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Strategic Influence of Entrepreneurial Mindset on Business Growth and Sustainability in Asaba, Delta State

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Abstract

This study examined empirically how an entrepreneurial mindset affects the expansion and sustainability of businesses in Asaba, Delta State, Nigeria. Entrepreneurial culture and orientation are two important aspects of the entrepreneurial mindset that are examined. The study adopted a descriptive survey method through gathering data from 150 SME owners and employees in the research area which were asked to complete standardized Likert-scale questionnaires as part of the study. The results showed that both aspects significantly and favourably affect the expansion and sustainability of businesses. The findings also suggest that a key factor influencing SME performance in Asaba is an entrepreneurial attitude or culture. To be more precise, culture and orientation were found to be essential elements of this mindset, each of which improved corporate performance, growth, and sustainability. These findings are consistent with Schumpeter's theory of innovation, which emphasizes creativity and flexibility as key components of sustainable corporate success. Analysis of regression and correlation showed that strong positive relationships exist between business growth and sustainability, as well as between both aspects of the entrepreneurial mindset: culture and orientation. The respondents indicated significant gains in financial stability, client base growth, business expansion, and goal attainment. These skills also improved customer interaction, market access, and operational effectiveness, all of which are critical for sustaining competitiveness and supporting the expansion and sustainability of enterprises. These abilities also enable business owners to handle difficult problems and adjust to changing market conditions. It concludes that encouraging an entrepreneurial mindset is essential

to improving the performance, sustainability, and growth of businesses.

Keywords: Entrepreneurial mindset, entrepreneurial orientation, business growth and sustainability, entrepreneurial attitudes.

1.0 INTRODUCTION

An entrepreneurial mindset is a way of thinking that identifies opportunities, takes calculated risks, and uses creativity, adaptability, and perseverance to turn challenges into advantages. This mindset is not exclusive to business owners; it benefits anyone involved in creative or problem-solving roles (Ahmed & Tijani, 2020). Emphasising the entrepreneurial mindset has demonstrated its ability to enhance comprehension of entrepreneurship, stimulate wealth creation, and encourage job generation. Akingbade and Famodun (2024) state that this mindset values the development of essential knowledge, skills, attitudes, and competences. Its influence extends beyond launching new ventures, aiding the management of existing businesses and promoting entrepreneurial activities for enhanced organisational performance (Muna & Larsen, 2023). Individuals with an enterprise mindset actively seek opportunities, embrace innovation, create value, and accept risks associated with uncertainty (Sultan & Srinivasa, 2020). Key components such as creativity and goal setting help transform ideas into viable ventures (Ibijoju & Akeke, 2022).

Despite the advantages of an entrepreneurial mindset, bringing promising ideas to market remains challenging, particularly in unsupportive environments. In Nigeria, the government has responded to high unemployment, especially among graduates, by introducing diploma programmes, vocational training, and compulsory entrepreneurship courses in universities. These initiatives aim to equip graduates for self-employment in the business sector. Yet, there is limited scholarly research on how such policies impact the relationship between entrepreneurial mindset and the success of small and medium-sized enterprises (SMEs) (Degefu et al., 2021). Traits such as opportunity identification, flexibility, and innovation are central to the entrepreneurial mindset (Lynch, 2020; Ndana Connatser, 2023). These qualities shape strategies for supporting SME owners and highlight the importance of internal factors in improving SME performance, especially in rural areas.

Strategic management and entrepreneurial orientation (EO) are also vital for sustained business success. Entrepreneurs often face barriers such as limited resources or lack of clarity in vision (Vignesh & Yoganandan, 2020). A culture that values creativity, calculated risk-taking, and continuous improvement supports entrepreneurial orientation, linking organisational values to strategic goals (Godwin & Lyngsie, 2020; Godwin & Foss, 2020; Godwin, Naziger & Montagno, 2020; Godwin & Shepherd, 2020). EO, which includes proactivity and innovation, is linked to better SME sustainability and profitability (Emele, 2024; Mokuolu & Oluwaleye, 2023; Apere, 2024). Entrepreneurial competence, including technical, managerial, and creative skills, enables owners to identify market gaps, solve problems, and make strategic decisions (Park & Byun, 2022; Njoku & Shaibu, 2023; Laguo & Asaolu, 2024). Deficiencies in these core areas can hinder business outcomes.

1.1 Statement of the Problem

Small and medium-scale enterprises (SMEs) are increasingly recognized as key contributors to Nigeria's economic development; however, the national business landscape continues to experience a high rate of enterprise failure (Chukwuka 2016). These failures cannot be attributed exclusively to external constraints such as inadequate infrastructure or limited funding. The absence of an entrepreneurial mindset among enterprise operators accounts for a significant

proportion. Deficiencies in critical entrepreneurial attributes, including innovation, calculated risk-taking, resilience, and strategic decision-making, have contributed to suboptimal operational choices, low adaptability to changing conditions, and limited potential for long-term viability. The present study investigates the extent to which the lack of an entrepreneurial mindset influences the recurring collapse of SMEs in Nigeria.

The sustainability of SMEs in the Nigerian economy remains a pressing concern, as many entities fail to advance beyond their initial operational phases. While external determinants such as market conditions and access to capital exert influence, the absence of entrepreneurial thinking patterns is a central underlying issue. Without foundational traits such as creativity, proactive planning, and adaptive resilience, enterprise owners frequently struggle to expand operations, respond effectively to environmental changes, and maintain continuity. This research seeks to assess how the absence of an entrepreneurial mindset impacts the sustained operation of Nigerian SMEs.

Although SMEs hold a pivotal role in national economic development, a substantial number in Nigeria are experiencing persistent revenue instability and are unable to generate consistent profit (Jemal 2020). This ongoing challenge restricts both growth prospects and survival capacity. Even when access to resources and markets exists, the absence of strategic insight and entrepreneurial orientation among operators limits the ability to innovate, manage resources effectively, and respond to evolving consumer demands. This study explores the relationship between entrepreneurial mindset and profit instability within Nigerian SMEs.

1.2 Objectives of the Study

1. The main objective is to examine the strategic influence of an entrepreneurial mindset on the business growth and sustainability of SMEs in Asaba, Delta State.
2. The specific objective is to ascertain the nature of the influence of entrepreneurial mindset on business growth and sustainability.

2.0 LITERATURE REVIEW

2.1 Business Growth and Sustainability

Business growth and sustainability are the idea of growing a company's operations, earnings, and market share while reducing adverse effects on the environment and society to assure long-term success. To create a robust business model that can adjust to changes in the market and encourage moral behavior, it is necessary to strike a balance between economic prosperity, social responsibility, and environmental stewardship. This will benefit the company, its stakeholders, and the community at large (Chukwuka 2016). An entrepreneurial mindset and culture, characterized by creativity, risk-taking, and proactive attitudes, drives business growth and sustainability. This is because it creates new opportunities, generates economic value, and strengthens organizational resilience in dynamic contexts. This culture enables companies to create cutting-edge goods and services, adjust to consumer demands, follow environmentally friendly procedures, and eventually succeed over the long haul.

The culture surrounding entrepreneurship plays a crucial role in organizing entrepreneurial activities. It is founded on broad cultural concepts and is closely interconnected with them. The term “culture” can be understood as the qualities, values, beliefs, and behaviours that individuals inherit and pass down through generations and among different groups (Fiiwe et al. 2022). This transfer of these elements demonstrates a commitment to fostering a specific type of culture. When these two ideas are combined, we can define entrepreneurial culture as a society that promotes the

attributes, values, beliefs, and behaviours linked to entrepreneurs. Furthermore, an entrepreneurial culture should foster an environment that encourages individuals to innovate, embrace new ideas, and accept various levels of risk.

2.1.1 Concept of Entrepreneurial Mindset

An entrepreneurial mindset is a business-oriented cognitive orientation that focuses on spotting and capitalising on opportunities, especially in uncertain conditions (Donald & McGrath, 2023). This mindset offers helpful tips for various entrepreneurial contexts, such as opportunity recognition, initiative-taking, new venture creation, and business performance improvement (Nnabugwu & Ibekwe, 2023). Key characteristics include the ability to identify, assess, and exploit opportunities. Haynie and Karin (2022) describe it as the capacity to adapt, innovate, and self-regulate in dynamic and unpredictable environments, while Karin and Nabi (2022) emphasise its importance in fostering critical and creative thinking. According to Karin and Venter (2022), individuals with this mindset are adept at recognising opportunities, generating new ideas, and developing innovative solutions to challenges, which ultimately drives entrepreneurial success.

The entrepreneurial mindset shapes behaviour towards entrepreneurial goals and outcomes, being crucial for pursuing technological opportunities, promoting innovation, and creating new value (Mathew & Shane, 2024). It is defined as a unique perspective on business possibilities under uncertainty (Donald & Vuuren, 2023), combining beliefs and attitudes that amplify creative thinking (Khan & Belassi, 2024). This mindset encourages the active pursuit and realisation of opportunities, integrating creativity, innovation, and opportunity-seeking as key drivers of wealth creation (Valerie & Kraus, 2020). Valerie and Wu (2020) further argue that it enables effective decision-making amid uncertainty, contributing to societal and economic development. Environments that limit independent thought can hinder entrepreneurial behaviour, as innovation thrives where self-expression is encouraged. Successful entrepreneurs exhibit persistence, adaptability, and comfort with ambiguity (Ahmed & Robert Donat, 2020), reflecting a mindset that is both dynamic and innovative at individual and organisational levels (Ahmed & Segnes, 2020; Ahmed & MacMillan, 2020). The study highlights the two aspects of entrepreneurial mindset as follows:

2.1.2 Entrepreneurial Culture

The concept of entrepreneurial culture refers to an environment that encourages innovation, creativity, and a willingness to take calculated risks (Anthony, 2023). Within organisations, such a culture inspires both employers and employees to engage in activities that generate fresh ideas or develop new products (Anthony, 2023). It is considered a significant factor influencing the economic competitiveness and prosperity of nations (Khan & Akeke, 2023). The lack of a uniform definition in academic literature often hampers efforts to foster entrepreneurial culture and reduce unemployment, despite their importance. Fundamentally, entrepreneurial culture captures an individual's ability to turn ideas into action, equipping younger generations with creativity and self-confidence for their pursuits (Ebabu, 2021).

Entrepreneurial culture, according to Anthony and Prabhu (2023), encourages initiative-taking, framing it as a particular aspect of organisational culture. Anthony and Dulcic (2023) see it as a blend of characteristics forming an entrepreneur's identity, while Ahmed and Tijani (2020) link it to innate entrepreneurial traits. Anthony and Benneworth (2023) further connect it to local traditions and historical economic achievements, which are often unique and difficult to replicate elsewhere. These views, mainly focused on established businesses, may overlook how

entrepreneurial culture can promote broader entrepreneurial activity in society. Understanding "entrepreneurial" as a distinctive approach and "culture" as learned values and behaviours (Godwin & Wickham, 2020; Godwin & Atherton, 2020; Godwin & Brownson, 2020) highlights the importance of deliberately nurturing these qualities in both individuals and organisations.

Several key aspects underpin entrepreneurial culture. One is change driven by opportunities, which centres on innovation, creativity, and risk-taking as essential for product and process improvement (Godwin & Ireland, 2020; Ahmed & Tijani, 2020). Innovation is closely tied to entrepreneurship, often seen as the ability to introduce new ideas or combinations (Joseph & Godwin, 2020; Godwin & Van Praag, 2020). Additionally, cohesiveness is crucial, encompassing teamwork, effective communication, and mutual support, qualities that are particularly important when overcoming challenges in startup ventures (Carter, Gartner & Reynolds, 2020; Haugh & McKee, 2020; Dyer et al., 2020). Lastly, learning and development support is vital, as entrepreneurial cultures value ongoing improvement, optimism, and personal growth. Organisations that foster such cultures provide training, encourage curiosity, and promote openness to feedback, helping individuals and teams adapt and thrive (Monsen & Boss, 2020; Shepherd et al., 2020; Kotter, 2020).

2.1.3 Entrepreneurial Orientation

Entrepreneurial orientation (EO) gives rise to entrepreneurship, denoting the readiness of individuals or organizations to engage with emerging opportunities, adopting a perspective aimed at identifying and exploiting them. It can be understood as a collection of decision-making approaches utilized by entrepreneurs (Adeniyi & Bartering, 2024). EO is vital for uncovering new possibilities and sustaining business activities, making it a significant factor in the performance success of small and medium-sized enterprises (SMEs) (Kuimet, 2022). As a strategic process, EO is integral to organizational success, functioning as a decision-making framework that enables entry into new markets and supports various entrepreneurial activities (Kanayo & Miller, 2021). This orientation is typically defined by three central dimensions: innovativeness, risk-taking, and proactiveness. Kanayo and Miller (2021) argue that these elements collectively form the basis of a core, unified strategic approach to entrepreneurship.

Innovativeness, as described by Ejike and Miller (2021), involves the pursuit of creative or unconventional methods to address challenges and meet demands. This includes developing new products, creating novel markets, and implementing advanced systems or technologies to improve processes. Risk-taking relates to a management perspective that involves committing significant resources and pursuing opportunities despite inherent uncertainties (Ejike& Miller, 2021). A firm's prior EO reflects a proactive stance in seeking business opportunities, a willingness to accept risk, and a dedication to innovation.

2.1.4 Small and Medium-Scale Enterprise

Ibekwe and Osotimehin (2023) define a small-scale business as a venture established primarily to enable the owner to achieve self-employment and self-sufficiency. This classification includes activities such as food vending, small-scale farming, fishing, mechanical services, supermarket operations, and other artisan-based trades. Taiwo and Piort (2022) note that small and medium-sized enterprises (SMEs) are generally distinguished by independent ownership and management, limited influence on their local environment, compliance with defined employment or sales thresholds, and machinery and equipment investment not exceeding six hundred thousand naira.

In this framework, emphasis is placed less on the level of capital investment or workforce size and more on the creation of employment for the owner.

Egele and Almus (2022) elaborate that the term "small and medium business" encompasses a broad range of enterprises, emphasizing their independent ownership, operational autonomy, and lack of dominance in their respective markets. Ibekwe and Awolaja, along with Ibekwe (2023), describe SMEs as a fundamental pillar supporting large and developed economies. Akoja and Ibekwe (2023) outline several criteria for defining small enterprises, including financial strength, workforce size, sales turnover, overall business scale, working capital, industry classification, and ownership structure. In the Nigerian context, SMEs are classified as businesses employing between 11 and 100 individuals or possessing total assets valued at less than ₦50 million, excluding land but including working capital (Adigwe & Mokuolk, 2023).

Egele and Harabi (2020) point out that the definition and attributes of SMEs differ across countries, shaped by factors such as the stage of economic development, the maturity of industrial and business sectors, SME scale, and the unique challenges these enterprises encounter. According to Egele and Merimo (2020), SMEs can also be identified based on their size, typically measured by employee numbers or the total value of local assets and capital.

2.1.5 Entrepreneurial Orientation and Business Growth and Sustainability

Entrepreneurial Orientation (EO) improves performance, adapts to the market, and creates new opportunities by encouraging proactive, innovative, and risk-taking behaviour. To succeed in the long run and build a better reputation, businesses need to be able to recognize and take advantage of sustainable possibilities, incorporate social and environmental responsibility into their plans, and adjust to shifting market conditions. Entrepreneurial orientation describes the strategic inclination of an enterprise to adopt approaches centered on innovation, calculated risk-taking, and proactive engagement (Doanh & Tapinos, 2023; Doanh & Simpson, 2023). A broadly recognized definition within academic literature emphasizes that entrepreneurial orientation reflects the degree to which a business integrates dimensions such as innovativeness, risk-taking, and proactiveness into its operations (Kuimet, 2022). Doanh and Lumpkin (2023) explain that the term can be understood either as a collective label encompassing these three dimensions or as a multidimensional construct consisting of distinct but related characteristics.

Empirical research in the field of entrepreneurship indicates that entrepreneurial orientation exerts a positive influence on organizational performance (Kuimet 2022). Organizations with a strong entrepreneurial orientation tend to demonstrate greater adaptability to environmental changes, an enhanced capacity to identify emerging business opportunities, and improved competitiveness in the market (Doanh, 2023; Mozumdar & Doanh, 2023). As a result, entrepreneurial orientation is recognized as a significant determinant of entrepreneurial success.

2.2 Theoretical framework

This paper is grounded in two key theories: Schumpeter's (1949) Theory of Innovation and Chukwuka's (2025) Entrepreneurial Wealth Creation Theory. Schumpeter argued that entrepreneurship disrupts the economy's routine circular flow by introducing innovation, which he defined as combining production factors in novel ways. He described entrepreneurs as individuals driven by ambition and equipped with sound judgement, resilience, and the ability to challenge established norms. According to Schumpeter, entrepreneurs are the "engine of growth", responsible for launching new products, entering untapped markets, sourcing new materials, and restructuring industries. Innovation, risk-taking, and resource allocation were central to his

characterisation of the entrepreneurial role.

Schumpeter further outlined five key functions of innovation: introducing new products or qualities, adopting untested production methods, accessing previously unexplored markets, securing new sources of materials, and reorganising industries. Notably, he distinguished between inventors, who create new techniques, and innovators, who transform inventions into commercial value. This conceptualisation is highly relevant to business entrepreneurship graduates in Nigeria, particularly in the South-East, where creative skills enhance the success of SMEs. Schumpeter acknowledged that while innovation is crucial, wider social and economic issues also influence entrepreneurial outcomes. Thus, a complementary entrepreneurial attitude, characterised by opportunity recognition and value creation, is essential for sustaining SME growth and competitiveness.

Chukwuka's (2025) Entrepreneurial Wealth Creation Theory complements Schumpeter's work by emphasising that entrepreneurs generate wealth through resource allocation, innovation, and value creation, ultimately benefiting society. This perspective highlights the importance of identifying societal problems, devising innovative solutions, and generating profits to build wealth. Entrepreneurs efficiently manage resources to implement their ideas, with successful solutions resulting in financial gains and broader economic benefits. The creation of new values to address societal needs underpins this process, leading to job creation, economic stimulation, and improved living standards. Chukwuka encapsulates this approach in the acronym POSMOW: Problems, Opportunities, Solutions, Monetary Rewards, and Wealth, illustrating a cycle where solving social issues leads to wealth creation, which in turn drives further innovation and societal improvement.

2.3 Empirical Review

The present study evaluated the degree of inventiveness, originality, business savvy, and risk-taking propensity of entrepreneurs and investigated the ways in which these characteristics affect the performance of SMEs. Using a stratified random selection technique, a sample of 250 SMEs operating in Agbor, Delta State, was chosen from the 650 SMEs that made up the study's population. A systematic questionnaire was used to collect the data. Descriptive and inferential statistics were used to analyse the data, and the Statistical Package for the Social Sciences (SPSS) was used to calculate the results. The hypotheses were tested using multiple regression analysis and correlation. The results showed that risk-taking, business awareness, inventiveness, and creativity all significantly improve SME success. The study concluded that a key factor in determining the success of SMEs is the presence or lack of an entrepreneurial attitude. Incorporating this idea into practice and policy is crucial for economies looking to grow and thrive. According to the research, stakeholders and policymakers should reevaluate their approaches and establish venues to encourage entrepreneurial mindsets among both current and prospective business owners.

Godwin and Jonsson (2020) posit that entrepreneurial culture is an organizational environment that promotes actions like initiative and taking risks. Their study looked at how entrepreneurial culture affected the development of SMEs in Nigeria's Delta State. With a sample size of 412 established using Cochran's formula, the study focused on 1,794 registered SMEs using a survey research approach. 386 of the surveys that were sent out were returned, resulting in a 93.69% response rate. A Cronbach Alpha reliability test and validity tests were performed on the study instrument, yielding coefficients ranging from 0.735 to 0.885. Both descriptive and inferential statistical techniques were used in the data analysis. The findings indicated that the performance

of SMEs is positively impacted by entrepreneurial culture (EO). Growth is greatly accelerated by proactive behaviour, and competitive advantage is strengthened by aggressive behaviour (β = 0.973). Risk-taking boosted profitability, autonomy improved customer satisfaction, and entrepreneurial inventiveness improved the quality of goods and services. Overall, the results showed that risk-taking, autonomy, creativity, competitive aggression, and proactiveness all favourably impact SME success. The study emphasises how crucial it is to comprehend entrepreneurial orientation in order to pinpoint the main factors that contribute to success in this industry.

Mokuolu and Oluwaleye (2023) conducted a study to ascertain the relationship between entrepreneurial orientation and SME performance. With a sample of 353 respondents chosen by stratified sampling from a total population of 3,010, the study used a quantitative survey approach to target registered SMEs. Regression analysis and descriptive statistics showed that proactiveness, innovation, and risk-taking all significantly improve SME success. Furthermore, it was discovered that competitive aggressiveness and autonomy improved economic success. The authors concluded that politicians, corporate executives, financial institutions, and other stakeholders can create focused interventions for the growth and sustainability of SMEs by having a thorough grasp of entrepreneurial orientation. Additionally, they suggest that future research investigates doable tactics that SMEs may use to improve their competitive positioning and entrepreneurial skills.

Jemel (2020) examined how entrepreneurial skills, particularly those related to marketing, time management, and decision-making, contribute to the success of SMEs in Delta State, Nigeria. Guided by Competence Theory, the study adopted a cross-sectional survey design targeting 5,394 SMEs, with a sample of 1,036 employees. The research instrument underwent face and content validity checks, and its reliability was confirmed through a test–retest method and Cronbach Alpha correlation coefficients. Data analysis applied simple percentages for research questions and Pearson Correlation alongside Ordinary Least Squares (OLS) for hypothesis testing. The findings revealed that all three competencies significantly improve SME performance, with time management and decision-making having especially strong effects. The study recommended that organizations strengthen their marketing capabilities, provide training in time management, and cultivate quick, effective decision-making skills to enhance SME competitiveness.

Kumar and Khadka (2022) emphasize the role of SMEs in fostering sustainable economic growth. Their research explored entrepreneurial traits that predict SME success, employing an analytical research design and collecting data from 263 entrepreneur-managers via structured questionnaires. The results revealed that entrepreneurial motivation, self-efficacy, and risk-taking propensity significantly influence innovativeness. Gender was also examined as a moderating variable. The study concludes by extending entrepreneurial competency theory and offering practical implications for policymakers seeking to promote entrepreneurship in alignment with sustainable development goals.

3.0 Methodology

This study adopted a descriptive survey design by empirically analyzing the study variables through a structured questionnaire. The study population consists of 150 participants selected from entrepreneurs in Asaba, Delta State. This group includes traders, service providers, and farmers who are either directly or indirectly engaged in entrepreneurial activities or impacted by them. These categories were intentionally selected to ensure a comprehensive perspective on how an entrepreneurial mindset influences the success of small and medium-sized enterprises.

3.1 Model of Specification

This study utilizes a multiple linear regression model to analyze the relationship between the entrepreneurial mindset and the success of small and medium-sized enterprises (SMEs) in Delta State. The model is designed to evaluate how the various aspects of the entrepreneurial mindset, such as entrepreneurial culture, entrepreneurial orientation, entrepreneurial competencies, and entrepreneurial skills affect the success of these enterprises.

A linear regression model could be:

$$ES = \beta_0 + \beta_1 EM + \beta_2 EC + \beta_3 EO + \beta_4 EC + \beta_5 BGS + \varepsilon$$

Where:

BGS = Business Growth and Sustainability

EM = Entrepreneurial Mindset

EC= Entrepreneurial culture

EO= Entrepreneurial Orientation

β_0 **= the** constant term (intercept)

β_1**–**β_5 = are the coefficients estimating the effect of each independent variable.

ε **=** is the error term accounting for unobserved influences.

By applying this model, the study seeks to empirically measure the impact of each component of the entrepreneurial mindset on the success of small and medium-sized enterprises. The regression analysis will also help determine whether there is a statistically significant relationship between the entrepreneurial mindset and the success of these businesses. The analysis presupposes that the assumptions of the classical linear regression model such as linearity, independence of errors, homoscedasticity, and normality are met. Data analysis was performed using version 25 of the Statistical Package for the Social Sciences (SPSS). To confirm the model's validity and reliability, suitable diagnostic tests will be applied.

4.0 Results and Discussions

Table 1: Demographic Information of Respondents

Characteristics	Measuring Group	No. of Valid Responses	Valid Percentages
Age Group	18 – 24	30	37.5
	25 – 30	43	53.75
	31 – 35	4	5
	Above 35	3	3.75
	Total	80	100
Gender	Male	20	25
	Female	60	75
	Total	80	100
Occupation	Tailoring	43	53. 75
	Catering	30	37.5
	Make-up artist	4	5
	Other	3	3.75
	Total	80	100

Education level	OND/NCE	36	45
	HND/B.SC	16	20
	MBA	13	16.25
	Others	15	18.75
	Total	80	100

Source: Field Survey, 2025.

4.1 Analysis of Research Data

Research Question 1: How do entrepreneurial culture and orientation influence business growth and sustainability in Asaba, Delta State?

Table 2: Entrepreneurial Culture and orientation

S/NO	Statement	Scale				
		SA 5	A 4	D 3	SD 2	U 1
1	Your business has a culture and orientation of efficient customer service delivery	60	15	4	-	1
2	Risk-taking is encouraged in your business decision making	34	25	5	6	10
3	Your company has a culture and orientation of Learning from failure and it is seen as a growth opportunity	16	51	4	3	6
4	Entrepreneurial behavior is rewarded in your organization	59	10	4	5	2

Source: Analysis of Field Survey, 2025

Table 4.3: Business Growth and Sustainability

S/No	Statement	Scale				
		SA 5	A 4	D 3	SD 2	U 1
5	Business growth and sustainability depends on employees' entrepreneurial culture and orientation.	60	5	10	5	-
6	Your company culture and orientation of innovative thinking is driving business growth and sustainability.	59	6	-	15	10
7	Your company taking bold steps to outperform competitors, leads to Business Growth and Sustainability.	45	20	5	-	10
8	Your company's constant review and improvement of business strategies lead to business growth and sustainability	30	46	4	-	-

Source: Analysis of Field Survey, 2025

ENTCO, BUSST = Entrepreneurial culture and orientation

BUSST = Business Growth and Sustainability

Research Question 1: How do entrepreneurial culture and orientation influence business growth and sustainability in Asaba, Delta State?

Hypothesis

H1: Entrepreneurial culture and orientations have a direct connection with business growth and sustainability on Asaba, Delta State.

Descriptive Statistics

variable	mean	p50	max	min	sd	N
entco1	4.0875	4	5	2	.7495779	80
entco2	4.075	4	5	1	.853511	80
entco3	4.3	4	5	3	.5824436	80
entco4	4.15	4	5	2	.6953735	80
entco	4.15325					

variable	mean	p50	max	min	sd	N
busst1	4.1125	4	5	1	.9139392	80
busst2	4.175	4	5	1	.9382855	80
busst3	4.4625	4	5	3	.5498849	80
busst4	4.3125	4	5	2	.6481473	80
busst	4.2656					

Source	SS	df	MS		
Model	9.01304301	1	9.01304301	Number of obs	= 80
Residual	43.874457	78	.562493038	F(1, 78)	= 16.02
				Prob > F	= 0.0001
Total	52.8875	79	.669462025	R-squared	= 0.1704
				Adj R-squared	= 0.1598
				Root MSE	= .75

busst	Coef.	Std. Err.	t	P>|t|	[95% Conf.	Interval]
entco	.3957428	.0988635	4.00	0.000	.1989208	.5925649
_cons	2.424848	.4115026	5.89	0.000	1.605609	3.244087

Table 3: Entrepreneurial Culture and Orientation

S/N	Statement	Statistics				
		max	min	SD	Mean	N
1	Your business has a culture and orientation of efficient customer service delivery	5	1	.7496	4.088	80

2	Risk-taking is encouraged in your business Risk-taking and decision making	5	1	.8535	4.075	80
3	Your company has a culture and orientation of learning from failure, and its is seen as a growth opportunity	5	1	.5824	4.3	80
4	Entrepreneurial behavior is rewarded in your organization	5	1	.6954	4.15	80
	Average Mean				**4.15325**	

Table 4: Business Growth and Sustainability

S/No	Statement	Statistics				
		max	**min**	**SD**	**Mean**	**N**
5	Business growth and sustainability depend on employees' entrepreneurial culture and orientation.	5	1	.9139	4.125	80
6	Your company culture and orientation of innovative thinking is driving business growth and sustainability.	5	1	.9383	4.175	80
7	Your company, taking bold steps to outperform competitors, leads to Business Growth and Sustainability.	5	3	.5499	4.4625	80
8	Your company's constant review and improvement of business strategies lead to business growth and sustainability	5	2	.6481	4.2656	80
	Average Mean				**4.2656**	

4.3 Hypothesis Testing

H0: Entrepreneurial culture and orientations have no direct connection with business growth and sustainability in Asaba, Delta State.

Decision Rule

If the probability value calculated is greater than the critical level of significance, then the null hypotheses was accepted and the alternate rejected. If probability value of 0.000 is smaller than critical value of 5% (0.000<0.05) we conclude of the given parameter is statistically significant. In this situation, it is accepted and there is need to reject the null hypotheses in order to accept the alternate hypotheses.

Entrepreneurial culture and orientations (coef. 3957, p= .000) shows that there is significant positive relationship between Entrepreneurial culture & orientations and business growth and sustainability. Hence, we reject the null hypothesis and accept the alternate implying that Entrepreneurial culture and orientations have a direct connection with business growth and sustainability on Asaba, Delta State.

4.4 Discussion of Findings

From the analysis of results, the study revealed that entrepreneurial culture and Orientation is significantly and positively connected to business growth and sustainability. The result confirms

that there is a significant and positive effect of entrepreneurial culture on Business growth and sustainability. This result is in line with Mudzamiri (2023) that culture encourages both employers and employees to brainstorm and generate new ideas or products and plays a crucial role in differentiating the economic success of nations, which embodies an individual's capacity to translate ideas into actions, empowering young people to become more creative and confident in their endeavours.

Most respondents agreed with statements indicating bold decision-making, strategic perspective, proactive behaviour, and innovative thinking. These attributes collectively reflect high levels of entrepreneurial orientation among SME operators in the region, supporting the findings of Ahmed & Tijani (2020), who claim that proactiveness, risk-taking, and innovativeness significantly improve SME performance. Moreover, the presence of strong entrepreneurial orientation aligns with strategic adaptability and responsiveness to market trends, factors that are essential for competitive advantage and business longevity.

5.2 Conclusion

The findings of this study discovered that entrepreneurial mindset plays a pivotal role in determining Business growth and sustainability in Asaba, Delta State. The two key components of entrepreneurial mindset; culture and orientation were identified as essential elements that drive business performance, growth, and sustainability. These results align with Schumpeter's Innovation Theory, which underscores the importance of innovation and adaptability in business growth and sustainability. The regression and correlation analysis revealed that all the two elements of the entrepreneurial mindset demonstrated strong, positive and significant connection with business growth and sustainability of SMEs in Asaba. Respondents reported notable improvements in achieving business objectives, expanding their client base, fostering business growth, and enhancing financial stability. The study also concludes that these findings of this study have clearly proven that to succeed in business, entrepreneurial mindset is a prerequisite for business growth, performance and sustainability.

5.3 Recommendations

Based on the findings of the study, government, civil society and policyholders should continuously organize entrepreneurial orientation programs for the youth which is proven as a means for acquiring entrepreneurial mindset. The entrepreneurial orientation programmes are also a potent strategy for instilling entrepreneurial culture which this study has found to be an essential requirement for Business growth and sustainability.

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