be challenging to assess empirically. However, other researches disagreed about whether dynamic capacities and business performance are directly related. For example, Eisenhardt and Martin (2000), Nwankwere (2017), and Nzekwe (2021) contend that a firm's competitive advantage is not ensured by dynamic capabilities alone, but rather by the skillful placement and arrangement of the firm's resources produced by dynamic capabilities.

## **Conceptual Review**

The concepts of proactiveness and survival is discussed

### **Proactiveness**

By anticipating the needs and expectations of the existing environment in the future, proactive behavior is the pioneering behavior for new ways and modifications that respond to demands before the rivals (Alegre and Chiva, 2013). Entrepreneurs who are proactive are able to handle unforeseen challenges or make decisions regarding their next course of action (Hayat and Amer, 2015). According to Olokundun et al. (2018), pro-activeness also refers to the organization's attempts to acquire new prospects, analyze trends to determine the future needs of present clients, and recognize changes that could result in new project opportunities. Additionally, being proactive means identifying and fulfilling the needs of clients, even those that they may not fully understand themselves, according to Nwankwo and Kanyangale (2020). This could mean providing customized services, implementing innovative concepts, or providing visitors with exceptional experiences that distinguish the hotel from its competitors. Being proactive in the fiercely competitive hotel industry means anticipating changes and acting strategically to resolve them before they become issues, claims Dushi (2019). In this dynamic environment, simply reacting to changes is no longer sufficient. Being proactive for an Ilorin Metropolis three-star hotel chain entails having the motivation and desire to take risks and pursue novel business opportunities. This may mean anticipating how visitors' needs and preferences will evolve over time and introducing new features, services, or processes ahead of competitors.

### **Survival of Hotels**

According to Obiekwe (2018), survival is the state in which an organization continues to exist in spite of obstacles, difficulties, or threats. Businesses are established to endure and generate profits for their owners. Beyond a company's goals of expansion, cost reduction, and profit maximization, organizational survival is crucial (John et al., 2017). Financial viability and growth, along with other elements like owner and employee satisfaction, are key components of an organization's ability to survive. According to Mindy (2010), an organization's primary goal is to have a viable business. According to Jones and Barlet (2008), organizational survival is an implicit organizational goal that necessitates the expenditure of both people and material resources. Adewale (2011) asserts that since achieving organizational survival will aid in the accomplishment of other goals, it should take precedence over all other goals.

### **Measures of Survival of Hotels**

Competitiveness and consumer patronage are taken from the works of Hamilton-Ibama and Ogunu (2021), Kaur and Mehta (2016a), and Perutkova and Parsa (2010). Adopting these survival strategies was motivated by the researcher's objective and the fact that they are far more practical in the hotel business.

**Competitiveness:** Setting priorities, which can be defined as a collection of options of varying importance that a firm needs to have in order to compete in the market over a determined time frame (Santos et al., 1999), is necessary for competitiveness, which is clearly a determining factor

for survival in the business world (Obuba and Omoankhanlen, 2022). Because humans have evolved to respond to environmental challenges brought on by uncertainty and change, a world devoid of competition will be devoid of creativity and survival. Therefore, in order to survive competition and increase performance, firms must innovate, reduce costs, and improve quality (Uddin and Oserei, 2019). A business recognizes a competitive advantage when an association takes a step or secures a benefit that puts the company ahead of its competitors. Speculations that enable the organization to get a competitive edge over rivals have dominated the last century in the field of administration.

**Customer Patronage:** Ding et al. (2015) define client patronage as the choice behavior in which a customer favors one business over another within the same industry. Patronage in this context indicates a company's customers' preference for its goods or services. Consumer patronage, according to Garga and Bambale (2016), is the degree to which a consumer chooses to use a specific company's goods or services depending on the outcome of their evaluation and firsthand experience. A more straightforward definition of customer patronage behavior was put out by Kumar (2016), who stated that it is "the repeat patronage behavior at a particular company for either the same products or any other products." Consumers' endorsement or support of a specific brand is known as consumer patronage. The basis for a stable and expanding market share is provided by patronage. Adegbuyi et al. (2015) define customer patronage as the assistance or advantage that a business receives from its clients. It can also be categorized as the respondents' assessment of the company's profit margins, sales volume, and degree of client retention.

### **Review of Related Empirical Studies**

Okoisama and Amah (2019) looked into the connection between organizational survival and proactiveness. In order to provide a snapshot, the study used a cross-sectional survey approach. 120 hotel owners in Bayelsa State, Nigeria, make up the study's accessible population. Exploratory factor analysis was used to validate the instrument, and first analyses were conducted to verify equality of variance, normality, and linearity. The Krejcie and Morgan algorithm was used to calculate a sample size of 92, with an adjusted sample size of 110 hotel owners. The primary tool for gathering data was a questionnaire, and descriptive statistics were produced by using SPSS to evaluate the data from 100 retrieved and usable copies of the surveys. Using a reflecting, reflective, and recursive model technique to forecast the dependent variable, the Structural Equation Modeling was used to test hypotheses using Analysis and Moments of Structures software. The findings showed that organizational survival, competitiveness, and adaptability are all significantly positively correlated with proactiveness. According to the study, the organization's capacity to maintain and manage these change functions either by improving its systems or by gaining the necessary knowledge or skills for its operations should be the main source of the motivation for proactivity.

Ogbari et al. (2022) investigated the connection between SMEs' customer satisfaction and entrepreneurial proactivity in Lagos State, Nigeria. A sample of 120 CEOs/MDs and heads of functional units from the chosen small and medium-sized businesses (SMEs) in Lagos State, Nigeria, was taken in order to achieve this goal. Pearson correlation analysis was used to examine the data. The outcome demonstrated that a company's proactive approach has a positive and

significant impact on customer satisfaction. According to the study's findings, management should always make sure that every department in the company operates cooperatively and with an entrepreneurial mindset in order to add beauty to the organization's structure and raise its degree of sustainability.

Muhayimana *et al.* (2023), assessed the effect of pro-activeness on the survival of family-owned manufacturing companies in Kigali City, Rwanda. The study, which took place in Kigali City between 2017 and 2023, used Cochran's technique to calculate the sample size, which consisted of 384 senior employees chosen at random from 77 FOMCs. Self-administered questionnaires and a quantitative methodology were used in this study. To determine the link between the variables, multiple linear regression analysis was used. Data analysis was done using IBM's (International Business Machines Corporation) SPSS (Software Package for Social Sciences). The results of this study showed that the survival of family-owned manufacturing businesses was significantly impacted by proactiveness. The study provides a convincing explanation of how proactivity and the lifespan of family-owned manufacturing businesses are related. Important insights into the seamless and successful implementation of proactive measures for the survival and continuation of family-owned manufacturing businesses are also provided by the study. Furthermore, the results of the study showed that teaching the successors and being proactive together increase the productivity of family-owned businesses and increase their competitiveness in the market, which helps FOMFs survive over the long run.

Bii *et al.* (2024) evaluated the moderating function of dynamic skills and the impact of proactiveness and performance of star-rated hotels in Kenya's North Rift Region. This study employed an explanatory research design, and a questionnaire was used to gather data. A sample size of 236 employees was selected from hotels in the North Rift Region of Kenya, based on a target population of 575 persons (Yamane, 1967). SPSS version 25 was used to analyze the data using both descriptive and inferential statistics. According to the results, proactiveness significantly and favorably affects the performance of star-rated hotels in Kenya's North Rift Region ( $F \Delta = 367.711, p < 0.05$ ). The impact of proactiveness on star-rated hotels' performance is considerably mitigated by dynamic capabilities ( $F \Delta = 295.855, p < 0.05$ ). In contrast to the direct result of proactiveness, the star-rated hotels' performance was improved when dynamic capabilities were included as a moderator. According to the results, the star-rated hotels must build the necessary dynamic skills that can boost the noteworthy impact of proactiveness to boost their performance and competitiveness. In order to improve their competitiveness and performance, star-rated hotels should continuously align, adjust, and reconfigure their resources and capabilities in the dynamic business environment along with all the proactive dimensions.

Bello *et al.* (2024), investigated the effect of pro-activeness of services on the sustainability of 3stars hotel businesses in the Ilorin metropolis. A cross-sectional descriptive survey research study is the methodology used. Using a straightforward random sampling technique, the study selects 168 participants from a population of 290. The study also employed a five-point Likert scale to collect data from respondents using primary sources. It uses SPSS 22.0 to analyze data collected using descriptive and inferential statistics. The results showed that the sustainability of the three-star hotel industry in Ilorin is not significantly impacted by proactive service, with a P value of 0.540. It is determined that the performance of medium-sized hotel companies in Ilorin



is not significantly impacted by the proactive nature of services regarding sustainability. It is recommended that 5-star hotels in Ilorin should focus on advocating measures to enhance proactiveness of service as an early response mechanism.

### **3.0 METHODOLOGY**

North Central Nigeria, which includes Benue State, Kogi State, Kwara State, Nasarawa State, Niger State, Plateau State, and the Federal Capital Territory, Abuja, was the study region for this survey research design. 725 owners and managers of three-star hotels in North Central Nigeria made up the study's population; 242 of these were chosen scientifically using Taro Yamane's formula, and simple random sampling was used to guarantee that every member of the population had an equal chance of being chosen. This study's data is gathered via administering a questionnaire. The study's overall reliability and validity scores were 0.804 and 0.842, respectively. The multivariate regression analysis model used in this study included the dependent variable (survival) and the independent variable (proactiveness). Data was analyzed using descriptive and inferential statistics to assess the relationship between the variables. Regression analysis was one of the inferential statistics utilized to analyze the data and ascertain how proactiveness affected the survival of hotels in North Central Nigeria. Student t-statistics produced by the regression model were used to assess the hypothesis developed for this investigation. For a two-tailed test, the study's level of significance is 5%. According to the decision rule, if the critical/t-value ( $\pm 1.96$ ) is higher than the computed value, we accept the null hypothesis; if not, we reject it. Accordingly, a variable is considered statistically significant if its  $t^*$  (t-calculated) value is greater than the tabulated value of  $\pm 1.96$  under 95% (or 5%) confidence levels, and statistically insignificant if its  $t^*$  value is less than the tabulated value of  $\pm 1.96$  under 95% (or 5%) confidence levels, according to the student t-test (t-statistic).

### **4.0 RESULTS AND DISCUSSION**

This section presents the results of data collected from the respondents. It is specifically discussed under data presentation and analysis, test of hypotheses and discussion of findings.

#### **4.1 Data Presentation and Analysis**

This section presents the response rate, respondent demographics, research question descriptive data, and inferential statistics. Despite the 242 sample size, a non-response bias was introduced by adding 266 (10% buffer margin of the 242 sample size, or 24) to the initial sample. To guarantee that a minimum sample size of 242 is reached in an analyzeable form, oversampling was used to account for unreturned copies of the questionnaire and unwilling individuals, yielding a return rate of 100.0%. The participants' personal characteristics are detailed in this section under the demographic data. Participants in the study were asked to provide information about their gender, age range, level of education, and prior employment. The data revealed information on the respondents' reliability and ability to supply the data needed for the study.

**Table 1: Demographic Attributes of Respondents**

<b>Attribute</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	134	55.4
Female	108	44.6
<b>Total</b>	<b>242</b>	<b>100</b>
<b>Age Distribution</b>		
18-27years	36	14.9
28-37 years	90	37.2
38-47 years	80	33.0
48-57 years	21	8.7
58 years above	15	6.2
<b>Total</b>	<b>242</b>	<b>100</b>
<b>Educational Status</b>		
SSCE	22	9.1
OND/NCE	60	24.8
HND/B.Sc	101	41.7
M.A/M.Sc	54	22.3
Ph.D	5	2.1
<b>Total</b>	<b>242</b>	<b>100</b>
<b>Work Experience</b>		
1-5 years	27	11.2
6-10 years	42	17.4
11-15 years	123	50.8
16-20 years	35	14.5
21years and above	15	6.2
<b>Total</b>	<b>242</b>	<b>100</b>

**Source:** Field Work (2024)

Table 1 displays the replies gathered on the background information of the respondents. 134 (71.8%) of the respondents were men, and 108 (28.0%) were women, according to the respondents' gender distribution. This suggests that responses were distributed across genders, with men making up the bulk of survey participants. It also demonstrates how males predominate in North Central Nigeria's hotel industry. According to the respondents' age distribution, the bulk of them—90 (14.9%)—were between the ages of 28 and 37; 80 (33.1%), 38 and 47; 36 (19.8%); 18 and 27; 21 (5.5%); 48 and 57; and 15 (6.2%), who were 58 years of age or older. According to the results, owners and managers of various ages took part in the study, with the majority being middle-aged. 101 (41.7%) of the respondents have an HND or B.Sc., 60 (24.8%) have an OND or NCE, 22 (9.1%) have a secondary school certificate, 54 (22.3%) have a master's degree, and only 5 (2.1%) have a Ph.D., according to the respondents' distribution by educational background. This suggests that the respondents had sufficient education to comprehend how entrepreneurial resilience tactics support the hotel industry's ability to survive in North Central Nigeria. 27 (11.2%)

of the respondents had experience ranging from 1 to 5 years, 42 (17.4%) from 6 to 10 years, the majority 123 (50.8%) from 11 to 15 years, 35 (14.5%) from 16 to 20 years, and 15 (6.2%) from 21 years and beyond, according to the distribution of respondents by experience. It is implied that hotel managers and owners have been in business for a long time and are therefore well-versed in entrepreneurial resilience and how it impacts their ability to survive in the marketplace.

**4.1.3 Presentation of Responses on Research Variables**

In this subsection, the respondents' answers about the research variables—risk-taking tendency, resourcefulness, innovativeness, and survival—were displayed. The findings were displayed using a five-point Likert scale to assess respondents' agreement with the following questions: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

**Table 2: Responses on the Effect of Proactiveness on Survival of Hotels**

Questions	Responses				
	SD	D	N	A	SA
Anticipating and addressing specific needs and preferences of guests in our hotel is done before they even check in by offering personalized services	33(13.6)	-	25(10.3)	80(33.1)	102(42.9)
My firm communicate with guests prior to their arrival to ensure their needs are met	5(2.1)	7(2.9)	2(0.8)	92(38.0)	136(56.2)
We normally seek feedback from guests during and after their stay so as to improve its services	10(4.1)	5(2.1)	3(1.2)	97(40.1)	127(52.5)
Our hotel always communicate to guests during crisis or unexpected event, such as service disruption	10(4.1)	-	5(2.1)	48(19.8)	179(74.0)
Building loyalty with guests and encouraging repeat visits is done in our hotel by offering incentives for them to return	57(23.6)	21(8.7)	2(0.8)	70(28.9)	90(38.0)
We always responds to special requests from guests and ensures that such requests are met in good time and even exceeding guest's expectations	23(9.5)	16(6.6)	33(13.6)	75(31.0)	95(39.3)

**Source:** Filed Work (2024)

The findings on the impact of proactiveness on the survival of hotels in North Central Nigeria are shown in Table 2. To determine the extent to which our hotel anticipates and caters to the unique needs and preferences of its guests by providing personalized services before they even check in, 13.6% of respondents said they strongly disagreed, 10.3% said they were neutral, 33.1% said they agreed, and 42.9% said they agreed and strongly agreed. The fact that the majority of

respondents strongly agreed with this indicates that our hotel anticipates and caters to the unique wants and preferences of our guests by providing individualized services before they ever check in, which inevitably impacts the survival of hotels in North Central Nigeria. 2.1% and 2.9% disagreed and strongly disagreed with the statement that our hotel communicates with guests before their arrival to ensure their requirements are satisfied, whereas 0.8% were indifferent and 38.0% and 56.2% said that they agreed and highly agreed. Given that more than 90% of respondents gave this a positive response, it is evident that hotels can accomplish their objectives and, consequently, remain in business by interacting with guests before they arrive to make sure their demands are satisfied.

4.1% of respondents severely disagreed, 2.1% disagreed, 1.2% replied indifferent, 40.1% agreed, and 127% highly agreed with the idea of asking customers for input both during and after their stay in order to enhance hotel services. In order to enhance our hotel services in the sector, more than 92% of us ask visitors for feedback both during and after their stay. Regarding whether or not hotels always notify visitors in the event of a crisis or unforeseen circumstance, like a service interruption, 4.1% of respondents said "no," 2.1% said "neutral," and 19.8% and 74.0% agreed and strongly agreed. This entails asking visitors for feedback both during and after their stay in order to enhance hotel services and, consequently, business continuity, which will help these hotels remain viable in the area.

Regarding the question of whether our hotel offers incentives to guests in order to foster loyalty and encourage return business, 23.6% and 8.7% disagreed and strongly disagreed, 0.8% were neutral, and 28.9% and 38.0% agreed and strongly agreed that doing so increases the survival of these hotels in the market. 9.5% of respondents strongly disagreed, 6.6% nodded negatively, and 13.6% were undecided when asked if our hotel consistently responds to specific requests from guests and makes sure that such requests are handled in a timely manner, even surpassing guests' expectations. 39.3% strongly agreed and 31.0% agreed that our hotel always complies with unique requests from visitors and makes sure they are fulfilled promptly, sometimes even going above and beyond what they expect. Since the majority agreed and strongly agreed, hotels in North Central Nigeria will be more likely to survive if they respond to unique requests from visitors and make sure they are fulfilled promptly, sometimes even going above and beyond what clients expect.

**Table 3: Responses on Survival of Hotels**

Questions	Responses				
	SD	D	N	A	SA
Offering loyalty programs that encourages repeat visits from guests is always done in our hotel	22(9.1)	-		44(18.2)	110(45.1) 68(28.1)
My firm stay in touch with guests after their stay to maintain a relationship and encourage them to return	9(3.7)	8(3.3)		12(5.1)	120(49.6) 93(38.4)
Our hotel ensure that customer service is consistently excellent, fostering a sense of loyalty among guests	30(12.4)	-		16(6.6)	75(31.0) 121(50.0)
We in our hotel recognizes and rewards its most loyal customers beyond traditional loyalty program perks	4(1.7)	10(4.1)		75(31.0)	38(15.7) 115(47.5)
We build long-term relationships with guests by ensuring they return for future stays in our hotel	12(5.0)	3(1.2)		28(11.6)	103(42.6) 96(39.7)
My hotel encourages loyal customers to refer friends or family members	10(4.1)	10(4.1)		13(5.4)	53(21.9) 156(64.5)
Our pricing compare to competitors ensures that guests perceive value for money they spend in our hotel	68(28.1)	4(1.7)		4(1.7)	14(5.8) 152(62.8)
We use strategies to attract new customers, especially in a competitive market	30(12.4)	45(18.6)		33(13.6)	40(16.5) 94(38.8)
Our hotel usually stay ahead of industry trends to offer services and experiences than competitors	17(7.0)	28(11.6)		9(3.7)	53(21.9) 135(55.0)
Our hotel ensure that our customer service consistently exceeds that of competitors	68(28.1)	-		40(16.5)	16(6.6) 118(48.8)
Our hotel always leverage on our location to attract guests, especially in comparison to nearby competitors	12(5.0)	18(7.4)		10(4.1)	87(36.0) 115(47.5)
Our hotel use customer feedback to stay competitive and make continuous improvements	6(2.5)	35(14.5)		42(17.4)	32(13.2) 127(52.5)

**Source:** Filed Work (2024)

The opinions of respondents regarding the survival of hotels in North Central Nigeria were displayed in Table 3. When asked if hotels use reward programs to encourage repeat business, 9.1% of respondents said they strongly disagreed, 18.2% said they were neutral, and 45.1% and 28.1% said they agreed and strongly agreed. The majority's affirmative response suggests that

providing loyalty programs promotes return business from clients, which boosts hotels' chances of surviving in North Central Nigeria. In response to the question of whether hotels follow up with their visitors to foster a relationship and entice them to return, 3.7% disagreed and 3.3% strongly disagreed, whereas 5.1% responded neutrally, 49.6% agreed, and 38.4% strongly agreed. Given that a large number of respondents agreed, this indicates that hotels that stay in contact with their clients after their stay do so in order to foster a relationship and encourage repeat business, which in turn boosts customer satisfaction.

12.4% strongly disagreed and 6.6% were neutral when asked if hotels make sure that their customers receive consistently good service, which encourages loyalty. In contrast, 31.0% agreed and 50.0% strongly agreed. The majority of respondents gave favorable answers, suggesting that hotels in North Central Nigeria make care to provide consistently good customer service, which encourages patronage and boosts hotel sustainability. In response to the question of whether hotels honor and reward their most devoted patrons beyond the benefits of typical loyalty programs, 1.7% highly disagreed, 4.1% disagreed, 31.0% were indifferent, 15.7% agreed, and 47.5% definitely disagreed. Given that the majority of respondents strongly agreed, hotels that go above and beyond the typical benefits of loyalty programs to honor and reward their most devoted patrons will see an increase in business, which is important for the hotels' continued existence in the market.

5.0% highly opposed and 1.2% disagreed with the statement that our hotel is fostering long-term relationships with its customers by assuring their return for future stays, whereas 11.6% were neutral, 42.6% agreed, and 39.7% severely disagreed. Since the majority of respondents concurred, it is evident that fostering enduring ties with visitors by making sure they stay at hotels again in the future boosts industry patronage. 4.1% very objected and 4.1% disagreed with the statement that hotels encourage its loyal clients to recommend friends or family, whilst 5.4% were indifferent and 21.9% agreed and 64.5% strongly agreed. Given that more than 64.0% strongly agreed, it is evident that hotels encourage their devoted patrons to recommend friends and family, which boosts the industry's level of patronage.

When asked if our hotel's pricing in comparison to competitors ensures that guests feel they are getting value for their money, 28.1% strongly disagreed, 1.7% disagreed, 1.7% were neutral, 5.8% agreed, and 62.8% strongly agreed. This suggests that most hotels' pricing in comparison to competitors ensures that guests feel they are getting value for their money. 12.4% strongly opposed, 18.6% disagreed, 13.6% were indifferent, 16.5% agreed, and 38.8% strongly agreed with the statement that hotels adopt techniques to draw in new business, particularly in a competitive market. According to the majority of strongly agreed responses, hotels employ techniques to draw in new clients, particularly in a market that is very competitive.

3.7% were neutral, 21.9% agreed, and 55.0% strongly agreed, while 7.0% strongly disagreed and 11.6% disagreed that hotels typically remain ahead of industry trends to offer services and experiences that rivals cannot match. Given that 55.0% of the respondents gave this a positive response, it is evident that hotels typically remain ahead of industry trends in order to provide services and experiences that rivals cannot match. In response to the question of whether hotels provide consistently better customer service than their rivals, 28.1% strongly disagreed, 16.5% were neutral, 6.6% agreed, and 48.85% highly agreed. More than 48% of respondents strongly agreed with this statement, suggesting that hotels make sure their customer service constantly surpasses that of their rivals in the hotel sector.

4.1% responded neutrally, 36.0% and 47.5% agreed and strongly agreed, and 5.0% and 7.4% disagreed that hotels always use their locations to draw guests, especially when compared to adjacent competitors. Given that 47.5% of respondents strongly agreed with this statement, it is evident that hotels constantly use their position to draw visitors, particularly when compared to adjacent competitors. 2.5% strongly disagreed and 14.5% disagreed with the statement that hotels use customer feedback to stay competitive and make continuous improvements, while 17.4% were neutral, 13.2% agreed, and 52.5% strongly agreed. These findings suggest that the majority of hotels use customer feedback to stay competitive and make continuous improvements.

**4.1.4 Descriptive Statistics**

The descriptive measures used in this study included the mean, standard deviation, and tests of skewness and kurtosis.

**Table 4: Descriptive Statistics**

Variable	N Statistic	Minimum	Maximum	Mean Statistic	Std. Deviation Statistics
Proactiveness	242	1	6	4.13	.948
Survival	242	1	12	4.11	.845

**Source:** Researcher’s Computation from SPSS Output, 2024.

According to the descriptive statistics of the variables given in Table 4, proactiveness is the predictor variable and survival is the responder variable. The variables' means and standard deviation scores were as follows: survival (M=4.11, SD=0.845) and proactiveness (M=4.13, SD=0.948). The standard deviation and mean scores show how well respondents agreed with the questions.

**4.1.5 Diagnostic Tests**

According to Garson (2012), the relationship between the dependent and independent variables in a study should meet the multiple regression assumptions. To check for compliance with the assumptions of multiple regression statistical approaches, the study conducted diagnostic tests. Normalcy was the result of the diagnostic tests used in this investigation.

**i. Normality Tests**

Shapiro-Wilk's test was employed in the study to check for normalcy. According to Garson (2012), if the premise of normalcy is satisfied, Wilk's test shouldn't be important. Independent variables are considered to be regularly distributed when the significance threshold is  $P \geq 0.05$  (Malhotra and Dash, 2011). To ascertain if the independent variables are regularly distributed, the study employed a significance level of  $P = 0.05$ . If P was significant, the Shapiro-Wilk test's decision criterion was to reject the null hypothesis, which states that the observed scores do not differ significantly from a normal distribution. The results are presented in Table 12 overleaf:

**Table 5: Results of Normality Test**

Variable	Kolmogorov-Smirnova		Shapiro-Wilk		Remarks
	Statistic	Sig.	Statistic	Sig.	
Proactiveness	.257	.179	.843	.106	Normal
Survival	.293	.110	.766	.120	Normal

a. Lilliefors Significance Correction

**Source:** Researcher’s Computation from SPSS Output, 2026.

According to the findings, the variables' Shapiro-Wilk-Statistics were survival.766 (P=0.120) and proactiveness 0.843 (P=0.106). The P-value for each variable was higher than 0.05. Additionally, the variables' data was displayed on histograms, which revealed that, as table 5 illustrates, it followed a bell-shaped curve of the normal distribution pattern. As a result, the null hypothesis—that the data does not differ significantly from a normal distribution—was not rejected by the investigation.

**4.1.6 Regression Analysis**

The findings of the regression analysis of the study's model are shown in this subsection. The degree to which the predictor variables—risk-taking propensity, resourcefulness, and innovativeness—have an impact on the dependent variable (survival) is explained by the regression model. The model summary, analysis of variance, and coefficients tables display the outcome.

**Table 15: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.868 <sup>a</sup>	.646	.663	.546	1.859

a. Predictors: (Constant), proactiveness

b. Dependent Variable: Survival

**Source:** Researcher’s Computation from SPSS Output, 2024.

According to Table 5's results, there is a considerable positive correlation between the explanatory and response variables, as indicated by the regression coefficient of R =.868. R<sup>2</sup> =.646 is the coefficient of determination. This indicates that changes in proactiveness, one of the explanatory variables, accounted for 64.6% of the variation in the hotel industry's survival. Accordingly, additional factors not included in the model only accounted for 35.4% of the variation in the hotel industry's survival. The outcome suggests that proactiveness is a strong predictor of the hotel industry's ability to survive. In North Central Nigeria, the standard error of estimate (.546) indicates that proactiveness has a major role in explaining the differences in hotel survival. Therefore, it was determined that proactiveness qualities are helpful indicators of the hotel industry's ability to survive. A number between 0 and 4 is always assumed by the Durban Watson statistic. Autocorrelation is absent when the DW value is 2. A positive autocorrelation is



indicated by a number less than 2, and a negative serial correlation is indicated by a value more than 2. Additionally, the Durbin-Watson statistic was used to assess if auto-correlation was present or not. The Durbin-Watson statistic for this model was calculated to be 1.859, which was a reasonable 2. This suggested that auto-correlation did not exist.

**Table 6: Analysis of Variance (ANOVA)**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	127.608	1	42.535	69.388	.000
Residual	145.338	237	.613		
Total	272.946	238			

- a. Dependent Variable: Survival
- c. Predictors: (Constant), proactiveness

**Source:** Researcher’s Computation from SPSS Output, 2024.

The analysis of variance (ANOVA) results are shown in Table 6. To determine if a statistical model could be fitted to the data set from which the data were sampled, analysis of variance (ANOVA) was employed. At the 95% level of confidence, the ANOVA findings show a significant F statistic of 69.388 (p-value = 0.000 < 0.05). This shows how important the model is for forecasting the hotel industry's survival in North Central Nigeria. According to the findings, the model as a whole was statistically significant. Furthermore, the explanatory variable is a solid predictor of hotels' survival, according to the legitimate regression results. Thus, the investigation demonstrates the model's goodness of fit.

**Table 7: Regression Coefficient**

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
(Constant)	.718	.181		3.653	.014
Proactiveness	.295	.063	.256	4.669	.002

- a. Dependent Variable: Survival

**Source:** Researcher’s Computation from SPSS Output, 2024

According to Table 7's regression coefficients, proactiveness significantly and favorably affects the hotel industry's ability to survive in North Central Nigeria ( $\beta=0.256$ ,  $p=0.002$ ). According to the proactiveness coefficient (0.295), the hotel industry in North Central Nigeria would have a 29.5% higher chance of surviving for every unit rise in proactiveness. The linked P-Value (0.002) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 4.669, which is greater than the required t-statistic of 1.96, provided support for this.

## **4.2 Test of Hypotheses**

This part tested the hypotheses developed in this study. The multiple linear regression analysis's findings demonstrate that proactiveness, an explanatory variable, significantly and favorably affects the hotel industry's ability to survive in North Central Nigeria. The t-statistics and p-values corresponding to each variable were used to test the hypothesis. The hypothesis was tested at a 95% confidence level, and the null hypothesis ( $H_0$ ) was accepted if the calculated t-statistics fell within two crucial values ( $\pm 1.96$ ); if not, the null hypothesis was rejected. Alternatively, if the p-value is higher than 0.05, accept the null hypotheses.

### **4.2.1 Test of hypothesis One**

**$H_{01}$**  Proactiveness has no significant effect on survival of hotel industry in North Central Nigeria.

The standardized beta coefficient for proactiveness was 0.256, a 4.669 t-statistic with a 0.002 matching value, according to Table 17, which tested the impact of proactiveness on the survival of the hotel business in North Central Nigeria. Proactiveness has a substantial impact on the survival of the hotel business in North Central Nigeria, as indicated by the p-value being less than 0.05 and the t-statistic being more than 2 at the significance level of 0.05. The study found that proactiveness significantly and favorably affects the hotel industry's ability to survive in North Central Nigeria, rejecting the null hypothesis.

## **4.3 Discussion of Findings**

The discussion of this study is tailored towards the research questions that were earlier stated in chapter one of the study. The research questions were answered by research objectives. Findings were basically based on the objectives of this study as follows;

### **4.3.1 Examine the extent of effect of proactiveness on survival of hotel industry in North Central Nigeria.**

The first hypothesis's test is consistent with that of Muhayimana et al. (2023), who found that proactivity significantly impacted family-owned manufacturing enterprises' ability to survive. Important insights into the seamless and successful implementation of proactive measures for the survival and continuation of family-owned manufacturing businesses are also provided by the study. The first hypothesis's outcome supported the conclusions of Ogbari et al. (2022), who found that business proactivity has a significant positive impact on customer satisfaction. Entrepreneurs that are proactive engage in faster environmental monitoring, seize opportunities, and recognize conditions that could potentially impede business operations and growth (Ibrahim, 2022). As a result, businesses that seize market opportunities proactively gain an advantage over rivals more quickly. Additionally, this encourages their business to flourish and their revenues to increase. The study's conclusion supports that of Rosli and Saad (2018), who argued that proactiveness affects company performance.

This hypothesis's test supported that of Okoisama and Amah (2019), who found that proactiveness significantly positively correlates with organizational survival metrics such as hotels' competitiveness and adaptability in Bayelsa State, Nigeria. The first hypothesis's test is consistent with Dumin and David's (2019) research, which confirmed that proactive entrepreneurs actively

shape their operating environment rather than being passive beneficiaries of outside environmental forces. Instead of trying to forecast future environmental changes, they usually focus on controlling these external pressures while dealing with a highly uncertain external environment. This helps their businesses operate more effectively and expand and survive. The test of this hypothesis, however, differs from that of Nurudeen et al. (2024), whose results showed that proactive service has no discernible impact on the sustainability of the three-star hotel industry in Ilorin, Kwara State, Nigeria. They also came to the conclusion that the performance of medium-sized hotel businesses in Ilorin, Kwara State, Nigeria, is not significantly impacted by proactive service on sustainability.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

This section presents the summary of the study, draws conclusions based on major findings and makes the necessary recommendations that are aligned with the specific objectives of the study as well as suggestions for further studies that are considered important for the extension of this research study.

### **5.1 Conclusion**

The study looked into how proactiveness affected the hotel industry's ability to survive in North Central Nigeria. The outcome shows that being proactive helps the hotel business survive. The study also found that proactiveness has a positive impact on the hotel industry's ability to survive in North Central Nigeria. It shows that entrepreneurs' proactiveness is a unique quality and a truly resilient component that helps them deal with both internal and external business environment adversities while promoting hotel survival. The availability and demeanor of these hotels' owners and managers, however, typically play a crucial role in either amplifying or diminishing its impact. Therefore, the study came to the conclusion that being proactive is generally accepted as an important and successful tactic that allows hotels to addressing and rebounding from adversities and navigating through periods of unpredictability for survival.

### **5.2 Recommendations**

Based on the findings of study, the following recommendations were made:

Since being proactive has been shown to have a positive and significant impact on hotel survival, owners and managers of these establishments should find new ways to balance supply and demand in order to identify opportunities that align with perceived disruptions and explore them in order to improve the efficient operations of their hotels and ensure their survival whenever turbulence arises. This will allow these hotels to think ahead of time about their business environment, their role within it, and how to create and preserve surviving mechanisms for efficient hotel operations both before and after disturbances.

### **5.3 Limitations of the Study**

Because the study uses self-reported data from hotel managers or owners, it may contain biases including social desirability bias, in which participants give answers they think are anticipated rather than ones that really reflect their experiences or emotions. This can have an impact on the data's dependability and correctness. In order to lessen social desirability bias, the researcher was able to administer questionnaires in an anonymous manner. Respondents are more inclined to give truthful and accurate replies when they feel their answers cannot be linked to them. The main focus of this study was entrepreneurial resilience, with little attention paid to other

elements that can affect hotels' ability to survive, such as the competitive environment, market conditions, governmental regulations, and capital availability. This restricted emphasis may oversimplify the intricate elements that go into a company's ability to survive. The researcher created a more comprehensive conceptual framework that incorporates a number of factors that affect hotel survival, including competitiveness and patronage. A more comprehensive knowledge of the elements influencing hotel survival and resilience was made possible by this enlarged framework.

#### **5.4 Suggestion for Further Studies**

In order to comprehend how these many kinds of proactiveness contribute to the survival and expansion of the hotel sector, future research could examine further forms. It's also worthwhile to investigate the connection between proactiveness and the hotel industry's adoption of innovation and technology. Future studies could look into how resilient business owners use technology to get beyond obstacles and how this impacts their long-term viability.

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