

Impact of Entrepreneurial Orientation on Performance of Quoted Breweries in Nigeria

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Abstract: - This empirical study investigated the impact of entrepreneurial orientation (OE) on organizational performance (OP) of quoted breweries in Nigeria considering the mediating effect of organizational embeddedness in the OE-OP relationship under the theoretical lens of the Resource Based (RBV) theory. The focus was on the five quoted breweries in Nigeria- Guinness Nigeria Plc, Nigeria Breweries Plc, Champions Breweries Plc, Golden Guinea Breweries Plc and International Breweries Plc. The study used survey design. Data were collected from 1,120 employees of the five quoted breweries through a questionnaire and analyzed by Partial Least Square - Structural Equation Modeling (Maximum Likelihood). The result showed a significant positive relationship between entrepreneurial orientation (risk-taking, innovativeness and proactiveness) and organizational performance (organizational effectiveness and employee satisfaction) and concluded that organizational embeddedness positively mediates the relationship between entrepreneurial orientation and organizational performance. The findings of this study provide organizational performance guidelines for management of the breweries. The research work considers the effect of the mediating role of organizational embeddedness in the entrepreneurial orientation – organizational performance relationship. This is a gap that has not been fully investigated in the literatures reviewed.

Key-Words: - Organizational embeddedness, Entrepreneurial Orientation, Organizational Performance, Innovativeness, Risk-Taking, Proactiveness, Employee Satisfaction and Organizational Effectiveness.

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1 Introduction

Globalization has pushed companies in various parts of the world to face increasing fierce competition at various levels and this has a significant effect on their performance. Today's corporate business environment is the most dynamic that organizations have faced in recent times hence their strategic positioning to minimize the impact of price wars, focus on continuous cost efficiency drives and maximize opportunities in the marketplace [1]. New challenges are continuously appearing and pushing organizations to re-evaluate their environments (internal and external) to improve their organizational performance and sustain a competitive advantage [2]. To this end, an organization's entrepreneurial orientation (its ability to innovate, be proactive and take risks) must take on instrumental importance. Its strategy therefore has major implications for its relationship with the market, structure, investments, and performance [3], [4].

Most organizations are now striving to explore product – market opportunities through risk taking, innovativeness and proactive behaviors [5]. Several anecdotal evidence suggest that most successful organization possess an entrepreneurial management style and a review of popular magazines (Business Week, Fortune and Forbes) often gives the impression that an entrepreneurial orientation carries its own reward. To achieve its desired goals and objectives, organizations need to focus on its strategic orientations which paves way for its strategic direction to achieve better business performance [6], [7].

Over the past 30 years, research interest had grown rapidly in the search for the effect of entrepreneurial orientation on organizational performance. It explains how new ideas are created through vital entrepreneurial processes which has a direct relationship with organizational performance. It is the process of strategy development and styles that organizations deploy in entrepreneurial activities [6]. The popular model for entrepreneurial orientation, as reviewed from many literatures,

considers three (3) broad dimensions namely: - (a) proactiveness, (b) risk taking and (c) innovation [8]–[12]. Several literatures have explored these three constructs in entrepreneurial orientation analysis and have demonstrated that their combination explains a unique variance that any individual factor or a combination of any two does (Taheri et al., 2019). Lately, there has been additional managerial consideration to the initial three EO construct that promotes entrepreneurial behaviour such as (d) autonomy and (e) competitive aggressiveness, this is referred to as the multivariate construct [13], [14].

Several researchers have examined how entrepreneurial orientation impacts the financial and non-financial performance of organization however the results of these research streams have been mixed. Some find a strong relationship between EO and Organizational Performance while others report lower or no significant correlations between the two variables [15]. A possible explanation for this inconsistency has been the effect of several moderators/mediators in the EO-Performance relationship. Considering the importance of entrepreneurial orientation to an organization's performance, EO can be a vital measure of how the organization is structured to take advantage of market opportunities [16], [17].

2 Problem Formulation

The Nigerian brewery sector's performance has been challenged over the years due to many factors (macroeconomic environment, insecurity, rising cost of raw materials, operational issue) despite the opportunities associated with a rising population estimated at over 200million people. A critical review of the sectors performance in Q2-2021 showed that COVID-19 pandemic aggravated the effect of structural challenges affecting the industry's operating environment

Data from the Nigerian exchange limited (NgX) showed that only Nigerian Breweries (of the five quoted breweries) grew its revenue to N209.3billion from N151.8billion in 2020 while others made losses. Post Covid, the sector is not out of the woods yet as intense competition still presents limited scope for volume growth while the impact of regulation and higher cost pressures continue to weigh heavily on the overall performance of the breweries [18]. Data from NBS (National Bureau of Statistics) showed that consumers spent the least on alcoholic drinks. This is not unexpected given the poor state of consumer's disposable income with a slow CAGR of 1.7% in the last five years as well as

the discretionary nature of alcohol consumption (NBS Report, 2020).

The recent increase in VAT to 7.5% and the new excise duty introduced on wines, beer and spirits have all contributed to increase in cost of production. Likewise, external risk factors such as constraints to FX capital flows for the importation of essential raw and packaging materials such as barley and aluminum cans [19]. The incessant insecurity issues in the country, especially in the region where the breweries source their raw materials, have affected effective supply of raw materials and raised production cost. This has shifted focus on backward integration which however has led to increase production cost. Given these changing dynamics and the limited room for pricing, brewers have been compelled to actively seek to improve efficiency and effectiveness across the value chain [20].

There have been several studies on drivers of organizational performance in the brewery industry in Nigeria. Researchers looked at leadership style [19], [20], impact of management accounting system and perceived environmental uncertainty [21], impact of globalization and total quality management - TQM [18], corporate re-engineering and environmental influence [22], environmental turbulence [23], [24], business process re-engineering [19] while others looked at workforce diversity and organizational performance in the breweries [25]. Of the literatures reviewed none has looked at the impact of entrepreneurship orientation on organizational performance in the brewery industry in Nigeria, it is against this backdrop that the current study explored the linkages between entrepreneurship orientation and organizational performance under the mediating effect of organizational embeddedness - with quoted breweries in Nigeria as a research context.

2.1 Literature Review

2.1.1 Entrepreneurship Orientation

Entrepreneurial orientation (EO) is part of competitive strategy model that has become an important topic in entrepreneurship [6]. Many literatures discussed the relationship between EO and performance [9]. EO has been linked a key success factor for organizations positive performance and to build competitive advantage (Mullens, 2018).

Pursuant to this, EO is defined as the processes, structures and decision-making of firms that exemplify innovativeness, proactiveness and risk-taking [6]. Risk-taking corresponds with taking bold

actions, including taking on debt or significant resource commitments, under uncertainty and ambiguity. Proactiveness is about beating your competitors to the market and involves exploiting opportunities identified through careful scanning and monitoring of the environment (Mullens, 2018). Innovativeness is the ability to generate new ideas, service, process, or products. It is the ability to creatively improve upon an existing process [8].

2.1.2 Organizational Embeddedness

Organizational Embeddedness (OE) is the totality of forces (fits, links and sacrifices) that keep and sustain people in their current organization. It is the collection of forces that encourages employees to remain in an organization. It connects people with their organization, giving a sense of belonging and acceptance [26]. This sense of belonging is made of the three proxies of organizational embeddedness namely: fit, links and sacrifice.

Fit looks at the extent to which an employee's ability is compatible with that of the organization and its internal and external environment. It also describes how well people fit into their organization with regards to personal values, career goals and plans for the future. Links speaks of the number of formal and informal connections that an employee has with his workplace in a social, psychological and financial web with a number of strands while sacrifice is defined as what employees would have to give up or what opportunities they will forgo should they decide to leave their place of employment [27], [28].

2.1.3 Organizational Performance

Performance is considered as the result of activities and includes the actual outcomes of a strategic management process. It is defined as a state of competitiveness of the economic entity, reached by a level of efficiency and productivity that assures a sustainable presence on the market [29].

It is a multidimensional concept and research has shown that the relationship between Entrepreneurship Orientation (EO) and Organizational Performance (OP) may, to a large extent, depend on the indicators used to assess organizational performance. It can be defined in several ways depending on its purpose and set of goals. It could be a measure of how much an organization achieves its goals which are broadly divided into financial and non-financial metrics or how it copes under fluctuating factors such as profits, employee satisfaction, productivity, business and social survival [30]. Observed weaknesses of financial measures are short-term reward, short-term

sight, cause management frustration and resistance, inhibit innovation which are often inconsistent with strategic priorities and helps to create a competitive advantage for organizations hence the decision of non-financial metrics (employee satisfaction and organizational effectiveness) as measures of organizational performance in this study [31], [32].

2.1.4 Entrepreneurship Orientation and Organizational Performance

The entrepreneurship orientation and organizational performance link has been studied by scholars in different countries across many industries and the result obtained has also been mixed. Several scholars studied the mediating/moderating effect of several variables in the EO-OP link with varying results confirming the impact of the moderating / mediating variable which has either been negative or positive. Research has shown that organizational culture and management style moderates the relationship positively (Jeong et al., 2019). Customer satisfaction acts as a positive mediating variable [33]. International experience and external competition moderate the relationship between EO – OP [34]. Others looked at TQM [35], Structural infrastructural capabilities [36], entrepreneurial competencies [37], Government support and Internationalization [38].

While some scholars agreed that all proxies of EO have a positive impact on organizational performance [13], [39], [40], some proxies of EO do not have a significant effect on organizational performance such as risk-taking and proactiveness [4], risk-taking [41]–[43], Proactiveness [44], innovativeness and risk-taking (Loong le et al., 2019) while others confirmed that all three proxies have no significant impact on organizational performance [45].

EO act as a reliable predictor of business success with transcultural validity [11]. On the effect on new ventures, [14] found that EO contributes to the survival of new ventures while [46] and [47] concluded that SMEs do better in turbulent environments. Their findings showed that risk-taking reduces innovative speed of the organization, innovativeness increases the innovative speed while proactiveness has an inverted U-shaped effect on same. Proactiveness diminishes when it reaches a certain level and becomes negative when it is above that level. The conclusion therefore is that the allocation of intangible resources of the firm, as supported by the Resource Based Theory, can help improve firm performance and organizational focus should be on value creation rather than value appropriation [48].

[14] illustrated innovation as a missing link between entrepreneurship orientation and performance relationship. They highlighted the need to understand innovation speed in the context of organizational performance and concluded that innovation enhances superior performance of the organization while autonomy and competitive aggressiveness only increase the innovation speed. Proactiveness was seen as the largest contributor to innovation speed due to its ability to take opportunities offered in the marketplace faster than its competitors. Poudel et al. (2018) argued that technological capability and innovations contributes to firm performance and enhance their competitive advantage

Entrepreneurially oriented firms are advised , especially small and medium enterprise to enhance their position in the marketplace by conceiving innovative strategies that result in boosting their performance which ultimately helps them to build competitive advantage and outsmart their competitors. [11], [14], [45]–[48].

From the empirical review above, the findings posit different interplays between the proxies of entrepreneurship orientation and organizational performance but none considered the effect of employee commitment in the EO-OP link hence the decision for this study to consider the mediating role

of organizational embeddedness which is the gap the research seeks to address.

What effect does the connection of the employee to the organization has on the EO-OP link? Taking the literature discussion into account the following hypotheses were explored.

- H₀₁: Innovativeness of quoted breweries in Nigeria has no influence on employee satisfaction of its products.
- H₀₂: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its employees' satisfaction.
- H₀₃: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the employee satisfaction
- H₀₄: Innovativeness capacity of quoted breweries in Nigeria has no influence on organizational effectiveness.
- H₀₅: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its organizational effectiveness.
- H₀₆: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the organization's effectiveness.
- H₀₇: Organizational embeddedness does not mediate the relationship between entrepreneurship orientation and organizational performance.

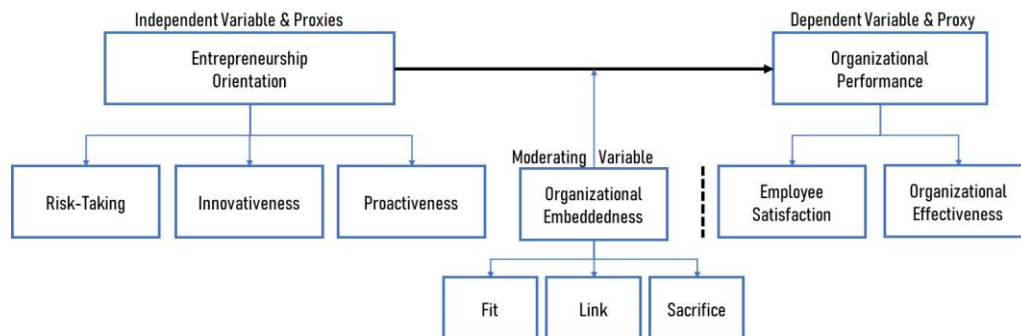


Fig. 1: Conceptual Framework

2.1.5 Research Methods

Data Collection and Sample Representation: To test the hypotheses, a survey of permanent employees of the breweries was conducted. Data collection took place between July and September, 2021. Proportionate sampling was used for this study. An online questionnaire was also developed targeting those who could not be physically assessed. The questionnaires were filled and returned by 1,232 respondents, incomplete and non-valid questionnaires were discarded, obtaining a final sample of 1,120 valid questionnaires. This is a 91% response rate.

Measures: To measure the models constructed, five -point scales adapted from previous literatures were used. Items were adapted from [49] for the constructs of Entrepreneurship Orientation (risk-taking, innovativeness and proactiveness). [50] and [51] for organizational effectiveness while the construct for employee satisfaction were adapted from the works of [52] and [53]. All were on a 5-point Likert scale (1= strongly disagree, 5 = strongly agree).

3 Analysis and Results

Partial least square (PLS) structural equation modeling (SEM – maximum likelihood) was used to test the proposed model. PLS is more suitable than other methods, such as covariance-based structural equation modeling, when the conceptual model, is complex and includes many indicators and latent

variables and constructs with formative indicators [54]; [55].

3.1 Hypothesis Testing

Structural Equation Model Path illustrating the relationship between the dependent and independent variables.

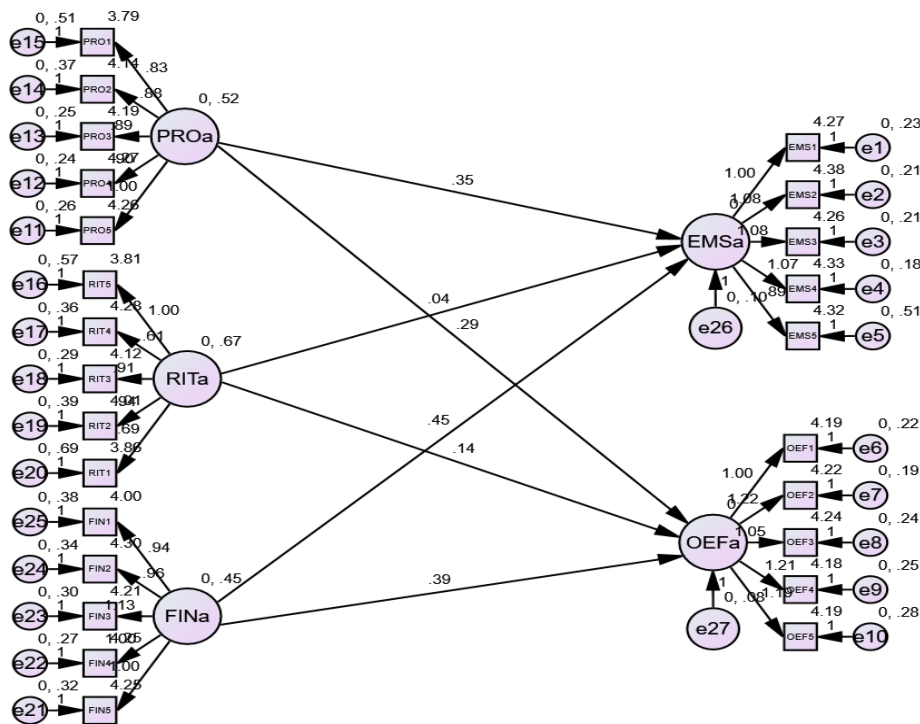


Fig. 2: Structural Equation Modelling Path

Table 1. Regression Weights - Parameter Estimate and Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
EMS	.769 ^a	0.592	0.591	0.43079
OEF	.789 ^a	0.623	0.622	0.43286

DV	IV	Estimate	S.E.	C.R.	P
EMS	<--- FIN	0.447	0.03	17.64	***
EMS	<--- RIT	0.043	0.02	2.722	0.01
EMS	<--- PRO	0.352	0.02	16.39	***
OEF	<--- PRO	0.293	0.02	15.08	***
OEF	<--- RIT	0.14	0.02	8.938	***
OEF	<--- FIN	0.39	0.02	16.76	***

The SEM analysis in figure 2 above shows the structural linkages of the dependent and independent variables. The parameter estimates show a strong and significant regression coefficient between the variables. The strongest link is between Innovativeness and employee satisfaction while

risk-taking and organizational effectiveness shows a regression coefficient of 0.14.

H₀₁: Innovativeness of quoted breweries in Nigeria has no influence on employees' satisfaction of its products.

The variable innovativeness has a regression coefficient 0.447. The innovative capacity has a positive significant impact on employee satisfaction. Thus, suggesting that an increase/change in the organizations innovative capacity will result in 0.447 unit increase in the level of employee satisfaction. Considering that the p-value is less than 5%, it is concluded that the innovativeness of the breweries has a direct significant influence on employee's satisfaction.

H₀₂: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its employees' satisfaction.

The variable risk-taking has a regression coefficient 0.043. This implies that the organizations risk-taking capacity has a positive impact on the employee satisfaction. Thus, suggesting that, any increase/change in the organizations risk-taking capacity there will be 0.043 unit increase in the level of the employee satisfaction. Considering that the p-value is less than 5%, it is concluded that the risk-taking capacity of the breweries has a direct significant influence on employee's satisfaction.

H₀₃: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the employees' satisfaction.

The variable proactiveness has a regression coefficient 0.352. This implies that the organizations proactive capacity has a positive impact on the employee satisfaction. Thus, suggesting that, any increase/change in the organizations proactive capacity, there will be 0.352 unit increase in the level of employee satisfaction. Considering that the p-value is less than 5%, it is concluded that the proactiveness of the breweries has a direct significant influence on employee's satisfaction.

H₀₄: Innovativeness capacity of quoted breweries in Nigeria has no influence on organizational effectiveness.

The variable innovativeness has a regression coefficient 0.390. This implies that the innovativeness has a positive impact on organizational effectiveness. Thus, suggesting that, with an increase/change in the organizations innovativeness, there will result be 0.390 unit increase in the level of organizational effectiveness. Considering that the p-value is less than 5%, it is concluded that the innovativeness of the breweries

has a direct significant influence on organizational effectiveness.

H₀₅: Risk-Taking capacity of quoted breweries in Nigeria has no impact on its organizational effectiveness.

The variable risk-taking has a regression coefficient of 0.140. This implies that the organizations risk-taking capacity has a positive impact on the organizational effectiveness. Thus, suggesting that, any increase/change in the organizations risk-taking capacity there will be 0.140 unit increase in organizational effectiveness. Considering that the p-value is less than 5%, it is concluded that risk-taking has a direct significant influence on organizational effectiveness.

H₀₆: Proactiveness (response to market demand and changes) of quoted breweries in Nigeria has no influence on the organization's effectiveness.

The variable proactiveness has a regression coefficient 0.293. This implies that the organizations proactiveness has a positive impact on the organization's effectiveness. Thus, suggesting that, any increase/change in the organizations proactiveness there will be 0.293 unit increase in the level of the organization's effectiveness. Considering that the p-value is less than 5%, it is concluded that the proactiveness of the breweries has a direct significant influence on organizational effectiveness.

As seen from Table 2, the coefficient of determination returned a value of 0.591 for employee satisfaction (EMS) which means that 59.1% of employee satisfaction in quoted breweries in Nigeria can be explained by its innovativeness, proactiveness and risk-taking capacity as independent variables, while 41.9% can be explained by other factors outside the regression model analyzed.

Similarly, the coefficient of determination of the regression model obtained Adjusted R-square value of 0.622 for organizational effectiveness (OEF) which means that 62.2% of organizational effectiveness in quoted breweries in Nigeria can be explained by its innovativeness, proactiveness and risk-taking capacity as independent variables, while 37.8% can be explained by other factors outside the regression model analyzed.

Table 2. Regression Weights: (Model Estimate with the effect of the mediating variable)

			Estimate	S.E.	C.R.	P
OEM	<---	PROa	0.644	0.085	7.563	***
OEM	<---	FINa	0.14	0.095	1.466	0.143
OEM	<---	RITa	0.166	0.057	2.911	0.004
EMS	<---	OEM	0.459	0.017	26.681	***
OEF	<---	OEM	0.541	0.016	33.079	***

H07: Organizational embeddedness does not moderate the relationship between entrepreneurship orientation and organizational performance.

As seen from Table 2 above, organizational embeddedness returned a parameter estimate of 0.459 with a p-value that is less than 0.05 (5%) level of significance for its mediating role on employee satisfaction. Thus, implying that organizational embeddedness has a positive and significant mediating effect on the relationship between the entrepreneurship orientation variables and the employees' satisfaction. Similarly, as also observed from the model estimate table above, organizational embeddedness returned a parameter estimate of 0.541 with a p-value that is less than 0.05 (5%) level of significance for its mediating role on organizational effectiveness. Thus, implying that organizational embeddedness has a positive and significant mediating effect on the relationship between the entrepreneurship orientation variables and the organizational effectiveness.

Thus, we reject the null hypothesis and conclude that Organizational embeddedness does mediate the relationship between entrepreneurship orientation and organizational performance.

The coefficient of determination (R^2) is used to measure the ability of the model to explain the variation of independent variables. As can be seen from Table 2, the coefficient of determination of the regression model obtained Adjusted R square value of 0.591 for Employee Satisfaction (EMS) which means that 59.1% of employee satisfaction in quoted breweries in Nigeria can be explained by Innovation, Proactivity and Risk Taking as independent variables, while 41.9% can be explained by other factors outside the regression model analyzed.

Similarly, the coefficient of determination of the regression model obtained Adjusted R square value of 0.622 for Organizational Effectiveness (OEF) which means that 62.2% of organizational effectiveness in quoted breweries in Nigeria can be explained by Innovation, Proactivity and Risk

Taking as independent variables, while 37.8% can be explained by other factors outside the regression model analyzed.

3.2 Discussion of Findings

In a rapidly and competitive business environment (in which the breweries operate), entrepreneurial orientation offers strong contribution to improved business performance. The research results showed that all dimensions of EO (risk-taking, innovativeness and proactiveness) have positive and significant relationship with organizational performance of the breweries [8], [9], [18], [19]. It can, therefore, be inferred on the basis of the findings that EO has direct relationship with business performance and the overall contribution made by the three independent dimensions of EO on performance is 59.1% on employee satisfaction and 62.2% on organizational effectiveness. However, integrating entrepreneurial orientation can play a significant role in firms' positive performance [43]. Developing economies are characterized by unfriendly business environment. Consequently, EO should be priority for developing economy (as in the case of Nigeria) because it can be used as a mechanism to compensate constraints imposed by limited access to financial capital and an environment where new opportunities rarely appear (Wiklund & Shepherd, 2009). The structural equation modelling (SEM) result revealed that innovativeness, risk-taking and proactiveness enhance firm's performance. This result further confirms that EO enables firms to influence the market and market behaviors by offering innovative products [58]. Together these results provide important insights on the improved performance of the breweries.

Drawing from the Resource-Based theory, the first intent is to advance knowledge in the entrepreneurial orientation literature through the provision of more insight into the intermediate structure in the entrepreneurship orientation – organizational performance link. To test this

theoretical model, data were collected from employees of the five quoted breweries in Nigeria. Building on the empirical findings, the results showed that entrepreneurial orientation has direct positive effects on risk-taking, innovativeness and proactiveness. The finding is in line with previous research work which revealed a positive relative between the two constructs [56]. Also, it was discovered that the three proxies on EO have direct positive impact on both employee satisfaction and organizational effectiveness. The result compliments the findings of several researchers who have found a significant positive relationship between EO and OP [12], [13], [40]. It also shows that employing an integrative approach of EO yields greater returns than a disaggregate approach.

This novel theorizing and empirical analysis make several contributions to entrepreneurship, organizational embeddedness and performance literature. Unlike most of the existing literature testing the EO-OP nexus by examining wide ranging boundary circumstances [57]; [43], this study incorporates a unique mediating variable - organizational embeddedness (ink, fit and sacrifice) to break up the direct relationship offering different and complementary explanation for the inconsistent findings gained from previous research [43], [57]. The result of this work demonstrates the advantage of a strong organizational embeddedness and the firms performance in the face of all three entrepreneurial orientation proxies.

Taken together, it can be seen that organizational embeddedness is an important strategic intermediate variable that links EO to the firm's performance. It therefore suggests that exploring the opportunities of entrepreneurship orientation in an organization's operation lead to improved performance in sales, profitability, operational effectiveness and employee satisfaction [6], [7], [11], [12]. Results from empirical study indicate that success in business performance and competitiveness of manufacturing organizations is highly influenced by organizational (job) embeddedness of their employees. This finding is consistent with the works of [59] and [60] which revealed the positive and significant relationship between business performance and organizational embeddedness of their employees.

4 Conclusion

The study makes an important contribution to the field by concluding that RBV is sufficient to explain EO and organizational performance in the brewery sector. Rather than focus so much on the external strength of the Breweries, it must be noted that there

are significant gains to be made internally through strengthening internal capabilities and taking advantage of them through an innovative approach in the management of human and material resources in the organization. The findings of this research revealed that risk-taking showed a positive effect on performance. To this end, organizations should be more focused on initiatives that is focused on promoting the performance of their businesses. They should understand that to survive in their highly competitive environment, risk-taking is key to their business success. It is required that they consider both financial and operational risk with a focus on mitigation strategies should the expectation from such risks is not achieved.

Managers should give attention to proactively anticipating customers and markets needs with a view to addressing them as fast as they can. This helps organizations to build competitive advantage through the creation of innovative products geared towards addressing the gaps as captured from the market. It often leads to a change in production processes or a marketing / sales strategy as long as it is geared towards addressing critic customer needs. Several research works have shown a clear connection between proactive organizations and their performance. It is seen as one of the best competitive strategy for organizational performance. It is the ability to take strategic decisions with the desire to control the market through identification and exploitation of market opportunities ahead of competition. This helps to create competitive advantage and sustain initiative by discovering new opportunities through strategic demands, development and launching of new products/services in the marketplace [43].

In a highly competitive business environment, organizations need to focus a lot on innovation in development of new brands and products. Attention should be to products that will appeal to various segment of the market. To upwardly mobile young men and women and adults. A segment of the market is looking out for products with low alcohol content and some are focused much more on their health hence the need to innovatively develop new products that appeal to such demands. Focus should be on increased output at reduced cost through sourcing of cheaper raw materials and reducing waste in the plants. Employees should be asked to suggest ways of reducing cost and increasing efficiency of man and machines. If properly engaged, employees will support the cost reduction drive at their areas of work. Each department can be encouraged to form an operational efficiency team

that will be saddled with the responsibility of improving output and reducing cost [46]–[48]. Since the study established the fact that organizational embeddedness mediates the link between entrepreneurship orientation and organizational performance, management should focus attention on all activities that ensures that their employees find a good fit within the organization, creating excellent link with their fellow colleagues and are ready to make sacrifices for the growth of the organization knowing fully well that the growth of the organization guarantees their develop and rewards. To this end, attention should be on improving employee welfare to attract the best hands in the industry and ensure that they constantly review that at per with competition, create a conducive work environment that will make their employees find a connection with their place of work and desire to stay, motivate their employees through good remunerations and incentives system that takes care of their family / dependents and finally create a robust retirement plan for all their employees that still guarantees access to some benefits they enjoyed while in the employment of the breweries [43], [56], [57].

If managers work on EO they may be able to indirectly (re)configure their strategy in an effort to create superior products and customer value. Despite the high number of challenges encountered by breweries in Nigeria, they can succeed by appropriately engaging their tangible and intangible resources to improve their performance.

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