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**Entrepreneurial Orientation and Small Enterprises' Performance:
*Roles of Marketing Resources Allocation and Access to Financing***

**A Thesis Submitted to Addis Ababa University College of Business and
Economics, Graduate Studies in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration,
Specialization in Management**

By: Haileyesus T. Woldemichael

Advisor: Dr. Ethiopia Legesse

**Addis Ababa University
College of Business and Economics**

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Declaration

I, Haileeyesus Teka Woldemichael, hereby declare that the thesis entitled ***Entrepreneurial Orientation and Small Enterprises' Performance: Roles of Marketing Resources Allocation and Access to Financing*** is my own original work and has not been submitted for any degree in any other University. It is offered for the award of the degree of Master of Business Administration in Management from Addis Ababa University.

Name: Haileeyesus T. Woldemichael

Advisor Name: Dr. Ethiopia Legesse

Signature: _____

Signature: _____

Statement of Certification

This is to certify that the thesis prepared by Haileeyesus T. Woldemichael entitled: *Entrepreneurial Orientation and Small Enterprises' Performance: Roles of Marketing Resources Allocation and Access to Financing* and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration Specialization in Management compiles with the regulations of the university and meets the accepted standards with respect to originality and quality.

Approved by:

Internal Examiner: _____ Signature _____ Date _____

External Examiner: _____ Signature _____ Date _____

Advisor: Dr. Ethiopia Legesse Signature _____ Date _____

Chair of Department or Graduate Program Coordinator

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Acronyms

AMOS	– Analysis of Moment Structures
CFA	– Confirmatory Factor Analysis
EO	– Entrepreneurial Orientation
FDRE	– Federal Democratic Republic of Ethiopia
FNS	– Access to Finance
ICT	- Information Communications Technology
MFI	- Micro Finance Institutions
MKT	– Marketing Resources
MSE	– Micro and Small Enterprises
SPSS	– Statistical Package for Social Science

Abstract

Entrepreneurial Orientation is one interesting area of research in business strategy and entrepreneurship disciplines in the last few decades, as it is influential concept in successful business performance. Although a number of related researches have been conducted in different parts of the world, only limited were in Ethiopia. This research, thus, aims to address this gap by taking 233 random samples from small enterprises in Addis Ababa. Both direct EO – Performance relationship and interaction effects of access to financing (FNS) and marketing resources allocation (MKT) as moderators were examined in this relationship. Moderated hierarchical regression has been applied to see how EO as independent variable and MKT and FNS as moderators influence small enterprises' performance. From the analyses it is confirmed that EO has positive and statistically significant ($p < 0.01$) effect on small enterprises' performance. MKT and FNS are also found to moderate the relationship between EO and performance but negatively against the hypothesized direction ($p < 0.01$). Based on the findings it is concluded that EO is a beneficial strategic posture for small enterprises in resources constrained environment. Besides, it is learned that resources accessibility and allocation may not directly ensure maximum exploitation of EO to achieve high performance.

Key words: *Entrepreneurial Orientation, Access to Financing, Marketing resources allocation, Small enterprises, Small enterprises' Performance, Contingency theory, Contingency framework*

1. Introduction

1.1. Background of the Study

Entrepreneurial orientation (EO) is a firm-level construct that has been closely linked to entrepreneurial success through strategic decision-making (Lumpkin & Dess, 1996; Miller, 1983; Rauch, Wiklund, Lumpkin, & Frese, 2009; Covin & Slevin, 1991). EO is a firm's strategic orientation, one that captures the specific entrepreneurial aspects of decision-making styles, methods, and practices (Wiklund & Shepherd, 2005). EO, therefore, can be considered as a key concept particularly in the performance of small firms, which requires strong entrepreneurial behavior to be competitive in the market. Innovativeness, pro-activeness, risk taking, autonomy and competitive aggressiveness are important dimensions of entrepreneurial orientation by which the firm's entrepreneurial behavior explained. Literature treated these EO dimensions differently and led to the extant conceptualization debate in this research area.

Conceptualization of EO entertains mainly two predominant approaches in the literature – unidimensional and multidimensional. Based on the unidimensional conceptualization of EO by Miller (1983)/Covin and Slevin (1991), EO is a combination of three dimensions: innovativeness, pro-activeness, and risk taking. These dimensions are considered as composite measures to show whether a firm is entrepreneurial or not. The alternative prominent conceptualization is the multidimensional approach, which increases the EO dimensions to five with additional autonomy and competitive aggressiveness; and contrarily argues that these dimensions can independently or in certain combination determine the entrepreneurial behavior of a firm (Lumpkin & Dess, 1996). Scholars, however, downplayed the scholarly dispute on conceptualizations and claimed that both approaches are acceptable and the EO effect on firm performance is similar in both approaches (Covin, Green, & Slevin, 2006).

Beside the conceptualization of entrepreneurial orientation, there are also contentions among researches related to EO-Performance relationship. In various studies, there has been a clear indication that EO influences the performance of small firms (Covin & Slevin, 1989; Lumpkin & Dess, 1996). Other more recent studies focusing on EO have also shown a positive impact on

performance (Wiklund & Shepherd, 2005; De Clercq, Dimov, & Thongpapanl, 2010). There are also contradicting findings, as mentioned in a meta-analysis, either insignificant relationship or negative impact of EO on firm performance (Rauch, Wiklund, Lumpkin, & Frese, 2009). Besides direct EO-Performance relationship, scholars also recommend further researches with contingency variables between the EO and firm performance. Through this perspective, introducing other variables in to the analysis helps reduce the potential for misleading influences and permits a more precise and specific understanding of the original relationship (Lumpkin & Dess, 1996). In small enterprises, resources (both internal and external) are critical to exploit their entrepreneurial behavior and achieve better performance (Sok, Snell, Lee, & Sok, 2017). This is the rationale behind this research – small enterprises are resource constrained businesses and their level of entrepreneurial orientation could substantiate this gap and help them achieve strategic competitive advantage in their business endeavor. In this regard, the amount of resources they allocate for their marketing operations and availability of financial services from external sources play instrumental role in their success and it is assumed that the presence of these moderator variables could help them successfully exploit their entrepreneurial behavior. Keeping this in mind, the aim of this research is to investigate the moderating roles of access to financing and marketing resources allocation as contingency variables in the EO-Performance relationship.

1.2. Statement of the Problem

A number of studies in entrepreneurship and business strategy disciplines have addressed the relationship between EO and performance; and many of them concluded positive relationship (Wiklund & Shepherd, 2005; Belgacem, 2015; Sahoo, S. & Yadev, S., 2017; Rigtering, Kraus, Eggers, & Jensen, 2013). This shows that EO is influential concept in successful business performance. Whereas, some others found out that this relationship is either weak or does not hold at all as mentioned in a meta-analysis (Rauch, Wiklund, Lumpkin, & Frese, 2009). This justifies the need for further studies in different contexts for comprehensive generalizability of this strategic posture for better firm performance.

This EO-performance relationship, according to Lumpkin and Dess (1996), is also contingent on other internal and external environmental factors. Various contingency variables reported in previous empirical studies include, external network (Stam & Elfring, 2008) environmental

turbulence, hostility and dynamism (Pratono & Mahmood, 2015; Wiklund & Shepherd, 2005), marketing resources (Sok, Snell, Lee, & Sok, 2017), social exchange process (De Clercq, Dimov, & Thongpapanl, 2010), extra organizational advice (Adomako, Narteh, Danquah, & Analoui, 2016). These indicate that there are also a number of other potential contingencies in EO-Performance relationship that need to be addressed.

In small businesses there are internal and environmental factors which amplify or compromise their ability to utilize entrepreneurial opportunities (Lumpkin & Dess, 1996). Given resource constraints in MSEs, access to financing, particularly, is detrimental (Haider, Asad, & Fatima, 2017; Wiklund & Shepherd, 2005). A Study by EDRI (2014) found out that the limited access to finance in Ethiopian MSEs creates two major challenges in the businesses. First, it widened the gap between the demand and supply of credit to MSEs. Besides, given the increase in prices of goods and services, the real value of the loan became so small which prevented MSEs from leveraging. It is, therefore, worthwhile to study whether MSEs with better access to finance have higher opportunity to exploit their entrepreneurial behavior and achieve higher performance. This vital rationale motivated this research to consider access to financing services as a critical moderator in EO-performance relationship.

In addition to access to financing, allocation of other strategically important resources (human resources, time, money, technology, etc) in the business firm plays significant role in EO-performance relationship (Sok, Snell, Lee, & Sok, 2017). Substantial commitment of these complementary marketing resources is critical to provide small firms with the necessary support to unpack their EO and ensure better performance. EO, as resource intensive strategic posture (Covin & Slevin, 1991), requires allocation of marketing resources to achieve this desired performance and hence is compelling to study its moderating role in EO-performance relationship.

In overall, given resources paucity, considering entrepreneurial behavior as a prospective driver for small enterprisers' performance and studying the concept particularly in Ethiopian business setting would be relevant and timely. This study, therefore, tries to examine the EO – performance linkage in the small enterprises context with resource related factors integrated as moderators.

1.3. Research Questions

Under the umbrella of the above overarching problem, this research tried to address the following three research questions:

1. How EO is related to small firms' performance in Ethiopian context?
2. How access to financing moderates EO-performance relationship?
3. How marketing resources, in small enterprises, moderates the EO-performance link?

1.4. Objective of the Study

1.4.1. Main Objective

The main objective of the research is to examine EO-Performance relationship as a main effect and in interaction with access to financing and marketing resources allocation in Ethiopian context.

1.4.2. Specific Objectives

1. Examine the relationship between EO and small enterprises' performance;
2. Explore the moderating role of access to financing in EO - firm performance link;
3. Explore the moderating role of marketing resources allocations in the EO - performance relationship;

1.5. Research Hypotheses

Hypothesis can be defined as a logically speculated relationship between two or more variables expressed in the form of a testable statement. Relationships are estimated on the basis of empirical and theoretical literature reviews. In this particular study, the relationship between the independent variable (Entrepreneurial Orientation) and the dependent variable (small enterprises' performance) has been examined with in two different analytical frameworks, namely universal or direct EO - Performance relationship and EO-Performance relationship with moderators - contingency approach. Having the theoretical and empirical arguments explained in chapter two of the thesis, the following hypotheses are proposed:

H1: Entrepreneurial orientation is positively related to firm performance in that firms with higher level of entrepreneurial orientation will have higher performance;

H2: Marketing resources allocation moderates the EO-Performance relationship, such that the influence of EO on performance is strongest when sufficient marketing resources are allocated in the firm;

H3: Access to financing moderates the relationship between entrepreneurial orientation and firm performance, such that the influence of EO on performance is strongest among firms reporting access to finance than those do not have access;

1.6. Significance of the Study

As to the knowledge of the researcher there are no previous studies conducted directly on the relationship between entrepreneurial orientation and firm performance particularly with access to finance and marketing resources as moderator variables. The study can be used as a baseline and serve as a secondary source of data for those who want to conduct further in-depth investigation in this area. For the researcher, this study will help develop his research skills. Finally, although MSEs are instrumental for the economy, the role of EO on their performance is not optimally studied in case of Ethiopia. This study, hence, will contribute for the literature gap.

1.7. Scope and Delimitations

Scholars recommended longitudinal research design to make universal cause-effect relationship between these variables. However, due to time and financial constraints this research depended on cross-sectional data that were collected only from Addis Ababa during 2018. Although a number of other relevant factors could be possible moderators between EO and small firms performance, this study has focused only on two contingency variables that are critically relevant for resource constrained small firms.

1.8. Limitations of the Study

- Empirical research in entrepreneurial orientation and performance relationship area in Ethiopia is limited. This has put challenge in proceeding with this research smoothly. This research, thus, tried to see the experience of other countries which may have economical, geographical etc. similarity with Ethiopia.
- Since small enterprises are sparsely distributed across the city, data collection was challenging; besides, managers or owners are not easily accessible and they are reluctant to give response to the questionnaires.
- This research is entirely quantitative and depends on data collected through questionnaires. It could be more informative if other techniques of primary data collection were administered side by side. But with time and resources constraints only questionnaire survey data used for the research.

1.9. Definition of Key Terms

Entrepreneurial Orientation: a strategic posture that involves a propensity to be innovative, that is, to depart from established practices and entertain new ideas and experimentation; proactive, in that it beats competitors to new market opportunities; and open to risk in exploring new products, services, and markets.

Innovativeness: a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes.

Pro-activeness: refers to how firms relate to market opportunities in the process of new entry, and seize such opportunities in order to shape the environment. In other words, pro-activeness explains the extent to which a firm anticipates and acts on future needs.

Risk taking: the degree to which managers are willing to make large and risky resource commitments, which have a reasonable chance of costly failures.

Access to Financing Services: Access to finances by MSEs as working or capital finance from external sources like banks, MFIs. It is not so much the ownership of the financial resources that is important but the access to it. If there are sufficient resources for the development of

the small business, then the manager will likely be satisfied with his/her access; however, if there are insufficient resources for firm development, then the manager is likely to be dissatisfied with his/her access to financial services.

Marketing Resources: resources (e.g. people, time and money) that firms have to invest in marketing-related activities such as promotion, pricing, distribution, service development, business network relationships development and customer relationship development.

Firm Performance: According to Rauch et al. (2009), it is a multidimensional concept that can be measured with both financial and non-financial indicators. The non-financial indicators include goals such as satisfaction ratings made by owners/business managers. Financial measures include assessments of parameters such as sales and profit through self-reported questions.

Industry type: the type of industry that the small enterprise operates its business activities. These are identified as manufacturing, construction, service, wholesale/retail trade and other categories of sectors.

1.10. Organization of the Thesis

The study has five chapters with key contents as discussed in detail below:

Chapter one: contains the introduction part including the background, research problem, objectives, scope and delimitations of the study.

Chapter two: in reference to previous researches in this area, this chapter reviews relevant literatures and provide definition of most important concepts, such as entrepreneurial orientation (EO), discuss dimensions of EO, briefly explain theoretical lenses in the EO research, critically review both theoretical and empirical literatures in EO-Performance research area. This chapter also gives insight about the debate on the EO-Performance relationship.

Chapter three: describes the research design applied in this study. Specifically: target population, sample size, sampling technique, data collection instruments, data collection process, the issue of reliability and validity, measurement of variables, method of data analysis.

Chapter four: reports on the results of the empirical data analyses. These include various analyses of the descriptive variables; several test results to establish reliability and validity, results of inferential analyses to show the relationship among variables. This chapter also presents detail discussions on the results of the data analyses with supports from existing literature where relevant.

Chapter five: The chapter summarizes the major findings, give conclusions with recommendations and finally insight gaps for future researches.

2. Review of Related Literature

2.1. Theoretical Literature Review

2.1.1. Concept of Entrepreneurial Orientation (EO)

Entrepreneurial Orientation is one of the most popular concepts within entrepreneurship and business strategy. As a firm – level characteristic it refers to the strategy making process, which provides organizations with different entrepreneurial practices, activities and decisions that help firms to create value and perform effectively (Lumpkin & Dess, 1996).

Originally, although the concept of entrepreneurial orientation dates back to Mitzberg (1973), scholarly attention to the construct and its components were known from the seminal work of Miller (2011). Entrepreneurial firm is one that “engages in product market innovation, undertakes somewhat risky ventures, and is first to come up with 'proactive' innovations, beating competitors to the punch” (Miller, 1983). In their meta-analyses of fifty one research articles, Rauch et al. indicated that a number of researchers, in entrepreneurship and strategy, have adopted Miller’s conceptualization and dimensions viz. innovativeness, risk taking and pro-activeness (Rauch, Wiklund, Lumpkin, & Frese, 2009). Covin and Slevin (1989) used the concept of entrepreneurial firm by Miller as a milestone for their classic work in EO. In line with Miller’s unidimensional concept, they argued that for a firm to be entrepreneurial, it must possess high levels of innovativeness, risk taking and pro-activeness all at once.

On the other hand, Lumpkin and Dess (1996) defined EO as the processes, practices and decision-making styles that lead to the new result. They called for two additional dimensions of EO - “Autonomy” and “Competitive Aggressiveness” and conceptualized it as a multidimensional construct. They debated that an entrepreneurial firm may not have all the EO dimensions at the same time and that the dimensions may not relate to each other. This new perspective of the EO concept was distinct from Miller’s view and marked the beginning of alternative conceptualization of the construct.

EO represents the policies and practices that provide a basis for entrepreneurial decisions and actions. Thus, EO can be viewed as the entrepreneurial strategy-making processes that key

decision makers use to endorse their firm’s organizational purpose, sustain its vision, and create competitive advantage(s) (Rauch, Wiklund, Lumpkin, & Frese, 2009).

TABLE 2. 1: DEFINITIONS OF ENTREPRENEURIAL ORIENTATION - SUMMARY

Author	Definition
Miller (1983, p. 771)	“An entrepreneurial firm is one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with ‘proactive’ innovations, beating competitors to the punch”.
Covin & Slevin (1991, p. 74)	strategic posture that involves a propensity to be innovative, that is, to depart from established practices and entertain new ideas and experimentation; proactive, in that it beats competitors to new market opportunities; and open to risk in exploring new products, services, and markets
Lumpkin & Dess (1996, p. 136)	“EO refers to the processes, practices, and decision-making activities that lead to new entry” as characterized by one, or more of the following dimensions: “a propensity to act autonomously, a willingness to innovate and take-risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities”.
Wiklund & Shepherd (2005, p. 74)	“EO refers to a firm’s strategic orientation, capturing specific entrepreneurial aspects of decision-making styles, methods, and practices”.
Covin & Wales (2012, p. 677)	“EO is the driving force behind the organizational pursuit of entrepreneurial activities”.

Source: Adopted from (Covin & Wales, 2012) and own literature review

2.1.2. Dimensions of Entrepreneurial Orientation

The dimensionality of EO has been the subject of great debate in EO literature (Wales, 2016). The two predominant views in EO dimensionality are unidimensional and multidimensional approaches. The first view is based on the seminal work of Miller (1983) and followed by Covin and Slevin (1989), with three-dimensions of EO as a combination of innovativeness, risk-taking, and pro-activeness. Whereas, the counterpart view is the multidimensional approach with five–dimensions of EO, competitive aggressiveness and autonomy in addition to the three dimensions in the prior view (Lumpkin & Dess, 1996). The fundamental difference in these two approaches is how the dimensions explain EO. In the first view, the three dimensions are required in combination for EO to be exhibited in business firm. In the multidimensional view, on the other hand the

existence of individual dimension or any combination of the dimensions in the firm could be considered as EO behavior. These two principal conceptualizations of EO can co-exist in the literature with each approach providing unique insights (Miller, 2011).

Innovativeness is measured by the proclivity by which entrepreneurs innovate their business (Miller & Friesen, 1982); their willingness to try new ways which are different from the existing; the enthusiasm to adopt new ideas or new methods to their business operation; and the willingness to implement the innovation strategy in their business (Khandwalla, 1987). Innovativeness reflects a firm's tendency to engage in and support new ideas, novelty, experimentation and creative processes (Lumpkin & Dess, 1996) that may result in new products, services, or technological processes. Innovations could include new products, new production methods, new markets or new forms of organization. Innovativeness represents a basic willingness to depart from existing technologies or practices and venture beyond the current state-of-the-art (Covin, Green, & Slevin, 2006). An innovative strategic posture, based on Krieser and Davis can be linked to firm performance as it increases the chances that a firm will realize first mover advantage, stay ahead of their competitors, gain a competitive advantage and capitalize on emerging market opportunities that lead to improved financial results (Kreiser & Davis, 2010)

Risk-taking refers to the tendency to take brave actions such as venturing into unknown new markets and committing a large portion of resources to projects with uncertain outcomes. Risk-taking implies willingness for committing resources to opportunities which involve probability of high failure (Wiklund & Shepherd, 2003). Risk-taking, by its nature, involves potential dangers and pitfalls. Only carefully managed risk is likely to lead to competitive advantages (Dess & Lumpkin, 2005). Dess and Lumpkin also indicated that there are three types of risks that organizations and their executive face. The first is business risk-taking which involves venturing into the unknown without knowing the probability of success. Second, financial risk-taking which implies a company borrow heavily or commit a large portion of its resources in order to grow. And finally, personal risk-taking in which an executive assumes in taking a stand in favor of a strategic course of action (Dess & Lumpkin, 2005). In addition, these scholars proposed two methods that companies can use to strengthen their competitive position via risk-taking, these are first,

researching and assessing risk factors to minimize uncertainty and second, using tried-and-true practices and techniques that have worked in other domains.

Pro-activeness is an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create, change and shape the environment (Lumpkin & Dess, 1996; Kreiser, Marino, & Weaver, 2002). It is simply the ability to take initiative, whenever the situation demands. Pro-activeness refers to a firm's efforts to seize new opportunities. Proactive organizations monitor trends, identify the future needs of existing customers, and anticipate changes in demand or emerging problems that can lead to new venture opportunities. It involves not only recognizing changes but also being willing to act on those insights ahead of the competition. Strategic managers who practice pro-activeness have their eye on the future in a search for new possibilities for growth and development. Pro-activeness is especially effective at creating competitive advantages because it puts competitors in the position of having to respond to successful initiatives (Dess & Lumpkin, 2005).

Competitive aggressiveness refers to a firm's propensity to directly and intensely challenge its competitors to achieve entry or improve position, that is, to outperform industry rivals in the marketplace (Krauss, Frese, Friedrich, & Unger, 2005). This aspect is used to measure how entrepreneurial firms deal with threats, and it also refers to the firm responsiveness directed toward achieving competitive advantage (Frese, Brantjes, & Hoorn, 2002; Lumpkin & Dess, 2001). In literature, the terms pro-activeness and competitive aggressiveness are often used interchangeably but there is a difference between both terms. Pro-activeness states how a firm relates to market opportunities in the process of creating demand (as mentioned in the above paragraph), while competitive aggressiveness refers to how firms relate to competitors, that is, how firms respond to trends and demand that already exist in the marketplace (Dess & Lumpkin, 2005).

Autonomy refers to the independent action of an individual or a team in bringing forth an idea or a vision and carrying it through to completion (Lumpkin & Dess, 1996). In general, it means the ability and willingness to be self-directed in the pursuit of opportunities. In an organizational context, it refers to freely taken action, irrespective of organizational constraints, for establishment

and smooth running of a venture (Krauss, Frese, Friedrich, & Unger, 2005). Autonomy in firms may vary with the size of organization, management style, or ownership (Lumpkin & Dess, 1996).

TABLE 2. 2: THE TWO DIMENSIONS OF EO – SUMMARY

Unidimensional	Multidimensional
<p>Dimensions:</p> <ul style="list-style-type: none"> • Innovativeness • Pro-activeness • Risk-taking 	<p>Dimensions:</p> <ul style="list-style-type: none"> • Innovativeness • Pro-activeness • Risk-taking • Autonomy • Competitive aggressiveness
<p>Insight:</p> <p>All three dimensions are equally important and they (in composite) are required in a business firm for the firm to behave entrepreneurially.</p>	<p>Insight:</p> <p>EO could occur in different combinations and that each dimension has different and independent impact on firm performance.</p>
<p>Literature:</p> <p>(Covin & Slevin, 1989; Miller, 1983)</p>	<p>Literature:</p> <p>(Lumpkin & Dess, 1996)</p>

Source: Own summary from literature reviews

2.1.3. Theoretical Lenses in Entrepreneurial Orientation Research

Covin and Lumpkin (2011) strongly claimed that EO researches sometimes lack strong grounding in an academically sanctioned theory or theoretical perspective. Missing theoretical bases in EO studies critically affect knowledge building process in this research area. This demands the requirement of well-established theoretical background to advance scientific literatures. A number of scholars used various theoretical frameworks to base their studies. In line with this argument, Wales (2016) in his review and synthesis of promising research directions, consolidated and indicated promising theoretical areas that EO researches could progress (Table 2. 3).

Effect of EO on firm performance varies across different types of external environments (Covin & Slevin, 1989; Wiklund & Shepherd, 2005) and resources internal (Wiklund & Shepherd, 2005) to the firm. The relationship is, therefore, contingent on other external and internal environmental

variables. Other literature indicated that performance could be improved when key variables are correctly aligned (De Clercq, Dimov, & Thongpapanl, 2010; Wiklund & Shepherd, 2005). This is the basic premise of contingency theory, which suggests that congruence or alignment among key variables are critical for obtaining optimal performance (Rauch, Wiklund, Lumpkin, & Frese, 2009).

TABLE 2. 3: THEORETICAL BASES IN EO RESEARCH

Theory	Premise	Discussant citations
Resource Based View (RBV)/ dynamic Capabilities perspective	Certain firm resources and capabilities may lead to greater EO and/or enhance EO–outcome relationships; EO may give rise to firm resources and capabilities	Covin & Miller (2014), Edmond & Wiklund (2010), and Miller (2011)
Organizational change	EO is an important driver of organizational change; patterns of change may be particularly relevant to understanding the manifestation of EO	Miller (2011) and Wales et al. (2011)
Institutional theory	Normative, political, and cognitive institutional environments may influence EO; EO may be shaped by powerful social, stakeholder, or governmental pressures to imitate prominent competitors or to enhance their organizational legitimacy	Covin and Miller (2014) and Miller (2011)
Network theory	Firm positions within networks can influence the flow of resource critical to the effective manifestation of EO; regions may impact the effectiveness of EO	Covin and Miller (2014) and Miller (2011)
Neo-bureaucratic and contingency theory	Certain structural routines and standard procedures may have a role in fostering EO, while others hamper it; in general, a contingency perspective has broadly been called for in prior research	Covin and Slevin (1991), Lumpkin and Dess (1996), Miller (2011), & Rauch et al. (2009)
Entrepreneurial dominant logic	Firms facing similar environments may vary in their exhibition of EO based upon differing collective mindsets.	Covin and Lumpkin (2011)
Subjectivist theory of entrepreneurship	Managerial prior experience and knowledge can affect perceptions of opportunity and resource usage	Covin and Lumpkin (2011)
Learning theory	EO enhances learning-related firm processes; EO relationships may be explained via learning-related processes and contextual elements	Covin and Lumpkin (2011)

Source: Adopted from Wales (2016)

Others also highlighted that several contingency factors moderate this link positively or negatively and they called for further research on EO - performance relationship particularly with moderators (Wiklund & Shepherd, 2005; Miller, 2011). Relationship between two variables with other intervening or conditioning variables in-between calls for in contingency theory as a suitable theoretical frame work.

For MSEs, resources are limited and access to these scarce resources will enable them to unpack their entrepreneurial behavior efficiently to achieve outstanding business performance (Adomako, Narteh, Danquah, & Analoui, 2016; Sok, Snell, Lee, & Sok, 2017). Access to financing service and marketing resources are main means in small businesses and believed to have moderator role in EO-performance relationship (Zeebaree & Siron, 2017; Sok, Snell, Lee, & Sok, 2017). Introducing contingency variables into bivariate relationships helps reduce the potential for misleading inferences and permits a more precise and specific understanding of contingency relationships. Contingency theory, as one of most widely applied model in EO researches (Covin & Slevin, 1991; Lumpkin & Dess, 1996; Miller, 2011), argues that the relationship between two variables depends on the level of other variables (Rauch, Wiklund, Lumpkin, & Frese, 2009). This research, with access to financing and marketing resources allocation as conditions for EO - Performance relationship, bases its theoretical framework on this theory.

2.2. Empirical Literature Review

2.2.1. Universal EO - Firm Performance Relationship

The relationship between entrepreneurship and firm performance has received considerable attention in the strategy and entrepreneurship literature over the last two/three decades. Scholars have theorized that the incidence of firm-level entrepreneurial behaviors, i.e., the propensity to engage in relatively high levels of risk-taking, innovative and proactive behaviors is positively associated with organizational profitability and growth (Covin & Slevin, 1991; Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003). However, the magnitude of this relationship seems to vary across studies. While some studies found that firms that adopt EO performed better than firms that do not adopt an EO (Covin & Slevin, 1989; Wiklund & Shepherd, 2003; Belgacem, 2015; Rigtering, Kraus, Eggers, & Jensen, 2014). Other set of studies, however, failed to find a

significant relationship between EO and performance (George, Wood, & Khan, 2001; Covin, Slevin, & Schultz, 1994) which means that a high degree of EO is not always desirable in certain market and structural conditions.

These literatures clearly indicate that there is a considerable variation in the reported relationships between EO and firm performance. The reasons for variation in results can be attributed to factors like difference in the scales of entrepreneurial orientation being used, difference in methodology being adopted, opinion regarding moderating variables and different indicator components of performance being measured.

2.2.2. EO – Performance Relationship Contingency Approach

If the relationship between EO and performance varies across samples that differ on a given attribute, such findings suggest that the attribute may be a moderator (Rauch, Wiklund, Lumpkin, & Frese, 2009). Literature, also, suggest that the relationship between EO and performance is not that straightforward, rather it is influenced by the interference of various elements of organizational and industrial environment (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003; Muchiri & McMurray, 2015). The interaction effects for investigating the impact of other variables as a means of exploring contingency relationships could be addressed in the form of moderating effects, mediating effects or independent effects.

EO is a resource-consuming strategic orientation (Covin & Slevin, 1991). Thus, access to more resources facilitates EO. Access to financial resources appears to be of particular importance to small firms. Financial resource is the most generic type of resource and can relatively easily be converted into other types of resources. Therefore, resource constraints in other areas can to some be mitigated by access to financial resources (Wiklund & Shepherd, 2005). Further, small firms often face difficulties obtaining equity and debt financing, putting severe restrictions on their development (Winborg & Landstrom, 2000) but small firms involved in innovation and striving for high performance will have a great need for financial resources. Access to finance should interact with EO in explaining performance. It provides them the slack to experiment with new innovative strategies, greater access to financing can also mitigate the chance of risky projects becoming fatal, stimulating risk taking and pro-activeness, also, requires resources from existing processes and products and investing in new ones (Wiklund & Shepherd, 2005).

It is recognized by policy-makers that MSEs need special help for their survival and growth (Zeebaree & Siron, 2017). Such support, which is intended to facilitate the external environment, will be effective only if the SMEs have the internal capabilities for taking advantage of the external facilitation (Manimala & Kumar, 2012).

From several types of support for MSEs, access to finance is regarded as primary and fundamental that makes small firms competitive in the market. The financing service includes providing finance directly and indirectly to influence the start-up of new firms and running business through measures such as credits, loans, grants, tax relief (Beyene, 2002). MSEs' access to financing may either come from supply side market failure or demand side market failure. From the supply side, the lending institutions may shy off from MSEs funding due to fear of default, generally bracketing MSE sector as high-risk endeavor or from information asymmetry that happens to be experienced at a higher level in the sector. On the other hand, the demand side may be due to the entrepreneur lack of proper information, lack of business networking or business skills (Kung'u, 2015). This research, thus, agree with literature stating the successful implementation of EO as a strategic orientation appears to require access to considerable financial resources (Covin & Slevin, 1991).

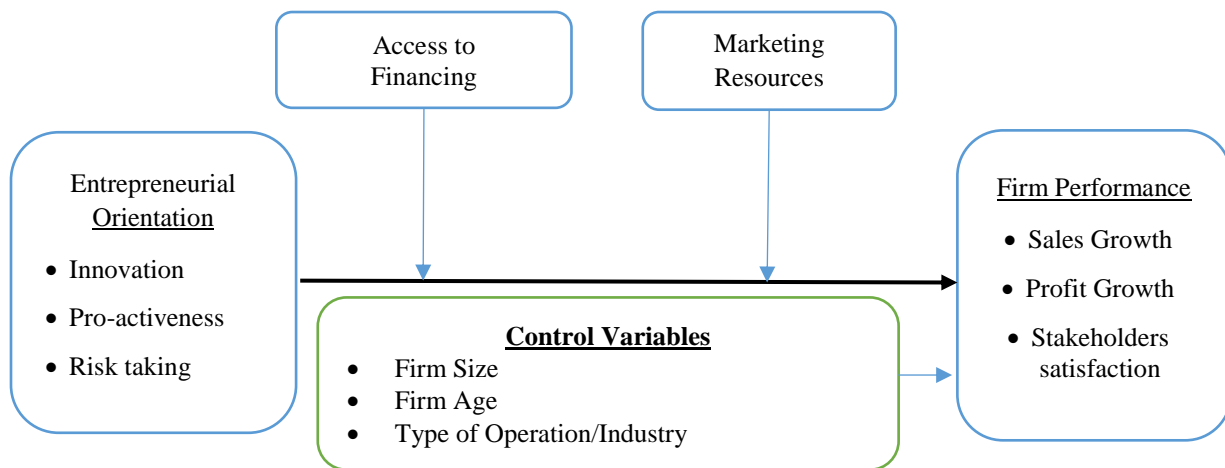
Prior research highlights the importance of resources (e.g. human resources, time, money etc.) for improved performance among firms (Michel, Bowen, & Johnston, 2009). Given their limited resources, small firms often face tremendous challenges in allocating their scare resources to facilitate the development of specific activities. Consequently, those possessing a certain level of strategically important resources are more likely to develop and deliver superior products to customers better than competitors, which is fundamental to capturing and retaining customers (Sok, Snell, Lee, & Sok, 2017). Marketing resources, hence, conceptualized as the substantial amount of resources (e.g. people, time and money) that firms have to invest in marketing-related activities such as promotion, pricing, distribution, service development, business network relationships development and customer relationship development (Wiklund & Shepherd, 2005; Covin & Slevin, 1991; Sok, Snell, Lee, & Sok, 2017).

Further, given small firms' propensity to innovate frequently and take risks they are often faced with uncertain returns and high failure costs. If resources are lacking, literature argue that, EO may not be realized as these conditions inhibit the actual implementation of the firm's entrepreneurial

spirit (Kollmann & Stöckmann, 2014). Substantial commitment of complementary marketing resources is therefore required to support the firm’s entrepreneurial behavior and facilitate the enactment of marketing capability. Such resource commitments may be critical to providing the small firm with the necessary support to facilitate the development and delivery of superior offerings to customers in ways better than competitors (Sok, Snell, Lee, & Sok, 2017). Thus, with better allocation of marketing resources, the value of EO increases because it provides small firms with the necessary condition required to support the link with customers and deliver superior products, which in turn help achieve first-mover advantages and superior performance. Conversely, when firms are destitute of marketing resources, they lack the essential factors needed to exploit their entrepreneurial behavior. Accordingly, they may be hindered from achieving superior performance given they are restricted from engaging in entrepreneurial activities and lack the critical resources to deliver superior offerings to customers that put them ahead of their competition.

2.3. Conceptual Framework

From the theoretical and empirical literature reviews, it is hypothesized that entrepreneurial orientation has positive relationship with small firms’ performance. In that, firms with higher level of entrepreneurial behavior will have better operational and financial performances. In addition to this universal relationship, there are several contingency variables, both internal and external, that influence EO-performance relationship.



Source: Developed based on literature review, 2018

FIG 2. 1: CONCEPTUAL FRAMEWORK OF THE STUDY

In small enterprises' context, resource related factors are crucial to exploit the entrepreneurial opportunities existing in the business firm and achieve outstanding performance. This research, hence, included access to financing and marketing resources as contingency variables to moderate the relationship between EO-performance.

2.4. Definition of Small Enterprises in Ethiopian Context

According to the Micro and Small Enterprise Development Strategy, provision framework and methods of Implementation of Ethiopia (FDRE, 2011), the following definition of small enterprises is applied in this research.

a) Industrial sectors (manufacturing, construction and mining)

It operates with 6-30 persons and/or with a paid up capital of total asset Birr 100,000 (one hundred thousand birr) and not exceeding Birr 1.5 million.

b) Service sector (retailer, transport, hotel and Tourism, ICT and maintenance service)

It operates with 6-30 persons or/and total asset, or a paid up capital is with Birr 50,001 and not exceeding Birr 500,000.

TABLE 2. 4: IMPROVED DEFINITION OF MSE

Level of the enterprise	Sector	Human power	Total asset
Micro enterprise	Industry	≤ 5	≤ 100000 (\$6000)
	Service	< 5	$< 50,000$ (\$3000)
Small enterprise	Industry	6-30	\leq birr 1.5 million (\$9000)
	Service	6-30	\leq birr 500,000 (\$30000)

Source: FDRE, 2011

When ambiguity is encountered between manpower and total assets as explained above, total asset is taken as primary yardstick

3. Methodology

3.1. Research Design and Sampling

This research is a cross-sectional research design to study the relationship between the independent and dependent variables with other contingency variables. The total population of this study is micro and small enterprises (MSEs) in Addis Ababa City. From the total MSEs in the city, only small enterprises were selected as sampling frame. Micro enterprises were purposely excluded from this research as they are not well established to provide reliable information on the research topic.

Table 3.1: Target population and sample size

Sub City	Small Enterprises			Sample size per Sub-city	Non-Responses	Received Responses
	Total	≤3 years as small	≥3 years as small			
Arada	107	35	72	15	2	13
Adiss Ketema	128	46	82	17	4	13
Bole	180	59	121	25	6	19
Yeka	463	178	285	59	11	48
Akaki Kality	279	96	183	38	9	29
Nefas silk Lafto	407	165	242	50	10	40
Gulele	178	54	124	26	4	22
Kirkos	115	28	87	18	5	13
Lideta	124	20	104	22	3	19
Kolfe Keraniyo	330	106	224	47	10	37
Total	2311	787	1524	317	64	253

Source: Compile based on AAMSEDO, 2018

In Addis Ababa city, based on the records of the city government's MSEs Development Bureau, there were about 31,028 MSEs in ten sub-cities and of this total population, only 25,399 SMEs found operational in 2016 census. However, it was learned that 5,629 MSEs terminated their business operation due to several reasons. From these total 25,399 MSEs again, 2311 are categorized as small enterprises, which are considered as target population for this study (Table 3.1). Since 784 of small enterprises from the total 2311 are up-graded from micro to small level only recently (less than three years), these enterprises are not included in the study as they could not be appropriate informers of performance in the last three years.

The primary data were collected from samples that are selected through random sampling technique. A total of 317 small enterprises were selected from the targeted sampling frame using sample size determination technique (Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where, n = required sample size, N = population size;

e^2 = is level of precision (0.05 in this research at 95% confidence interval);

Then, the total sample size was allocated among the ten sub-cities based on their proportion to size as proposed by Bowley (1926). This ensures to get fair representation of samples from sub-cities with different number of small enterprises.

$$n_i = n \frac{N_i}{N} \quad i = 1, 2, 3, 4$$

Where, n_i - sample size required from i^{th} sub-city, n - total sample size,

N_i - population size of the i^{th} sub-city

N - population of small firms in the sub-cities.

As shown in Table 3.1 64 respondents did not return the questionnaires and reduced to total response rate of about 80%. And during data screening process 20 additional questionnaires were found incomplete and rejected from the sample. This resulted in the final sample size of 233 which is 15% of the total target population.

Based on MSE list in each sub-city, the first respondent selected using lottery method sampling and the consecutive respondents were selected systematically by taking every fifth case based on the ratio of target population to sample size. Hand delivered questionnaires were distributed to collect primary data from owners or top managers of these selected small enterprises. In case the respondents are not capable of reading and writing enumerators were involved to help filling the questionnaires. The unit of analyses are, therefore, the owners/top managers representing the target small enterprises. For further elaboration of issues related to small enterprises, Addis Ababa City Government MSEs Development Bureau was contacted. The information focused on the location of small enterprises, contact address, reporting mechanism/channel and the supports provided by the bureau to help the enterprises excel in their business operations.

3.2. Measurements of Variables

TABLE 3. 1: MEASUREMENTS OF VARIABLES

No.	Variable	Items	Scale	Sources
1	Entrepreneurial Orientation	<p>Pro-activeness</p> <p>P1. [In dealing with competitors, my firm] typically initiates actions which competitors then respond to.</p> <p>P2. [In dealing with competitors, my firm] is very often the first business to introduce new products/services, administrative techniques, operating technologies, etc.</p> <p>P3. [In general, the top managers of my firm have] a strong tendency to be ahead of others in introducing novel ideas or products.</p>	Five point Likert scale, 1 – Strongly disagree to 5 – strongly agree	(Covin & Slevin, 1989; Sok, Snell, Lee, & Sok, 2017; Wang, 2008; Dada & Watson, 2012)
		<p>Innovativeness</p> <p>I1. [In general, the top managers of my firm favor] a strong emphasis on R&D, technological leadership, and innovations.</p> <p>I2. Very many new lines of products/services [marketed in the past 5 years].</p> <p>I3. Changes in product or service lines have usually been quite dramatic.</p>		
		<p>Risk taking</p> <p>R1. A strong proclivity for high risk projects (with chances of very high returns).</p> <p>R2. Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.</p> <p>R3. When confronted with decisions involving uncertainty, my firm typically adopts a bold posture in order to maximize the probability of exploiting opportunities.</p>		

No.	Variable	Items	Scale	Sources
2	Firm Performance	FP1. What is your level of satisfaction related to sales growth of the enterprise (during 2005 – 2009 E.C)? FP2. What is your level of satisfaction related to profit growth of the enterprise (during 2005 – 2009 E.C)? FP3. What is your level of satisfaction related to customers’ perception on your product or services compared to other competitors in the market? FP4. Overall level of customers’ satisfaction with your company’s products or services; FP5. Your/your partner’s overall level of satisfaction with the operational and financial performance of your company;	Five point Likert scale with 1- strongly dissatisfied to 5- strongly satisfied	(Wang, 2008; Sahoo, S. & Yadev, S., 2017)
3	Access to Financing Service	F1. How often the firm faces challenge in access to financial service? F2. What is the level of obstacles you faced associated with access to working capital? F3. What is the level of obstacles you faced associated with access to financing for capital investments? F4. What is your level of satisfaction with your access to financing?	Five point Likert scale with 1- always / very severe / strongly unsatisfied / to 5- Never/no obstacle / strongly satisfied	(Wiklund & Shepherd, 2005; Zeebaree & Siron, 2017)
4	Marketing Resources	Substantial amount of marketing resources (people, time, money) are invested in: MR1. Promotional-related activities MR2. Distribution-related activities MR3. Service Development activities MR4. ICT to improve communication with our customers MR5. Establishing and building personal relationships with individual customers MR6. Developing our business network relationships with our markets or wider market	Five point Likert scale with 1- strongly disagree to 5- strongly agree	(Sok, Snell, Lee, & Sok, 2017)

Source: Own summary from literature reviews, 2018

Control variables: control variables will be incorporated to ensure proper model specification, to prevent skewness problem and to take into account possible alternative explanations for performance variations. Several firm-level variables are selected as control based on prior literature in EO-Performance studies (Sok, Snell, Lee, & Sok, 2017; Wiklund & Shepherd, 2005; Stam & Elfring, 2008; De Clercq, Dimov, & Thongpapanl, 2010; Adomako, Narteh, Danquah, & Analoui, 2016). Firm size, measured as the number of employees; firm age, measured as the number of years the firm had been in business and type of operations or the industry type that the firm do its business (manufacturing, services, construction, wholesale and retail trade, urban agriculture and other categories are dummy coded).

3.3. Validity and Reliability

All items applied to measure constructs were adopted from validated sources from literature as indicated in section 3.2 (Table 3.2). Data were initially cleaned for potential non-response, invalid answers, or any incomplete questionnaires and some 20 responses were rejected due to these problems.

Factor analysis using principal components method and Varimax rotation was applied to test the uni-dimensionality of the items. Only items that had a factor loading of at least 0.50 were retained for further analysis to establish convergent and discriminant validity (Bagozzi & Yi, 1988) and those items with factor loading less than 0.50 were omitted. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) values of each construct were checked and varying from 0.734 to 0.864, all exceeding the minimum score of 0.50, demonstrating that all these constructs are valid and reliable.

Discriminant validity established by first comparing the square roots of average variance extract (AVE) values against the off-diagonal correlations (Fornell & Larcker, 1981). In this study the square roots of the AVE of every construct is consistently greater than the off-diagonal correlations. This ensures strong discriminant validity. Discriminant validity further checked by comparing the scores of individual correlations with their respective reliabilities (Cronbach's alpha) and no correlations have been greater than their respective reliability of the construct, providing additional support for discriminant validity.

TABLE 3. 2: DESCRIPTIVE STATISTICS AND INTER-FACTOR CORRELATIONS

	Entrepreneurial Orientation					Marketing Resources			Access to Financing			
	1	2	3	4	5	6	7	8	9	10	11	12
Mean	2.90	2.95	2.92	2.92	2.96	2.93	2.93	2.88	2.54	2.51	2.65	2.53
SD	.889	.854	.872	.865	.845	.951	.958	.913	.841	.891	.869	.928
INN2	1											
INN3	.560**	1										
PRO1	.684**	.573**	1									
PRO2	.594**	.572**	.557**	1								
RSK3	.619**	.642**	.697**	.538**	1							
MKR1	.429**	.441**	.450**	.391**	.490**	1						
MKR2	.467**	.485**	.509**	.383**	.502**	.652**	1					
MKR5	.414**	.412**	.448**	.337**	.518**	.670**	.705**	1				
FNS1	.449**	.513**	.480**	.387**	.555**	.524**	.592**	.497**	1			
FNS2	.485**	.454**	.517**	.396**	.556**	.492**	.617**	.513**	.697**	1		
FNS3	.416**	.428**	.413**	.340**	.455**	.459**	.473**	.363**	.631**	.617**	1	
FNS4	.510**	.486**	.525**	.435**	.590**	.606**	.628**	.556**	.665**	.733**	.629**	1

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

Source: Own Survey SPSS V23, 2018

Cronbach's alpha ($\alpha > 0.7$) and composite reliability (CR > 0.7) were checked for reliability (Hair, Black, Babin, & Anderson, 2010). Confirmatory factor analysis (CFA) has also been performed on individual constructs with Analysis of Moment Structure (AMOS) v23, which will include all multiple item scales and covariates. Relevant model fit indices like Normed Fit Index (NFI >0.9), Confirmatory Fit Index (CFI >0.9), Tucker–Lewis Index (TLI >0.9) and Root Mean Squared Error of Approximation (RMSEA <0.08) have been checked to make sure the measurement model fits the data reasonably well. The factor loading of all items have also been checked with AVE against the recommended benchmark of 0.50 (Fornell & Larcker, 1981), this assures convergent validity.

TABLE 3. 3: RELIABILITY AND VALIDITY TEST INDICES

Construct	Items	Loadings	Cronbach's α	AVE ¹	CR ²	Model- Fit- Indices
Small Enterprises' Performance	PER1	0.90	0.94	0.84	0.96	NFI 0.99, CFI 1.00, TLI 1.00 & RMSEA 0.00
	PER2	0.94				
	PER3	0.91				
	PER5	0.92				
Access to Financing	FNS1	0.87	0.89	0.75	0.92	NFI 0.99, CFI 0.99, TLI 0.99 & RMSEA 0.05
	FNS2	0.88				
	FNS3	0.83				
	FNS4	0.88				
Marketing Resources Allocation	MKT1	0.87	0.86	0.79	0.92	NFI 0.99, CFI 1.0, TLI 1.0 & RMSEA 0.00
	MKT2	0.89				
	MKT5	0.90				
Entrepreneurial Orientation	INN2	0.84	0.88	0.54	0.89	NFI 0.97, CFI 0.98, TLI 0.96 & RMSEA 0.10 (slightly higher than the threshold)
	INN3	0.81				
	PRO1	0.85				
	PRO2	0.78				
	RSK3	0.85				

Source: Own Survey, SPSSv23 & AMOSv23, 2018

3.4. Research Analysis Technique

Descriptive statistics has been used to describe the general information about the respondents' demographic situation and characteristics of the small enterprises. Since the research involves both independent variable and moderators, hierarchical regression has been used to test the proposed hypotheses (Cohen & Cohen, 1983) with SPSS v23. In this analytical model, consecutive regression models were fitted first with the control variables to see the effect of these variables on firm performance, and then the next models incorporated independent variables together with control variables and moderators. This analysis has shown the independent main effect of the explanatory variables and moderators on the dependent variable. The third and fourth models fitted to examine the interaction effects of contingency variables and EO on small enterprises'

¹ Average Variance Extract

² Composite Reliability

performance. To mitigate multi-collinearity problem in the interaction effect analysis, mean centering procedure has been applied for both moderator and independent variables before letting them in interaction analyses as recommended by Aiken and West (1991).

3.5. Research Model Specification

To examine the direct effect of entrepreneurial orientation (EO) on small enterprises performance and the effect of interactions between EO and contingency variables on the same relationship, hierarchical regression has been applied with the following model.

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \beta_n X_{ni} + \varepsilon_i$$

- Where: Y_i is dependent variable for i^{th} observation;*
- X_i is independent variable for i^{th} observation;*
- β_0 is the intercept;*
- β_s are regression coefficients*
- ε_i is the error term for i^{th} observation*

This basic regression model is rewritten in terms of the variables used in this research to show the relationship among them based on the research conceptual frame work.

$$PER = \beta_0 + \beta_1 EO + \varepsilon \dots\dots\dots 1$$

$$PER = \beta_0 + \beta_1 EO + \beta_2 MKR + \beta_3 EO * MKR + \varepsilon \dots\dots\dots 2$$

$$PER = \beta_0 + \beta_1 EO + \beta_2 FNS + \beta_3 EO * FNS + \varepsilon \dots\dots\dots 3$$

- Where:*
- PER is small enterprises performance*
- EO is entrepreneurial orientation*
- MKR is marketing resources allocation*
- FNS is access to financing*
- EO * MKR is interaction between EO and MKR*
- EO * FNS is interaction between EO and FNS*

3.6. Ethical Considerations

Conducting research, its design, data collection strategy, etc. require acceptable ethical considerations (Saunders, Lewis, & Thornhill, 2009, p. 160). The researcher, therefore, required to be abide by the ethical research principles. From that point of view, respondents from the targeted MSEs have been transparently informed about the objective of the research. The researcher has made sure that the covering letter contains information about the investigation, the objectives of the data collection, the voluntary participation of the respondents, assurance regarding confidentiality and anonymity, the intention to reveal the findings up on completion of the study and the contact details of the researcher.

4. Data Analysis and Interpretation

As indicated earlier, this study attempts to examine the effect of entrepreneurial orientation on the performance of small enterprises. This study considers direct effect of EO and interaction effects of marketing resources allocations and access to financing on performance. A total of 233 usable questionnaires were obtained and used for analysis.

This chapter focuses on presentation, discussion and interpretation of data collected through questionnaire. The data collected were analyzed using SPSS version 23 and AMOS v23. Mainly Moderated Hierarchical Regression has been applied in the quantitative analyses and to test the hypotheses.

4.1. Demographic Composition of Respondents

Both demographic and enterprise related information were collected from the selected small enterprise owners or managers. The demographic information of the respondents include gender, age and educational level to see the demographic composition of respondents in the study area. While enterprise related information such as enterprise age, number of employees as proxy to measure size of enterprise and type of business/sector as a control variables were collected and presented in table 4.1.

Accordingly, the gender distribution is relatively balanced with slight inclination to male (52.4%) and the rest (47.6%) are female. This mix is almost consistent with the 2016 Addis Ababa MSEs Census report proportion of 56% and 44% for male and female, respectively.

With respect to the age of respondents, 42.1% of them fall under the age group of 25-30, while 31.8% between 31-40 years of age, 21.9% of the respondents between 18-24 and only 4.3% are within 41-50 age group. This gives a preliminary indication on the dominance of younger cohorts in small enterprises.

Regarding to educational level, according to table 4.1 below, the majority of the respondents (51.9%) completed secondary education, followed by vocational training (30.9%), primary education level 9.9% and only 7.3% are university graduates. This figure indicates that most of the

participants are at secondary and vocational education level (about 82.8%) and only few of them pass through higher education.

TABLE 4. 1: RESPONDENTS AND ENTERPRISES PROFILE

Respondents Demographic Information			
Variables		Frequency	Percent
Gender	Male	122	52.4
	Female	111	47.6
Age	18-24	51	21.9
	25-30	98	42.1
	31-40	74	31.8
	41-50	10	4.3
Educational Level	Primary Education	23	9.9
	Secondary Education	121	51.9
	Vocational Education	72	30.9
	First Degree and Above	17	7.3
Enterprise Related Variables			
Firm Size	Mean		10.1
	Minimum		4.0
	Maximum		23
Firm Age	Mean		6.3
	Minimum		3
	Maximum		13
Business Type		Frequency	Percent
	Manufacturing	90	38.6
	Construction	60	25.8
	Wholesale & Retail Trade	58	24.9
	Services Activities	18	7.7
	Others	7	3.0

Source: Own Survey, 2018

As it was stated in the previous chapters, in this research three control variables i.e. firm size, firm age and type of operation or industry type, were selected to insure appropriate model fit and to give alternative explanations for variances in firms' performance. Thus, the general features of these variables are discussed as follows.

As shown in table 4.1, the mean number of employees in the surveyed small enterprises is 10 with standard deviation of 3.55. In addition, the minimum number of employees among the companies is reported to be 4 and the maximum is 23. With respect to firm age, the mean age of enterprises is found to be 6.3 years with std. deviation of 2.64 while the minimum reported age is 3 years and the maximum is 13. When we see the business type, sample enterprises, as summarized in table 4.1, are distributed as manufacturing and construction sectors comprise 64.4% whereas service and trading take 32.6% share and other sectors are only 3.0%.

4.2. Correlation Analysis

Correlation analysis shows the degree of association between variables and indicates the direction in which the variables associate - positively or negatively (Saunders, Lewis, & Thornhill, 2009, p. 490). The value of correlation ranges from - 1 to 1 and the strength of association can be categorized from very low with correlation coefficient (r) less than 0.2 to very high with coefficient greater than 0.9.

Table 4.2 below illustrates the correlation coefficients for the associations between all the variables – control, independent and dependent variables. In this correlation analysis it is relevant to note mainly the relationship that exists between the dependent variable and the other categories. All the three control variables, number of years in operation, size of the enterprise and the type of business in which the enterprise involved, are associated with performance with very low correlation coefficient and their association is not statistically significant. This can be indication that all the control variables are not strong predictors of small enterprises' performance in this research.

When we see the association within the independent and moderator variables, there is modest correlation. Entrepreneurial orientation correlates with marketing resources allocation and access to financing with positive and statistically significant coefficient ($r = 0.609$ and 0.691 respectively, $p < 0.01$). The correlation between the two contingency variables is also positive and significant ($r = 0.658$, $p < 0.01$). These correlation coefficient values indicate that, there is a reasonably well relationship among the predictor variables but not as high as to the problem of multicollinearity.

TABLE 4. 2: PEARSON CORRELATION

	PERF	YEAR	EMPLOY	TYP_D	MKT	EO	FNS
PERF	1						
YEAR	-.030	1					
EMPLOY	-.058	.392**	1				
TYP_D	-.070	-.017	.237**	1			
MKT	.870**	-.030	-.128	-.109	1		
EO	.740**	-.006	.002	-.008	.609**	1	
FNS	.843**	-.060	-.010	-.091	.691**	.658**	1

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

Source: Own Survey, SPSS v23, 2018

The most important component in this correlation analysis is the relationship between the dependent variable and other explanatory variables. Both the level and direction of their association allows for other higher level analyses in the research. As a rule of thumb, strong correlation between dependent and independent variables is recommended. In general correlation coefficients greater than 0.7 are considered as high correlation (Evans, 1996). In table 4.2, small enterprises' performance and entrepreneurial orientation are highly and positively correlated ($r=0.740$, $p<0.01$). Similarly, performance correlated with marketing resources allocation and access to financing positively and strongly ($r=0.870$ and 0.843 respectively, $p<0.01$). Once strong associations between dependent and independent variables are confirmed from the correlation analysis, further regression analysis can be conducted to make inferences out of their relationship.

4.3. Diagnostics of Assumptions in Regression

Before conducting a regression analysis, the basic assumptions concerning the original data must be made. This is a mandatory prerequisite in explaining the relationships between dependent and explanatory variables. Five major assumptions have to be checked and proved to be met reasonably well. In this study these important least square assumptions were checked and explained as below.

4.3.1. Linearity

The relationship between the dependent variables and independent variables need to be linear function to apply linear regression analysis (Darlington, 1968). One method of preventing non-linearity is to use theory of previous research to inform the current analysis to assist in choosing the appropriate variables (Osborn & Waters, 2002). To test the linearity of associations, scatter plot diagram with line of fit can be used to see if the distribution can be represented by linear relationship.

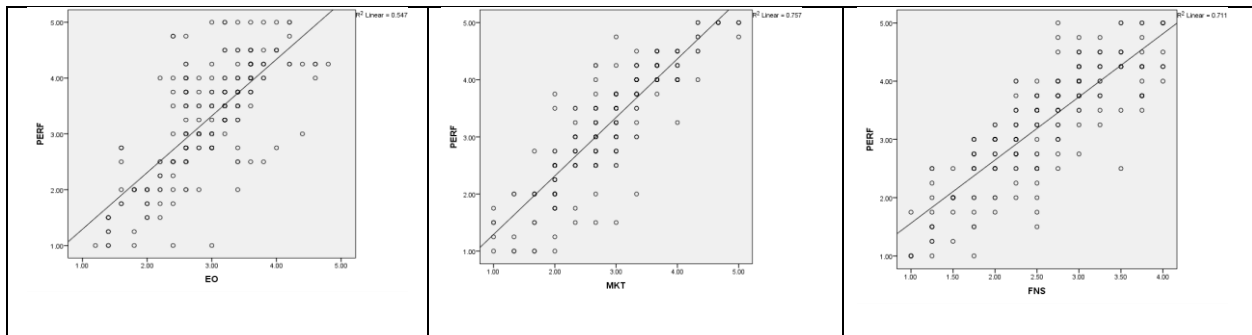


FIG 4. 1: SCATTER PLOT WITH FIT LINE

In this research, as indicated in Chapter Two, all the variables were selected from previous researches which applied linear relationship between the variables. Furthermore, as shown in Figure 2, all the three relationships between dependent and independent variables (Performance with EO, Marketing resources allocation and access to financing) fit reasonably with linear pattern and it holds that linearity assumption is met.

4.3.2. Normality

Multiple regression assumes that variables have normal distributions (Darlington, 1968). This implies that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). This assumption can be tested by looking at the P-P plot for the model together with histogram of the standardized residuals. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed.

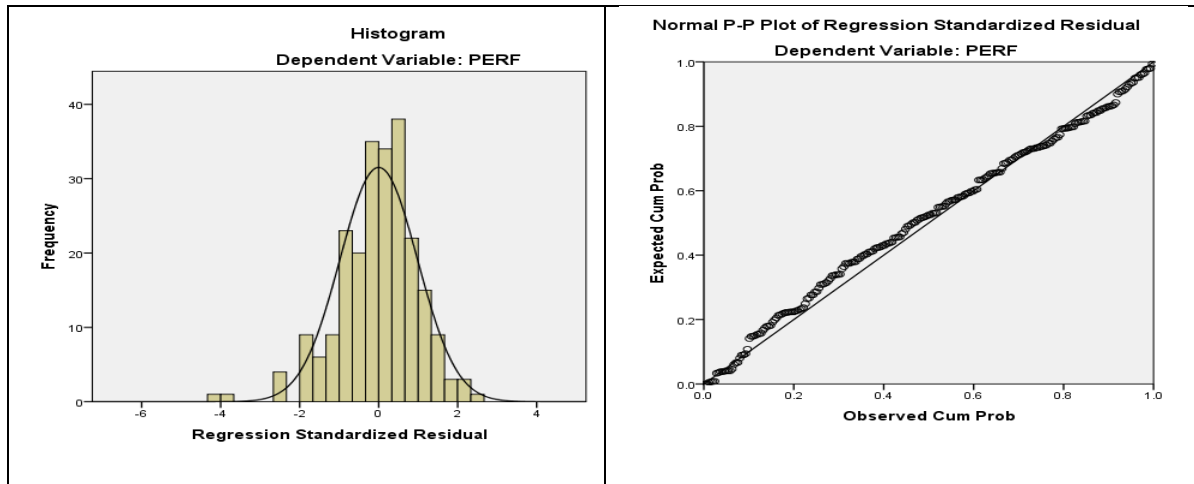


FIG 4. 2: HISTOGRAM AND P-P PLOT OF STANDARDIZED RESIDUALS

The histogram in Figure 3 looks normal and in the P-P plots also the dots are reasonably closer to the normal line. The combination of both inspections support that the residuals are normally distributed.

4.3.3. Multicollinearity

Strong relationship between explanatory variables is a problem of multicollinearity and not acceptable for ordinary list square regression analyses.

TABLE 4. 3: COLLINEARITY TEST

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	-.451	.096			-4.719	.000		
EO	.264	.042	.193		6.303	.000	.522	1.916
FNS	.483	.043	.376		11.193	.000	.433	2.307
MKT	.581	.038	.493		15.477	.000	.481	2.080

a. Dependent Variable: PERF

Variance-inflation factor (VIF) has also been checked and values are found smaller, which supports that multicollinearity is not a problem. Moreover, tolerance statistics in regression analysis helps to detect collinearity problem. Tolerance value runs from 0 to 1 and values closer to 1 indicates no multicollinearity problem (Keith, 2006). In this study all the tolerances are above 0.4 and, therefore, the amount of variation in that construct is not explained by other predictors.. All the three tests indicated that there is no multicollinearity problem.

4.3.4. Homoscedasticity

This assumption requires even distribution of residual terms or homogeneity of error terms throughout the data. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborn & Waters, 2002). If the error terms are distributed randomly with no certain pattern then the problem is not detrimental for analyses. Figure 4.3 below shows that the standardized residuals in this research are distributed evenly indicating heteroscedasticity is not a serious problem for this data.

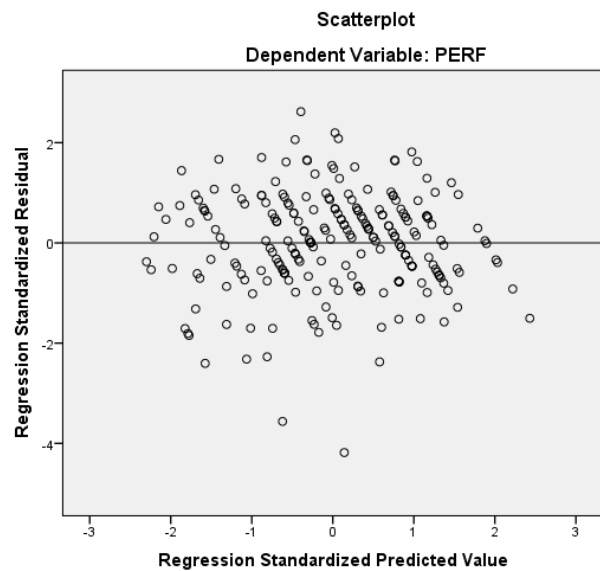


FIG 4. 3: SCATTERPLOT OF STANDARDIZED RESIDUALS

4.3.5. Autocorrelation

Autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2009). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the DW value needs to be close to 2. Values below 1 and above 3 are problematic and causes for concern.

TABLE 4. 4: DURBIN WATSON STATISTICS

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.945 ^a	.892	.889	.32733	1.858

a. Predictors: (Constant), EOxFNS, EMPLOY, EO, TYP_D, YEAR, MKT, EOxMKT, FNS

b. Dependent Variable: PERF

Source: Own Survey, SPSS v23, 2018

4.4. Regression Analyses and Hypotheses Testing

Hierarchical moderated regression has been used to test the research hypotheses. Hierarchical regression analysis allows for a comparison between alternative models with and without interaction terms, where an interaction effect only exists if the interaction term contributes significantly to the variance explained in the dependent variable over the main effects of the independent variables (Jaccard & Turrisi, 2003).

Number of years since the business commenced its operation as small enterprise is considered for this analysis. Small enterprises with minimum of three years in business were considered as they are the best informers for the issues raised in the study, particularly, related to performance in the last three years. Number of employees in the enterprise were used as a proxy to measure size of the enterprise for this analysis case. The last control variable incorporated in the research is the type of sector or industry in which the enterprise involved. Originally five categories were identified based on discussion with Addis Ababa City Administration Micro and Small Enterprise Development Bureau. Later for the sake of analysis, these five groups were regrouped in to two big categories as manufacturing and production in one category and, trading and services in the other. Control variables are incorporated in the regression analyses to ensure proper model specification and give alternative explanations for variations in small enterprises' performance. Model 1 (Table 4.5) shows the effect of all the three control variables on small enterprises' performance, however, are found to be statistically not significant at $p = 0.05$.

H1: Entrepreneurial orientation is positively related to small enterprises' performance in that enterprises with higher level of entrepreneurial orientation have higher performance;

In the regression analysis, entrepreneurial orientation has been introduced in Model 2 (Table 4.5) to see the direct effect of EO on small enterprises' performance. Consistent with the initial proposed hypothesis, EO has positive and statistically significant effect on small enterprises' performance (standardized $\beta = 0.74$, $p < 0.01$). And compared to model 1, which contains only control variables, addition of EO in the model explains substantial extra variance in performance ($\Delta R^2 = 0.547$, $p < 0.01$). These statistics supported hypothesis 1 which posits entrepreneurial orientation is positively related to small enterprises' performance in that small enterprises with higher level of entrepreneurial orientation achieve higher performance compared to those with lower entrepreneurial behavior.

The positive and significant universal effect of EO on firm performance in this study is consistent with prior empirical researches as mentioned in a meta-analysis on EO-performance relationship by Rauch et al., (2009) and in other findings (Wang, 2008; Sahoo, S. & Yadav, S., 2017; Wales, 2016).

Further to EO, other direct effects of the contingency variables were also checked before examining their interaction effects on performance. Access to financing and marketing resources allocation by small enterprises were added in Model 3 (Table 4.5) as independent variable and the overall degree of determination has significantly increased ($\Delta R^2 = 0.335$, $p < 0.001$). Together with entrepreneurial orientation, these variables explained higher variation (R-squared = 0.886) in small enterprises' performance. Model 3 in table 4.5 also illustrates financing accessibility (with $\beta = 0.486$, $p < 0.001$) and marketing resources allocation (with $\beta = 0.584$, $p < 0.001$) influenced performance in small enterprises positively and the relationship is statistically significant.

TABLE 4. 5: DIRECT EFFECT STATISTICS

Model Summary ^a							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change
1	.084	.007	-.006	.98390	.007	.539	.656
2	.744	.554	.546	.66098	.547	279.405	.000
3	.943	.889	.886	.33162	.335	339.892	.000

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.564	.264		13.477	.000
	YEAR	-.006	.027	-.017	-.233	.816
	EMPLOY	-.010	.021	-.037	-.502	.616
	TYP_D	-.129	.143	-.062	-.902	.368
2	(Constant)	.574	.252		2.279	.024
	YEAR	-.004	.018	-.010	-.212	.833
	EMPLOY	-.012	.014	-.043	-.867	.387
	TYP_D	-.114	.096	-.054	-1.188	.236
	EO	1.015	.061	.740	16.715	.000
3	(Constant)	-.532	.134		-3.981	.000
	YEAR	.003	.009	.008	.344	.731
	EMPLOY	9.258E-5	.007	.000	.013	.990
	TYP_D	.042	.048	.020	.861	.390
	EO	.260	.042	.190	6.141	.000
	MKT	.584	.038	.496	15.178	.000
	FNS	.486	.044	.378	11.081	.000

a. Dependent Variable: PERF

Source: Own Survey, SPSS v23, 2018

H2: Marketing resources allocation moderates the EO-Performance relationship, such that the influence of EO on performance is strongest when sufficient marketing resources are allocated in the firm;

The relationship between entrepreneurial orientation and small enterprises' performance, as posited in literatures, may not be always direct, rather several complex relationships are expected to exist between them. This complex relationship could be explained by incorporating either mediators, moderators or moderated mediators etc. (De Clercq, Dimov, & Thongpapanl, 2010; Sok, Snell, Lee, & Sok, 2017; Wiklund & Shepherd, 2005). In this particular research marketing

resources allocation and access to financing moderators are incorporated to see their effect on EO – small enterprises’ performance relationship.

To examine the interaction effect of marketing resources allocation (as a moderator) and entrepreneurial orientation on the relationship between entrepreneurial orientation and small enterprises’ performance, the product of the two mean centered variables was introduced in the hierarchical regression model. As shown in model 4 (Table 4.6), all the direct effects of EO, marketing resources allocation and access to financing ($\beta=0.24, 0.579$ and 0.485 respectively, $p<0.001$) are still positive and statistically significant.

The moderated regression results in model 4 illustrates that the interaction term explained slight additional variances ($\Delta R^2 = 0.004, p<0.001$) in the relationship between entrepreneurial orientation and small enterprises’ performance and this variation is statistically significant. Although the effect of this moderator on the EO-performance relationship is small, the statistical significance tells that the addition of marketing resources allocation as a moderator influences the relationship between the dependent and independent variables. With the interaction effect, as shown in table 4.6, the full model explained a higher variance in small enterprises’ performance (R squared = 0.889). But, even if the moderated model significantly explained the relationship, the effect of the interaction term on small enterprises performance is negative ($\beta= -0.058, p <0.01$) and this is against the proposed hypothesis 2.

TABLE 4. 6: MARKETING RESOURCE INTERACTION EFFECT

Model Summary ^e							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.084	.007	-.006	.98390	.007	.539	.656
2	.744	.554	.546	.66098	.547	279.405	.000
3	.943	.889	.886	.33162	.335	339.892	.000
4	.945 ^d	.892	.889	.32680	.004	7.719	.006

Coefficients ^e						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	-.445	.135		-3.283	.001
	YEAR	.003	.009	.009	.359	.720
	EMPLOY	.001	.007	.003	.122	.903
	TYP_D	.039	.048	.019	.817	.415
	EO	.247	.042	.180	5.888	.000
	MKT	.579	.038	.491	15.250	.000
	FNS	.485	.043	.377	11.201	.000
	EOxMKT	-.058	.021	-.062	-2.778	.006

d. Predictors: (Constant), TYP_D, YEAR, EMPLOY, EO, MKT, FNS, EOxMKT

e. Dependent Variable: PERF

Source: Own Survey, SPSS v23, 2018

This negative interaction effect may indicate that, even if entrepreneurial orientation and marketing resources allocation positively affect performance, it does not imply that the effect of entrepreneurial orientation to be positively facilitated with higher allocation of marketing resources. Allocation of marketing resources by itself might not be enough to achieve the required outcomes from EO, as explained by (Sok, Snell, Lee, & Sok, 2017), performance differentials come from the creation of synergistic configurations of resources with capabilities. It might be relevant here to argue that for marketing resources allocation to contribute positively, in EO-performance relationship, the small enterprises should have the marketing capabilities to efficiently use the resources and unpack their entrepreneurial behavior.

H3: Access to financing moderates the relationship between entrepreneurial orientation and firm performance, such that the influence of EO on performance is strongest among firms reporting access to finance than those do not have access;

Finance is an important resource. It is not the ownership of the financial resources that is important but it is the access to it (Stevenson & Jarillo, 1990). With this mind set and based on other arguments in the previous theoretical section, access to finance has been incorporated in the model as a moderator between EO and performance. Model 5 (Table 4.7) shows that, with the inclusion of this interaction term, the main effects of both the independent and contingency variables remain

positive and statistically significant. This contingency model, with access to financing as moderator, explained extra variance ($\Delta R^2 = 0.003$, $p < 0.05$) in small enterprises' performance. Interaction of access to financing with entrepreneurial orientation is also interestingly related ($\beta = -0.058$, $p < 0.05$) with performance in reverse direction. This contradicts with what has been proposed in hypothesis 3. Access to financing does not positively moderate the relationship between entrepreneurial orientation and small enterprises' performance, implying that with high access to financing the impact of entrepreneurial orientation on performance decreases and vice versa. As mentioned in Wiklund and Shepherd (2005) entrepreneurial orientation is resource based strategic posture. In line with this logic this result can be justified as, under resource constrained conditions EO may provide more of a differentiation mechanism than it does in situations of resource abundance.

TABLE 4. 7: ACCESS TO FINANCE INTERACTION EFFECT

Model Summary ^a							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.084	.007	-.006	.98390	.007	.539	.656
2	.744	.554	.546	.66098	.547	279.405	.000
3	.943	.889	.886	.33162	.335	339.892	.000
4	.945	.892	.889	.32680	.004	7.719	.006
5	.944	.891	.888	.32817	.003	5.785	.017

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
5	(Constant)	-.452	.136		-3.312	.001
	YEAR	.002	.009	.005	.226	.822
	EMPLOY	-7.496E-5	.007	.000	-.011	.991
	TYP_D	.044	.048	.021	.907	.365
	EO	.256	.042	.187	6.103	.000
	MKT	.579	.038	.491	15.172	.000
	FNS	.481	.044	.374	11.060	.000
	EOxFNS	-.050	.021	-.054	-2.405	.017

Source: Own Survey, SPSS v23, 2018

As argued by (Wiklund & Shepherd, 2005), this result suggests that small enterprises facing severe constraints in terms of limited access to finance benefit from adopting entrepreneurial orientation

as a strategic posture. The negative relationship between the interaction term and small enterprises' performance can be conversely interpreted as, firms with low access to financing could exploit their entrepreneurial orientation to achieve high performance. EO provides businesses the ability to discover new opportunities that can differentiate them from competitors and create a competitive advantage that can offset the resource constraint. This result can also be explained, according to Covin et al. (1990) , EO had a stronger association with performance in low-tech industries than in high-tech industries. EO may provide more of a differentiation mechanism for firms operating under less favorable conditions.

To further investigate and explain the interaction effects on performance, slope analysis has been conducted (Sok, Snell, Lee, & Sok, 2017; De Clercq, Dimov, & Thongpapanl, 2010; Wiklund & Shepherd, 2005) using Process procedure for SPSS v 2.16.3. According to this process all variables - entrepreneurial orientation, marketing resources allocation and access to financing are divided in to low (mean – 1SD) and high (mean +1SD) levels and the conditional effect of EO on small enterprises' performance has been checked for different level of the moderator variables.

TABLE 4. 8: CONDITIONAL EFFECT OF EO ON PERF AT VALUES OF MKT

<u>MKT</u>	<u>Effect</u>	<u>se</u>	<u>t</u>	<u>p</u>	<u>LLCI</u>	<u>ULCI</u>
Low	.5289	.0706	7.4938	.0000	.3899	.6680
Med	.4448	.0625	7.1197	.0000	.3217	.5678
High	.3606	.0732	4.9246	.0000	.2163	.5048

Source: Own Survey, SPSSv23, 2018

The conditional effect of EO on small enterprises' performance at low level of marketing resources allocation is 0.53 which is higher than the conditional effect (0.36) at high level of marketing resources in small enterprises (Table 4.8). This shows that small enterprises with limited marketing resources could benefit from adopting entrepreneurial strategic posture compared to those with higher resources. EO, based on this finding, could compensate small enterprises' performance even in compromised resources situation.

TABLE 4. 9: CONDITIONAL EFFECT OF EO ON PERF AT VALUES OF FNS

<u>FNS</u>	<u>Effect</u>	<u>se</u>	<u>t</u>	<u>p</u>	<u>LLCI</u>	<u>ULCI</u>
Low	.5371	.0720	7.4559	.0000	.3951	.6790
Med	.4403	.0697	6.3197	.0000	.3030	.5776
High	.3436	.0840	4.0915	.0001	.1781	.5090

Source: Own Survey, SPSSv23, 2018

The effect of EO in small enterprises' performance is also as shown in Table 4.9; at low level of access to financing, the conditional effect of EO on performance (0.54) is higher compared to enterprises with higher access to finance which is 0.34. The finding dictates that, small enterprises which report higher level of access to finance might exploit their entrepreneurial behavior (for their performance) less than those with limited access. This also shows that EO is an opportunity that can be successfully applied in scarce financial resources environment for better performance.

The effect of EO, then, plotted against small enterprises' performance for a given marketing resources allocation and access to financing as a moderating conditions are separately shown in figure 4.4.

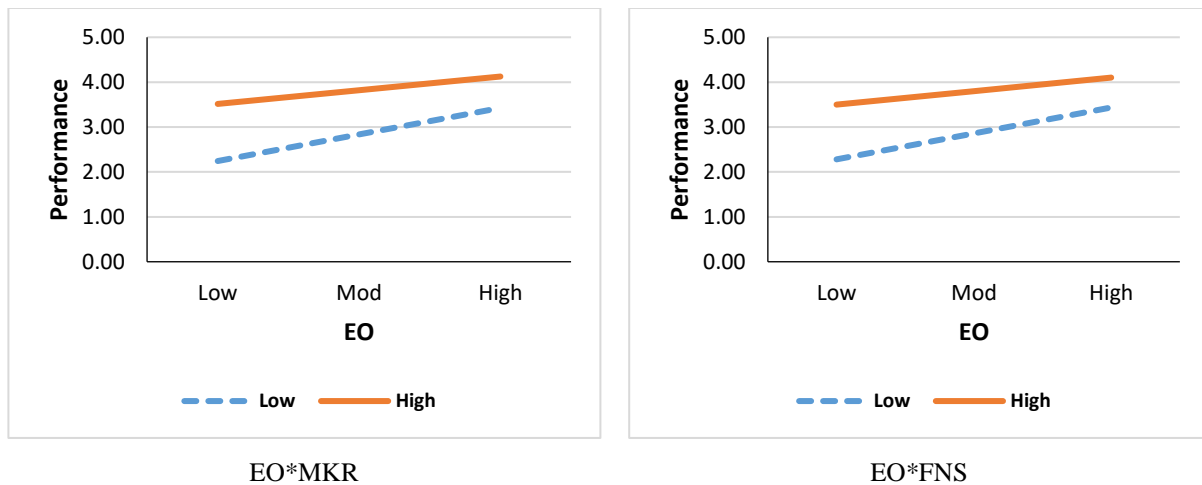


FIG 4. 4: SIMPLE SLOPE ANALYSIS RESULT FOR INTERACTION EFFECT

The broken line in both plots depict marketing resources allocation and access to financing in small enterprises is low. In both plots, the slope of the lines represent small enterprises performance and the rate at which this slope increases is relatively sharp when it moves from low entrepreneurial orientation to high. This implies that at low level of marketing resources allocation and access to financing, small enterprises' performance increases at higher rate when EO of the enterprise increases from low level to high. The solid line, on the other hand, represents EO-Performance relationship when marketing resources allocation and access to financing are at high level. Unlike the case in low level of resources, in this condition the impact of EO on performance is very gentle indicating that with higher resources availability the marginal effect of EO on small enterprises' performance is minimal.

From this slope analysis it is important to note two interesting points. First, in all cases the effect of EO on performance is positive even with the interaction term in the model. This gives further support for Hypothesis 1. Second, although the effect of EO on performance is positive in all cases of marketing resources allocation and access to finance, the lower rate at which performance increases with the higher conditions explains why the coefficient of the interaction term became negative in the regression model.

In model 6 (Table 4.10), all the direct effects and interaction terms were examined and found out that all the main terms still influence firm performance positively and significantly (with $\beta = 0.249$, 0.578 and 0.483 for EO, marketing resources allocation and access to financing respectively, $p < 0.001$). Whereas the effects of both interaction terms turned out statistically insignificant when they are incorporated in the model simultaneously. This may justify the need for future enquiries based on higher level of analytical framework like configurational approach to examine any significant alignment that could explain the three-way interaction effect.

4.5. Summary of the Regression Analysis and Hypothesis Testing

The summary of the hierarchical regression analysis outputs are summarized in Table 4.10. The table illustrates all the models ran to see the impact of both direct and interaction terms with coefficients of the predictor variables, degree of explanation, change in the degree of explanation and their statistical significance for ease of reference.

TABLE 4. 10: RESULTS OF MODERATED HIERARCHICAL REGRESSION

Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Constant	3.564***	0.574**	-0.53***	-0.45***	-0.45***	-0.44***
Control Variables						
Year	-0.006	-0.004	-0.003	0.003	0.002	0.003
Size	-0.01	-0.012	0.0009	0.001	0.00075	0.001
Business Type	-0.129	-0.114	0.042	0.039	0.044	0.040
Direct Effect						
EO		0.740***	0.260***	0.247***	0.256***	0.249***
Marketing Resources			0.584***	0.579***	0.579***	0.578***
Access to Financing			0.486***	0.485***	0.481***	0.483***
Interaction Effect						
EO x Marketing Resources				-0.058***		-0.016
EO x Access to Financing					-0.050**	-0.046
R squared³	-0.006	0.546	0.886	0.889	0.888	0.889
ΔR squared		0.547***	0.335***	0.004***	0.003**	0.001

Source: Own Survey, SPSS v23, 2018

³ Adjusted R-squared

The hypotheses of the study are tested through moderated hierarchical regression analysis by taking direct main effect and two-way interaction effects and the results are summarized below:

TABLE 4. 11: SUMMARY OF HYPOTHESES

	<i>Hypotheses</i>	<i>Result</i>
<i>H1:</i>	<i>Entrepreneurial orientation is positively related to small enterprises' performance in that enterprises with higher level of entrepreneurial orientation have higher performance;</i>	<i>Accepted</i>
<i>H2:</i>	<i>Marketing resources allocation moderates the EO-Performance relationship, such that the influence of EO on performance is strongest when sufficient marketing resources are allocated in the firm;</i>	<i>Rejected</i>
<i>H3:</i>	<i>Access to financing moderates the relationship between entrepreneurial orientation and firm performance, such that the influence of EO on performance is strongest among firms reporting access to finance than those do not have access;</i>	<i>Rejected</i>

Source: Compiled from findings, 2018

5. Conclusion and Recommendations

5.1. Summary of Findings

In this research the effect of entrepreneurial orientation (EO) on small enterprises' performance has been investigated both as direct main effect and interaction effect with marketing resources and access to financing as moderators. These relationships are examined using randomly selected data from small enterprises in Addis Ababa City Administration. All the variables and the respective measurements in this research are based on theory and adopted from literatures. The reliability and validity of the constructs and items were tested as per the recommendations made in literatures. To test the research hypotheses, moderated hierarchical regression analysis has been applied and the findings are summarized as follows.

Before the regression analysis the correlation between variables examined and it is confirmed that there is strong association between all the independent and the dependent variables ranging from $r > 0.74$ to 0.87 . This is an indication that EO has strong relationship with small enterprises' performance. The correlation among the independent and moderator variables is moderate and free from multicollinearity problem.

At the start, the effect of the control variables - age of the small enterprise, size of the enterprise and the type of business – on performance were examined and were not statistically significant. Entrepreneurial orientation has positive and statistically significant ($\beta = 0.74$, $p < 0.001$) effect on small enterprises' performance. Entrepreneurial orientation explained high variance in firms performance ($R^2 = 0.546$), this supports hypothesis 1 and it is in line with other findings in literatures as mentioned in a meta-analysis (Rauch, Wiklund, Lumpkin, & Frese, 2009).

Before testing the interaction effects with the moderators, the main effect of the contingency variables on small enterprises' performance were tested and both have positive and statistically significant effect ($\beta = 0.584$, 0.486 for marketing resources allocation and access to financing respectively, $p < 0.001$). Together with EO these moderators explained additional significant variance in firms performance ($\Delta R^2 = 0.335$, $p < 0.001$).

To test hypothesis 2, the interaction effect of EO and marketing resources allocation was analyzed together with the main effect items and found out that it explained small but statistically significant extra variation in performance ($R^2 = 0.004$, $p < 0.001$). Although its relationship with performance is statistically significant but the coefficient is negative ($\beta = -0.058$, $p < 0.001$), which is against hypothesis 2. This finding is not as hypothesized by this research but it is in line with what Sok et al. (2017) recommended. Allocation of high marketing resources may not enable small enterprises to use their entrepreneurial orientation highly. There should also be a linking component - marketing capability.

Similarly, the finding regarding access to finance was turned out to be negative but statistically significant ($\beta = -0.050$, $p < 0.01$). This moderator also added slight variation in performance ($R^2 = 0.003$, $p < 0.01$). This finding is also counter to what was proposed in hypothesis 3. This finding is in line with Wiklund and Shepherd (2005) which states that businesses facing severe constraints in terms of limited access to finance benefit the most from adopting EO.

Generally, entrepreneurial orientation has positive and significant effect on small enterprises' performance in all combinations that are tested in this research. This informs that the universal positive influence of EO on firm performance also holds true here in small enterprises context too. Although the two hypotheses are not supported with the findings, it could be interpreted differently as, in small enterprises where resources are scarce, entrepreneurial strategic orientation could be considered a beneficial competitive advantage to achieve better performance.

5.2. Conclusions

Based on the findings summarized in section 5.1 the following major conclusions are drawn.

From the demographic and enterprises related profiles, first it is concluded that the gender participation in small enterprises is reasonably balanced, second it is also understood that majority (74%) of the respondents (owners and managers) are within the age range of 25-40 years. It is also learned that more than 60% of the small enterprises are involved in manufacturing and construction industries.

From the correlation analysis it is concluded that there is a strong association between entrepreneurial orientation and small enterprise' performance. In line with hypothesis one, the findings of the regression analysis has shown that entrepreneurial orientation explains reasonable variation in small enterprises' performance with positive relationship and it is statistically significant. It is, therefore, concluded that entrepreneurial orientation strategic posture in small enterprises play substantial role in their performance. This direct effect relationship is also supported by other literatures (Rauch, Wiklund, Lumpkin, & Frese, 2009; Covin J. S., 1990; De Clercq, Dimov, & Thongpapanl, 2010)

The direct effect analysis in regression with entrepreneurial orientation, access to finance and marketing resources allocations together explained large variations in performance indicating that they are strong predictors of performance.

From the moderated hierarchical regression analysis findings, it is deduced that access to finance negatively moderated the relationship between entrepreneurial orientation and small enterprises' performance. This implies that at high access to financing, the effect of entrepreneurial orientation on small enterprises' performance is lower compared to low access to finance. This indicates that entrepreneurial orientation is a strategic orientation which could benefit businesses in resources constrained environment. This finding is in line with Wiklund & Shepherd (2005).

It is also concluded that higher marketing resources allocation reduces the tone at which entrepreneurial orientation affects small enterprises' performance. Under scarce marketing resources, performance is highly derived by entrepreneurial orientation. As indicated by Sok et al. (2017), marketing resources moderated EO-performance relationship positively but indirectly through marketing capability.

5.3. Recommendations

According to the research findings and the concluded notions the following main recommendations are forwarded:

- Based on the educational background of the respondents, most of the managers and owners are secondary education completes. Although educational achievement might not be a direct predictor of success in business, it could have its own impact on how they understand their business environment, the nature of their industry they are operating and mainly the financial processes and realities in the business world. It is therefore recommended that various technical trainings in their business area should be delivered as a support. Besides, other business and financial trainings are also required to keep them competitive in their industry.
- Based on the conclusion, since small enterprises are doing their business in resources tight situation, it is recommended that they give higher emphasis in exploiting their entrepreneurial skills as an alternative strategy for their competitive advantage and better performance.
- Government and other supporting partners for small enterprises should consider options that help build the entrepreneurial behavior/skills of owners and managers so that even in limited resources availability it could be possible to improve their accomplishment. This could be done through trainings or other initiatives that could call participation of small enterprises in entrepreneurial activities and through motivating entrepreneurial activities that are exhibited by small enterprises.

- Other supports given, mainly by government, to these small enterprises should consider entrepreneurial orientation to be the pivot for their action. EO should be considered as invaluable component vis-à-vis other resource based supports like finance, working place, machineries etc...
- As it is indicated in the conclusion marketing resources allocation could improve the relationship between entrepreneurial orientation and performance but only when there is marketing capability with in the enterprise. It is recommended that, small enterprises, in addition to allocating marketing resources, need to improve their marketing capability so that they can fully unpack their entrepreneurial orientation for higher performance.

5.4. Future Research

- Further researches are required involving interaction of EO with several social, economic, political, environmental factors and assess its impact on performance. In addition to interaction effect there could be different forms of indirect effect of EO on performance through other bridging variables. These issues could be addressed in future researches mainly in Ethiopian context.
- In addition to contingency framework, other interaction effects could be further tested by taking various alignment of variables to see if substantial and positive effect of EO on performance could be achieved. Future researches may consider configurational approach to further the knowledge in EO-performance relationship.
- There might be a certain degree of variation between different industry types. To get the detail and complete picture of the EO-performance relationship, it is advisable to make split research by industry type.
- As it was mentioned in the scope of the research further longitudinal research is required to make certain cause – effect relationship for the generalizability of the actual relationship between entrepreneurial orientation and firm performance in Ethiopian context.

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Annex 1: Brief summary of empirical findings in EO-Performance literatures

Authors	Moderators / Mediator	Context	Key findings
Rigtering et al. (2013)		Service and manufacturing industries in Austria, Germany, Switzerland and Liechtenstein	<ul style="list-style-type: none"> • Level of EO is significantly higher in service firms both at the overall level and for each of the three sub -categories: Service firms appear to be more risk-oriented, proactive and innovative than manufacturing companies; • There is a stronger relationship between EO and growth for manufacturing firms than for service firms, the difference is however not significant, proving that EO as a second order construct is of equal importance within both industries.
Wiklund & Shepherd (2005)	Moderators: a. Environmental dynamism b. Access to finance capital	In Swedish small firms	<ul style="list-style-type: none"> • EO positively influences small business performance; • Business that face performance constraints, in terms of a stable environment and limited access to capital, can be superior performers if they have a high EO. • High EO provides businesses the ability to find and/or discover new opportunities that can differentiate them from other firms and create a competitive advantage; • When the environment is dynamic and the firm has considerable access to capital, small business performance apparently might be improved by a more inwardly focused orientation that better capitalizes on these abundant opportunities by focusing on efficient exploitation.
Amran Awang et. al. (2009)	Moderators: Perceived environmental factors: a. Munificence b. Turbulence c. Competition d. Market dynamism e. Restrictiveness	SMEs in Malaysian context	<ul style="list-style-type: none"> • Autonomy and innovativeness were related significantly and positively with performance; • Significant interaction effect of human capital and information technology munificence on pro-activeness- performance relationship; • Innovativeness and risk taking have direct impact on performance; • Independent effect of each EO dimension on performance.

Authors	Moderators / Mediator	Context	Key findings
Sok, Snell, Lee, Sok (2017)	Moderators: Marketing Resources Mediators: Marketing Capability	Small business in the service industry, Australian context	<ul style="list-style-type: none"> • EO-Performance relationship is more complex than a simple main-effects-only relationship; • Some small service firms might manifest a low performance when the managers show a clear EO attitude: the marketing capability and marketing resources links would be missing in this case; • EO has positive significant relationship with performance of small service firms through entrepreneurial activity undertaken with a strong focus on marketing; • the indirect effect of EO on performance of small service firms via marketing capability is strongest at a high level of marketing resources;
Stam & Elfring (2008)	Moderator: a. intra-industry network centrality b. extra-industry bridging ties	Emerging open source software industries in the Netherlands	<ul style="list-style-type: none"> • the configuration of a founding team’s intra- and extra-industry social capital can explain both positive and negative performance effects of a firm’s entrepreneurial orientation; • the combination of high network centrality and extensive bridging ties strengthened the relationship between entrepreneurial orientation and performance; • among ventures with fewer bridging ties, network centrality weakened the entrepreneurial orientation– performance link; • an independent moderating effect of network centrality.
Pratono & Mahmood (2016)	Moderator: Environmental turbulence Mediator Marketing Capability:	SMEs in Indonesian context	<ul style="list-style-type: none"> • EO has both a positive direct and a positive indirect impact on firm performance. • Marketing capabilities has a complementary mediating effect on firm performance. Firms can combine both EO and MC to enhance their performance. • Firms with EO gain sustainable viability during predictable environmental turbulence. However, during dynamic environmental turbulence, firms with greater EO posture will suffer from poor performance. • Taking a proactive position may allow entrepreneurial firms to understand the low dynamic level of environmental preference. Low environmental turbulence allows firms to predict environmental preference, to utilize innovations and to take more risks. During periods of extreme environmental turbulence, entrepreneurial firms may become more risk averse to effectively manage unpredictable market preferences.

Authors	Moderators / Mediator	Context	Key findings
Lumpkin & Dess (2001)	a. Environmental dynamism b. Industry life cycle	Divers business firms in the USA context	<ul style="list-style-type: none"> • Initial tests found that pro-activeness was positively related to performance but competitive aggressiveness tended to be poorly associated with performance; • The performance of firms in the early stages of industry development was stronger when their strategy making was proactively oriented; • A competitively aggressive frame of mind was help-full to firms in more mature stages of industry development; • In dynamic environments, proactive firms had higher performance relative to competitively aggressive firms; • In hostile environments, competitively aggressive firms had stronger performance. • Generally, Pro- activeness is an appropriate mode for firms in dynamic environments or in growth stage industries but may not favor competitive aggressiveness. • Firms in hostile environments are more likely to benefit from competitive aggressiveness.
Clercq, Dimov, Thongpapanl (2010)	Moderator: Social exchange process: a. Procedural justice b. Trust c. Organizational commitment d. Similarity of organization's social context to the ideal configuration of (a-c)	Canadian based firms	<ul style="list-style-type: none"> • the study advances the notion that a firm's ability to leverage its EO in to successful performance depends on internal social exchange process that facilitates knowledge flows across functional departments; • such internal social contingencies can enhance or diminish the relationship between EO and performance; • procedural justice, trust and organizational commitment are successful moderators which help to exploit entrepreneurial opportunities; • d. strong holistic configurational effect of these three aspects of social exchange has been witnessed from this research - deviation from the 'ideal' configuration of organizational factors can undermine the effective implementation of a firms entrepreneurial posture.
Covin, Green, & Slevin (2006)	a. Strategic decision-making participativeness; b. Strategy formation mode	Manufacturing firms from three states of USA	a. suggested that the effect of EO on a firm's growth rate depend on several strategic process-related variables;

Authors	Moderators / Mediator	Context	Key findings
	c. Strategic learning from failure		<p>b. less participative/more autocratic style of top management has been advocated for firms with growth - seeking strategies (this facilitates EO effectiveness);</p> <p>c. EO can be more definitively claimed to fit with planning flexibility (as evidenced through an emergent strategy formation mode) because this combination promotes firm sales growth rate.</p> <p>d. negative EO-strategic learning-from- failure interaction suggests that entrepreneurial firms are less penalized than conservative firms when they are not highly proficient at learning from their strategic mistakes (conservative firms tend to exploit known opportunities than new ones - unlike entrepreneurial firms).</p>

Source: Summary of empirical findings from literature review, 2018

Annex II: Amharic Questionnaire



አዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የማኔጅመንት ትምህርት ክፍል ድኅረ-ምረቃ መርሀግብር

በአነስተኛ ኢንተርፕራይዝ ባለቤቶች / ከፍተኛ የሥራ ሃላፊዎች የሚሞላ መጠይቅ

ውድ የጥናቱ ተሳታፊ

በቅድሚያ በዚህ ጥናት ላይ ለመሳተፍና መረጃ ለመስጠት ፈቃደኛ ስለሆኑ ልባዊ ምስጋና አቀርባለሁ።

ይህ መጠይቅ “*Entrepreneurial Orientation and Small Firms Performance: Roles of Access to Financing and Marketing Resources Allocation*” በሚል ርዕስ ለሚቀርብ ጥናታዊ ጽሁፍ መረጃ ለመስጠት የተዘጋጀ ነው።

ጥናቱ የሚሠራው አዲስ አበባ ዩኒቨርሲቲ በቢዝነስ አድሚኒስትሬሽን ለሁለተኛ ዲግሪ (MBA in Management) ያስቀመጠውን መስፈርት ለማሟላት በመሆኑ የሚሰበሰበው መረጃ ሙሉ በሙሉ ለትምህርታዊ ዓላማ ብቻ የሚውል ይሆናል። በመሆኑም መረጃው ምስጢራዊ ሆኖ የሚጠበቅ ሲሆን ከትምህርታዊ ሥራ በስተቀር ለሌላ ለምንም ዓላማ ጥቅም ላይ አይውልም። በመሆኑም ትክክለኛ መረጃ እንዲሰጡን በታላቅ ትህትና እንጠይቃለሁ ።

ስለትብብርዎ ከልብ እናመሰግናለን!

ማሳሰቢያ

- እባክዎት ለሁሉም ጥቂዎች መልስ ይሰጡ።
- በመጠይቁ ላይ ስም መጻፍ አያስፈልግም።

1. መረጃ ሰጪውን የተመለከተ መሠረታዊ መረጃ

- 1.1. ፆታ: ወንድ ሴት
- 1.2. ዕድሜ: 18-24 25-30 31-40 41-50 51-60 60+
- 1.3. ያጠናቀቁት ከፍተኛው የትምህርት ደረጃ:
1. የመጀመሪያ ደረጃ 2. ሁለተኛ ደረጃ 3. ቴክኒክና ሙያ 4. ዲግሪና ከዚያ በላይ

የተመጠነ ስጋትን የመቀበል ዝንባሌ (Risk taking)	መለኪያ				
R1. ድርጅታችን ከፍተኛ የንግድ ሥራ ስጋት ያለባቸውንና በአንፃሩ እጅግ በጣም ከፍተኛ ትርፍ ሊያስገኙ የሚችሉ ሥራዎችን የመስራት ትልቅ ዝንባሌ አለው።	1	2	3	4	5
R2. የሥራ ከባቢ ሁኔታው ተለዋዋጭ ቢሆንም የድርጅቱን ግብ ለማሳካት ድፍረት የሚፈልጉ ሰፋፊ ሥራዎችን ማከናወን አስፈላጊ ነው።	1	2	3	4	5
R3. ከፍተኛ የንግድ ሥራ ስጋት ካለቸው ሥራዎች ጋር ተያይዞ ውሳኔ መስጠት ሲያስፈልግ ድርጅታችን በተለይ ድፍረትን የሚጠይቅና የቀረቡ አማራጭ ዕድሎችን ሙሉ በሙሉ ለመጠቀም የሚያስችል ውሳኔን ይመርጣል።	1	2	3	4	5

4. ለማርኬቲንግ ስራ የሚውል ሀብት (Marketing Resources)

ለማርኬቲንግ ሥራ የተመደበ ሀብትን በሚመለከት ከ1 እስከ 5 በተመለከቱት መለኪያዎች መሠረት መልስዎን ይስጡ።

1 = በጣም አነስተኛ	2 = አነስተኛ	3 = አማካይ / መካከለኛ	4 = ከፍተኛ	5 = በጣም ከፍተኛ
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ለግብይት/ ማርኬቲንግ ሥራ ጠቃሚ የሆነ ሀብትን በሚመለከት	መለኪያ				
በሚከተሉት ወሳኝ የግብይት ተግባራት ላይ ድርጅቱ ምን ያህል ሀብት (የሰው፣ የጊዜ፣ የገንዘብ) መደቦ ጥቅም ላይ ያውላል?					
MR1. ከምርትና አገልግሎት ማስታወቂያ ጋር ግንኙነት ባላቸው ተግባራት	1	2	3	4	5
MR2. ከምርት ስርጭት ጋር ግንኙነት ባላቸው ተግባራት	1	2	3	4	5
MR3. በአገልግሎት ማስፋፊያና ማበልጸጊያ ተግባራት	1	2	3	4	5
MR4. ከደንበኞች ጋር ተግባቦትን ለማሻሻል የሚረዳ የመገናኛ መስሪታል ልማት (ICT) ዝርጋታ	1	2	3	4	5
MR5. ከእያንዳንዱ ደንበኛ ጋር ቀጥተኛ ግንኙነት ለመመስረትና ግንኙነቱን ለማጠናከር	1	2	3	4	5
MR6. የገበያ ትስስርን ለማሻሻል በሚደረጉ ተግባራት	1	2	3	4	5

5. የፋይናንስ አገልግሎት ተደራሽነት (Access to Financing Services)

የፋይናንስ አገልግሎት ተደራሽነትን በሚመለከት የሚከተለውን ጥያቄ ከ1 እስከ 5 በተመለከቱት መለኪያዎች መሠረት ያመልክቱ።

የፋይናንስ አገልግሎት ተደራሽነት	መለኪያ				
	ሁልጊዜ	አብዛኛውን ጊዜ	አልፎ አልፎ	በጣም ጥቂት ጊዜ	በፍጹም
F1. ለንግድ ሥራ አስፈላጊ የሆነ የፋይናንስ ችግር ምን ያህል ያጋጥምዎታል?	1	2	3	4	5

ለንግድ ሥራዎ የሚሆን የፋይናንስ ምንጭ ለማግኘት ምን ያህል ፈታኝ ሁኔታ / ችግር እንደገጠመዎት ወይም እንደሚገጥመዎት የሚከተሉትን ጥያቄዎች ከ1 እስከ 5 በተመለከቱት መለኪያዎች መሠረት ያመልክቱ።

ከፋይናንስ አገልግሎት ተደራሽነት ጋር ተያይዞ	መለኪያ				
	በጣም ከፍተኛ	ከፍተኛ	አማካይ/ መካከለኛ	አነስተኛ	ምንም
F2. ለሥራ ማስኬጃ አስፈላጊ የሆነ የገንዘብ ምንጭ ለማግኘት ድርጅቱ ምን ያህል ፈታኝ ሁኔታ/ ችግር ያጋጥመዋል?	1	2	3	4	5
F3. ቋሚ ዕቃዎችን ለመግዛትና የረጅም ጊዜ ኢንቨስትመንት ለማድረግ አስፈላጊ የሆነ የገንዘብ ምንጭ ለማግኘት ድርጅቱ ምን ያህል ፈታኝ ሁኔታ/ ችግር ያጋጥመዋል?	1	2	3	4	5

ለንግድ ሥራዎ የሚሆን የፋይናንስ ምንጭ ከማግኘት ጋር ተያይዞ ምን ያህል እንደረኩ ለሚከተው ጥያቄ ከ 1 እስከ 5 በተመለከቱት መለኪያዎች መሠረት መልስዎን ይስጡ።

ከፋይናንስ አገልግሎት ተደራሽነት ጋር ተያይዞ	መለኪያ				
	በፍጹም አልረካሁም	አልረካሁም	አማካይ / መካከለኛ	እረካቻለሁ	በጣም እረካቻለሁ
F4. ሥራን ለማከናወን ፋይናንስ ከማግኘት ጋር ተያይዞ እርስዎ / የድርጅትዎ ማኔጅመንት ምን ያህል ተደስቷል/አረካቷል?	1	2	3	4	5

6. የድርጅት ውጤታማነት / አፈጻጸም (Firm Performance)

እባክዎን በሚከተው ጥያቄ ምን ያህል እንደረኩና እንዳልረኩ ከ 1 እስከ 5 በተመለከቱት መለኪያዎች መሠረት መልስዎን ይስጡ።

1 = በፍጹም አልረካሁም	2 = አልረካሁም	3 = አማካይ/መካከለኛ	4 = እረካቻለሁ	5 = በጣም እረካቻለሁ
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PR1. ባለፉት ሦስት ዓመታት (ከ2007 – 2009 ዓ.ም) በድርጅቱ የገቢ / የሽያጭ እድገት ምን ያህል እረካተዋል / ምን ያህል ደስተኛ ነዎት?	1	2	3	4	5
PR2. ባለፉት ሦስት ዓመታት (ከ2007 – 2009 ዓ.ም) በድርጅቱ የትርፋማነት እድገት ምን ያህል እረካተዋል / ምን ያህል ደስተኛ ነዎት?	1	2	3	4	5
PR3. ከሌሎች የገበያ ተወዳዳሪዎች አንጻር ደንበኞች በድርጅትዎ ምርትና አገልግሎት ላይ ባላቸው ግንዛቤ ምን ያህል እረካተዋል / ምን ያህል ደስተኛ ነዎት?	1	2	3	4	5
PR4. ከድርጅትዎ ምርትና አገልግሎት ጋር ተያይዞ አጠቃላይ ደንበኞች ባላቸው የእርካታ መጠን ምን ያህል እረካተዋል / ምን ያህል ደስተኛ ነዎት?	1	2	3	4	5
PR5. በድርጅቱ አጠቃላይ የሥራ ሂደት አፈጻጸም የእርስዎ ወይም የንግድ አጋርዎችዎ ምን ያህል እረካተዋል?	1	2	3	4	5
PR6. በድርጅቱ የፋይናንስ አፈጻጸም ውጤታማነት ዙሪያ የእርስዎ ወይም የንግድ አጋርዎችዎ ምን ያህል እረካተዋል?	1	2	3	4	5

በፈቃደኝነት ምላሽዎን ስለሰጡ ከልብ አመሰግናለሁ።