

ENTREPRENEURIAL CULTURE AND COMPETITIVENESS OF FABRICS RETAILING VENTURES IN ABUJA

*Dauda, Abdulwaheed¹; Ibrahim Fatima Maaji², Musa O. Fatima³; Umar Hadiza⁴,
Atoyebi Kabirat Mayowa⁵, Adamu Firdausi⁶
*d.waheed@futminna.edu.ng 08032857900
Federal University of Technology, Minna

Abstract

Fabrics retailing ventures in Nigeria operate in a highly competitive and dynamic business environment where survival and growth depend largely on entrepreneurial culture. However, despite the sector's vibrancy, many retailers in Abuja continue to struggle with sustaining competitiveness, largely due to limited innovation, weak market foresight and constrained risk appetite. This study therefore investigated the effect of entrepreneurial culture on the competitiveness of fabrics retailing ventures in Abuja. Adopting a cross-sectional survey design within a quantitative framework, data were collected from a randomly selected sample of 303 fabrics retailers drawn from a population of 1,236 members of National Union of Textile, Garment and Tailoring Workers (NUTGTWN in 2023). A structured questionnaire, validated by experts and confirmed reliable with a Cronbach's alpha of 0.80, served as the main instrument of data collection. Descriptive statistics, correlation and multiple regression analyses were conducted at a 0.05 significance level. The regression results ($R^2 = 0.73$) revealed that **innovativeness and proactiveness exert significant positive effects on competitiveness**, competitive aggressiveness showed a marginally significant influence, while risk-taking was positive but statistically insignificant. The findings affirmed the Resource-Based View (RBV) that entrepreneurial culture constitutes strategic intangible resource critical for competitiveness. The study concludes that fabrics retailers in Abuja gain competitiveness primarily by leveraging innovation and proactive market positioning, while excessive risk-taking is undermined by structural and institutional barriers. It recommends that retailers strengthen their innovation and market intelligence capacities, while policymakers reduced regulatory bottlenecks that lower the cost of entrepreneurial risk.

Keywords: Competitiveness, Entrepreneurial orientation, Fabrics value chain, retailing ventures, Innovativeness.

Introduction

Nigeria's fabrics retailing sector span from ankara, lace, adire, aso-oke and modern blends is far from a trivial sub-segment. It plays a vibrant cultural and economic role, especially in cities like Abuja where formal ceremonies, weddings, religious functions, and style-conscious elites drive sustained demand. Yet this sector remains hampered by structural inefficiencies. Despite the Federal Government's industrial interventions, Nigeria now imports textiles worth approximately **US \$4 billion annually**, signaling the alarming decline of domestic fabric production (Abaenewe et al., 2022). Reflecting the broader retail SME landscape, fabrics traders function in a volatile environment characterized by **import dependence, exchange-rate volatility, infrastructure inefficiencies, and fierce competition from cheaper imports** (Samad et al., 2023). Notably, textile and fabric imports doubled by rising **100.3%** from ₦220.5 billion in 2019 to ₦365.5 billion in

2022 despite policies intended to revive local manufacturing (Abaenewe et al., 2022)

The **fabrics retailing ecosystem in Abuja** is intersectional: high-income consumers, networked fashion-conscious communities and dense clusters of traders create both opportunity and pressure. Competitiveness here is not just about price or location but it's a behavioral dynamic, shaped by how the retailer **acts, adapts and aligns** with evolving consumer and supplier ecosystems. In complex and uncertain contexts, internal strategic postures which is collectively termed **Entrepreneurial Orientation (EO)** or **entrepreneurial culture** emerge as pivotal. EO is typically expressed through **innovativeness, risk-taking, proactiveness and competitive aggressiveness** (with autonomy often debated). Nigerian studies affirm this linkage. For instance, Lagos-based SMEs show significant positive impacts of innovativeness, proactiveness and competitive aggressiveness on performance; however, risk-taking and autonomy displayed limited effects, suggesting a nuanced local landscape where bold moves may be constrained by external volatility (Diana et al., 2022). Similarly, agro-processing SMEs in Anambra demonstrate that all four core EO dimensions contribute positively to firm performance. Broader studies across SME segments also confirm that entrepreneurial culture, broadly defined, enhances performance outcomes in Lagos (Katja et al., 2015)

Statement of the Research Problem

Despite these insights, fabrics retailing in Abuja remains under-researched. Most EO literature treats retail SMEs as generic, ignoring key industry dynamics: **cultural-seasonal demand cycles, trend-sensitivity, diaspora network effects, social media-led selling and FX and inventory hazard exposure** unique to fabric stocks. Still, these ventures operate at the intersection of tradition and commerce, often deploying informal credit mechanisms, influencer marketing, festive pre-order strategies and micro-innovations in merchandising which is a living laboratory of entrepreneurial culture. Abuja's trader networks enabled both by traditional markets (e.g., Wuse, Utako) and digital platforms suggest that **behavioral agility** may be the decisive factor between margin decay and competitive resilience (Eniola, 2020). Yet there's scant empirical evidence explicitly linking entrepreneurial culture dimensions to measurable competitiveness outcomes (e.g., turnover, inventory turnover rates, repeat visits, social capital, profit margins) in this sub-sector.

The **nexus between entrepreneurial culture and competitiveness** in fabrics retailing is not academic window-dressing. It's the battle line between staying relevant or becoming commoditized. The **research problem** crystallizes: *To what extent, and through which mechanisms, do the dimensions of entrepreneurial culture (innovativeness, risk-taking, proactiveness, competitive aggressiveness) drive competitiveness among Abuja's fabrics retail ventures, in the face of local constraints and global pressures?*

Aim and objectives of the study

The study aimed to examine the nexus between entrepreneurial culture and competitiveness of fabrics retailing ventures in Abuja. To achieve this aim, the following specific research objectives are devised:

- i To examine the effect of innovativeness on competitiveness of fabrics retailing ventures in Abuja
- ii To evaluate how aggressiveness affect the competitiveness of fabrics retailing ventures in Abuja.
- iii To test the effect of pro-activeness on competitiveness of fabrics retailing ventures in Abuja.
- iv To analyse the effect of risk taking propensity competitiveness of fabrics retailing ventures in Abuja.

Literature review - Entrepreneurial culture

Entrepreneurial culture often operationalised in the literature as **entrepreneurial orientation (EO)**, denotes the collective values, beliefs and behavioural proclivities within a firm that shape strategic choices and day-to-day action. EO is most commonly captured by the dimensions **innovativeness, risk-taking and proactiveness** (Miller's foundational framing), later extended by Lumpkin & Dess to include **competitive aggressiveness and autonomy**; these dimensions can operate independently and together to form a firm's "entrepreneurial posture" (Poi, 2020). The definitions of the focal **Entrepreneurial Culture (EC) dimensions** is therefore best understood as a behavioural/cultural posture rather than merely a list of resources or capabilities and are explained hereunder;

Innovativeness

Innovativeness refers to a firm's tendency to engage in and support new ideas, novelty, creative processes, and experimentation that may result in new products, services, or technological processes (Lumpkin & Dess, 1996; Covin & Wales, 2019). It reflects a willingness to deviate from tradition in order to create differentiation.

In Abuja's fabrics market, innovativeness manifests in: Stocking **trendy fabric designs** (e.g., digital Ankara prints, hybrid lace/aso-oke blends). Experimenting with **value-added services** like style consultations, custom tailoring partnerships, or pre-packaged wedding/ceremonial "aso-ebi bundles." Leveraging **digital platforms** (Instagram, WhatsApp, Jiji, TikTok) for virtual showcasing, live streaming sales, or augmented-reality try-ons (Adebisi *et al.*, 2020). Exploring **supply chain innovation** through direct sourcing from foreign suppliers or artisan communities in Kano/Abeokuta to ensure exclusivity. Thus, innovativeness enables retailers to break free from price-based competition and position themselves as **trendsetters** in a saturated and copycat market.

Risk-Taking

Risk-taking is the degree to which entrepreneurs are willing to commit significant resources to opportunities with uncertain outcomes, often involving entering untested markets, adopting unproven technologies, or carrying high debt exposure (Miller, 1983; Rauch *et al.*, 2009).

In Abuja, fabric traders face unique risks tied to **currency volatility, seasonality and shifting tastes**. Risk-taking translates into: **Bulk import purchases** of new fabric designs without guaranteed acceptance by consumers. Extending **informal credit or installment sales** to loyal customers, which may either deepen patronage or expose the trader to defaults. Opening outlets in emerging districts (e.g., Gwarinpa, Lugbe) where demand may not yet be fully proven. Investing in **e-commerce platforms** or logistics fleets to serve online customers in a market still dominated by face-to-face exchanges. Risk-taking, if calibrated, can secure **first-mover advantage**, but if excessive, can threaten liquidity and survival in a thin-margin business.

Proactiveness

Proactiveness reflects a forward-looking perspective, where firms anticipate and act on future market demands rather than merely reacting to competitors or customer shifts (Lumpkin & Dess, 2010; Covin & Slevin, 1989). It emphasizes opportunity recognition, anticipation, and pre-emptive action.

Proactiveness in Abuja's fabric market involves: **Forecasting fashion cycles** (e.g., predicting festive demand for Christmas, Sallah, or wedding seasons) and stocking early. Introducing **exclusive collections** before rivals, positioning the trader as the "go-to" source for fresh designs. Building **alliances with designers and stylists** to stay ahead of upcoming trends. Developing **customer loyalty programs** and pre-order schemes to lock in demand before the competitive frenzy begins. By being proactive, retailers avoid the "reaction trap" where late entrants slash prices to move leftover stock, eroding competitiveness.

Competitive Aggressiveness

Competitive aggressiveness is the intensity of a firm's effort to outperform rivals, often through bold moves such as aggressive pricing, direct challenges, and leveraging networks to dominate market share (Lumpkin & Dess, 1996). It signals a combative, rivalry-oriented stance in highly contested markets.

For Abuja fabrics traders, competitive aggressiveness manifests in: Offering **strategic discounts** or "bundle deals" during peak seasons to capture bulk buyers. Establishing **prime locations** in popular markets like Wuse, Utako, or Garki, ensuring visibility and foot traffic. Deploying **social media marketing offensives**, such as influencer partnerships or price-slash campaigns, to divert customers from competitors (Adebisi *et al.*, 2020). Strengthening **supplier relationships** to secure priority access to scarce fabric lines, thereby denying rivals the same products. Expanding through **multi-outlet presence** across Abuja to dominate geography and minimize competitor catchment. In essence, competitive aggressiveness sustains **visibility, market share, and customer loyalty** in a market where customer switching costs are very low.

Together, these four EO dimensions provide a behavioral and strategic framework that influences whether fabric retailers in Abuja merely **survive** or actively **build competitive advantage** in an environment marked by volatility, imitation, and cultural demand cycles.

2.1 Competitiveness in fabrics retailing

Competitiveness for fabrics retailing ventures is multi-dimensional and must be measured with operational indicators rather than vague descriptors. Typical metrics used in retail and SME studies include: **sales growth/turnover, gross margin/GMROI, inventory turnover, customer retention/repeat purchase rate, market share (local), and digital engagement → conversion rates**. For fabrics specifically, additional sectoral indicators include **speed-to-restock for trending SKUs, pre-order conversion (festivals/weddings) and trade network penetration (tailors, stylists, event planners)**. These are the outcomes that entrepreneurial culture is hypothesised to influence (Agu, 2020).

2.2 Fabrics retailing in Abuja

Nigeria's fabrics value chain is substantial but structurally leaky: domestic production is small relative to demand and imports dominate key segments (Ankara and other "signature" fabrics are largely imported), producing both opportunity for retailers and systemic vulnerability for margins and supply reliability. Recent reporting highlights heavy import dependence and large foreign exchange exposure affecting textile inputs (Adebisi *et al.*, 2020). Abuja, with its wealthy, event-driven and image-conscious consumer base (and concentrated hubs such as Wuse market), creates a unique micro-environment where cultural demand cycles

and social status considerations heighten the stakes of competitiveness.

2.3 Theoretical framework

The relationship between entrepreneurial culture and the competitiveness of fabrics retailing ventures in Abuja can be effectively grounded in the **Resource-Based View (RBV) of the firm**. The RBV posits that enterprises gain and sustain competitive advantage when they develop unique, valuable, rare, inimitable and non-substitutable internal resources and capabilities. Within fabrics retailing, entrepreneurial culture manifested through innovativeness, risk-taking, proactiveness and competitive aggressiveness constitutes a strategic intangible resource that shapes how ventures identify trends, adapt to consumer preferences and outmaneuver rivals in a highly dynamic market. By embedding these entrepreneurial orientations into their operations, fabrics retailers in Abuja can transform ordinary trading into a differentiated, resilient and strategically positioned venture, thereby aligning cultural attributes with superior market competitiveness.

3.0 Methodology

This study adopted a **cross-sectional survey research design** under a **quantitative paradigm** to empirically examine the hypothesized effect of entrepreneurial culture on the competitiveness of fabrics retailing ventures in Abuja. The population comprised **1,236 fabrics retailing ventures** as recorded by the *National Union of Textile, Garment and Tailoring Workers (NUTGTWN) in 2023*. Using a **random sampling technique** to ensure representativeness, the **Yamane (1967) formula** was applied to determine the appropriate sample size, resulting in **303 respondents**. Data were collected through a **structured questionnaire**, complemented by a **Google Form** version to enhance coverage and accessibility. The research instrument was subjected to **content validation by academic and industry experts**, while its reliability was confirmed with a **Cronbach's alpha coefficient of 0.80**, which indicates strong internal consistency. The data were analyzed using **descriptive and inferential statistical techniques**, with **multiple regression analysis** employed to test the study hypotheses at a **0.05 level of significance**.

4.0 Results and Discussion

Table 4.1: Age Groups of the Respondents

Age Group	Frequency	Percentage
18–30	125	41%
31–40	119	39%
41–50	32	11%
51 & Above	27	9%
Total	303	100%

This age distribution table provides useful insight into the entrepreneurial culture and competitiveness of fabrics retailing ventures in Abuja. The majority of respondents fall within the 18–30 years (41%) and 31–40 years (39%) categories, together accounting for 80% of the total sample. This dominance of younger and middle-aged entrepreneurs suggests that fabrics retailing in Abuja is largely driven by a youthful workforce that is typically more open to innovativeness, proactiveness, and risk-taking which are the key dimensions of entrepreneurial culture. Such age groups are also more likely to leverage technology, adopt new business strategies and respond quickly to changing fashion trends, thereby enhancing the competitiveness of their ventures. On the other hand, the 41–50 years (11%) and 51 years and above (9%) categories represent a smaller proportion of the retailing population. While older entrepreneurs may bring experience, stability and industry knowledge, their limited representation indicates that fabrics retailing in Abuja is not predominantly

sustained by traditional, conservative business practices. Instead, it is being reshaped by a younger generation whose entrepreneurial culture aligns with the dynamic and competitive nature of the fabrics market.

Table 4.2 Summary Statistics of the Variables

Variables	Mean	Std. Dev	Minimum	Maximum
PTR	3.8583	0.9152	1	5
INN	2.9914	1.0128	1	5
PRO	3.7553	0.8485	1	5
RT	2.8914	0.8659	1	5
CAGG	4.2832	0.7913	2	5

Source: Generated from the questionnaire through 'Stata' 2025

Table 4.2 presents the summary statistics of the study variables, offering a snapshot of how fabrics retailing ventures in Abuja perceive and practice the different dimensions of entrepreneurial culture.

The mean score for competitiveness of fabrics retailing ventures (PTR = 3.8583, SD = 0.9152) is relatively high, indicating that most ventures rate themselves as moderately to highly competitive within the Abuja fabrics market. This suggests that competitive positioning is an important strategic outcome among fabrics retailers.

Among the entrepreneurial culture dimensions, competitive aggressiveness (CAGG = 4.2832, SD = 0.7913) records the highest mean, implying that fabrics retailers in Abuja actively strive to outperform rivals, often through pricing strategies, product positioning, and aggressive customer acquisition efforts. This aligns with the nature of the fabrics business in Abuja, where intense competition requires retailers to adopt bold strategies to secure market share.

Proactiveness (PRO = 3.7553, SD = 0.8485) also ranks high, reflecting the tendency of retailers to anticipate customer needs, respond to emerging fashion trends, and seize opportunities ahead of competitors. This forward-looking orientation is critical in the dynamic fabrics industry where consumer preferences shift rapidly.

Conversely, innovativeness (INN = 2.9914, SD = 1.0128) and risk-taking (RT = 2.8914, SD = 0.8659) show lower mean values, suggesting that fabrics retailers are relatively conservative in experimenting with new designs, technologies, or untested business models. This indicates a cautious entrepreneurial culture that may limit creativity and long-term differentiation, but it may also reflect the financial constraints and uncertainties faced by small-scale retail ventures in Abuja.

In sum, the descriptive statistics reveal that the entrepreneurial culture of fabrics retailing ventures in Abuja is characterized more by competitive aggressiveness and proactiveness than by innovativeness and risk-taking. This cultural orientation provides competitiveness in the short term but may constrain sustainable advantage unless retailers strengthen innovation and calculated risk-taking, as posited by the Resource-Based View (RBV).

Table 4.3 Correlation Result

	PTR	INN	PRO	RT	CAGG	
PTR	1.000					
INN	0.759	1.000				
PRO	0.694	0.628	1.000			
RT	0.710	0.524	0.778	1.000		
CAGG	0.795	0.603	0.328	0.724	1.000	
OFFL	0.319	0.527	0.342	-0.527	0.527	1.000
KTA	0.569	0.424	0.320	0.707	0.524	0.539
TECH	0.125	0.275	0.176	0.006	0.275	0.690

Generated by the Author through 'Stata' 2025

The correlation matrix demonstrates the strength and direction of the linear relationships among the study variables. The values range from **-1 to +1**, where positive values indicate a direct relationship and negative values indicate an inverse relationship. **Competitiveness of fabrics retailing ventures (PTR)** shows strong positive correlations with the key entrepreneurial culture dimensions: **innovativeness (r = 0.759)**, **proactiveness (r = 0.694)**, **risk-taking (r = 0.710)**, and **competitive aggressiveness (r = 0.795)**. This implies that as fabrics retailers in Abuja exhibit stronger entrepreneurial culture traits, their level of competitiveness increases. Among these, **competitive aggressiveness** has the strongest association with competitiveness, underscoring the highly contested nature of the fabrics market where bold competitive moves are critical. **Proactiveness (PRO)** is strongly correlated with **risk-taking (r = 0.778)**, suggesting that ventures that are forward-looking and opportunity-driven are also more inclined to take calculated risks. **Risk-taking (RT)** shows a **negative correlation with OFFL (r = -0.527)**, indicating that reliance on formal/official frameworks (such as bureaucratic procedures or regulations) may discourage risk-taking behavior among fabrics retailers. **External enablers** such as **official frameworks (OFFL)**, **knowledge/technology adoption (KTA, TECH)** generally show moderate positive correlations with competitiveness and entrepreneurial culture variables. For instance, **KTA correlates positively with PRO (0.320)**, **RT (0.707)**, and **PTR (0.569)**, suggesting that knowledge sharing and awareness significantly reinforce entrepreneurial behavior and competitiveness. Similarly, **technology (TECH)**, though weakly correlated with competitiveness (0.125), is strongly linked with **OFFL (0.690)** and **KTA (0.571)**, highlighting its role as a supporting infrastructure rather than a direct driver of competitiveness. Overall, the matrix confirms that **entrepreneurial culture dimensions—especially competitive aggressiveness and innovativeness—are central to fabrics retailers' competitiveness in Abuja**, while external enablers like knowledge transfer and technology provide indirect support. However, risk-taking appears constrained by formal institutional frameworks, signaling the need for more enabling policies to encourage entrepreneurial risk appetite in this sector.

Table 4.4 Regression Results

Variables	Coef.	P-val.
INN	0.061	0.003
PRO	0.318	0.010
RT	0.552	0.172
CAGG	0.471	0.052
R ²	0.73	

Generated by the Author through 'Stata' 2025

4.1 Discussion of Regression Results

The regression results in Table 4.4 show that the entrepreneurial culture dimensions explain a significant proportion of the variance in competitiveness of fabrics retailing ventures in Abuja ($R^2 = 0.73$), indicating that 73% of the changes in competitiveness can be attributed to innovativeness (INN), proactiveness (PRO), risk-taking (RT), and competitive aggressiveness (CAGG). This aligns with the RBV perspective, which argues that internal organizational resources and capabilities—especially intangible assets such as entrepreneurial orientation—are critical drivers of sustainable competitive advantage.

Among the predictors, proactiveness (Coef. = 0.318, $p = 0.010$) and innovativeness (Coef. = 0.061, $p = 0.003$) exhibit statistically significant positive effects on competitiveness. This finding corroborates studies such as Lumpkin & Dess (1996) and Vanessa (2020), which emphasize that firms capable of anticipating market opportunities and continuously introducing new ideas are more

likely to outperform rivals. In the fabrics retailing context, the ability to forecast consumer trends, introduce new styles, and adapt quickly to shifting customer preferences constitutes a valuable and rare resource, consistent with the RBV's criteria of value and rarity.

Competitive aggressiveness (Coef. = 0.471, $p = 0.052$), though marginally above the conventional 0.05 threshold, demonstrates a strong positive association with competitiveness. This suggests that while fabrics retailers in Abuja rely heavily on aggressive tactics such as pricing, customer retention schemes, and expansion of market reach, the effect may not always translate into statistically robust outcomes. Nonetheless, extant research (Covin & Slevin, 1989; Rauch et al., 2009) highlights competitive aggressiveness as an essential cultural trait in saturated markets, where survival depends on outmaneuvering rivals. Within the RBV lens, this aggressiveness represents an organizational capability that is difficult to imitate, giving ventures a competitive edge, even if the immediate impact is not consistently significant. Conversely, risk-taking (Coef. = 0.552, $p = 0.172$), though positive, is statistically insignificant. This aligns with findings from Vanessa (2020), who caution that in uncertain environments—particularly in emerging economies—risk-taking may not directly enhance competitiveness due to capital constraints, weak institutional support, and volatile market conditions. For fabrics retailers in Abuja, excessive risk may be moderated by regulatory bottlenecks and financial limitations, making cautious strategies more sustainable. From the RBV perspective, this implies that risk-taking, though conceptually valuable, may not always meet the criteria of non-substitutability or inimitability in such contexts, thereby limiting its contribution to competitiveness.

The results reinforce the RBV argument that proactiveness and innovativeness are strategic intangible resources that enable fabrics retailers to differentiate themselves and sustain competitiveness. By contrast, while competitive aggressiveness provides short-term edge and risk-taking reflects entrepreneurial boldness, their contributions are more context-dependent. For fabrics retailing ventures in Abuja, leveraging proactive market sensing and innovative practices is critical for transforming ordinary trading into a sustainable, competitive enterprise. Policy-wise, this suggests that interventions should focus on building innovation capacity, market intelligence, and institutional frameworks that reduce the costs and uncertainties of entrepreneurial risk-taking, thereby enhancing the value of entrepreneurial culture as a firm-level resource.

5.0 Conclusion and Recommendations

5.1 Conclusion

This study examined the effect of entrepreneurial culture measured through innovativeness, proactiveness, risk-taking, and competitive aggressiveness on the competitiveness of fabrics retailing ventures in Abuja. The regression results revealed that innovativeness and proactiveness exert statistically significant positive effects on competitiveness, highlighting their central role as strategic intangible resources in line with the Resource-Based View (RBV). Competitive aggressiveness, though not statistically significant at the 5% level, displayed a strong positive relationship, suggesting its contextual importance in highly contested markets such as fabrics retailing. Risk-taking, while positive, was insignificant, reflecting the cautious approach of entrepreneurs in resource-constrained and institutionally weak environments. Collectively, the findings affirm that entrepreneurial culture is pivotal to the competitiveness of fabrics retailing ventures, but its dimensions differ in their impact due to environmental and structural conditions.

5.2 Recommendations

1. Strengthen Innovativeness Capacity; fabrics retailers should invest in design creativity, product differentiation, and new retailing strategies such as e-

- commerce platforms. Government and trade associations should facilitate innovation hubs and training programs that support continuous idea generation and product development.
2. Promote Proactive Market Intelligence; Ventures should adopt structured market research practices to anticipate customer trends and seasonal variations. Industry associations can support this by providing access to demand forecasts, customer insights, and fashion trend analyses, thereby equipping retailers to act proactively.
 3. Leverage Competitive Aggressiveness Strategically; While competitive aggressiveness remains vital, retailers should avoid short-term price wars and instead focus on customer loyalty, brand positioning, and niche market targeting to ensure sustainable advantage.
 4. De-risk Entrepreneurial Activities; Since risk-taking showed weak influence, policymakers and financial institutions should create enabling conditions such as accessible credit, business insurance, and simplified regulatory frameworks. These would lower the cost of entrepreneurial risk, allowing fabrics retailers to experiment with new business models without undue exposure.
 5. Institutional Support and Policy Interventions; Regulators and associations should design policies that strengthen the fabrics retailing ecosystem, including capacity-building initiatives, shared technology infrastructure, and knowledge-sharing platforms, thereby enhancing the value and inimitability of entrepreneurial culture traits.

Reference

- Abaenewe, Z C., Maxwell, O., & Osundu, M.N. (2022). Electronic banking and bank performance in Nigeria. *West African Journal of Industrial and Academic Research* Vol. 6(1). 171-187.
- Adebisi, A. B., Richard, A. J., Luqman, O. O., & Maroof, A. (2020). Organizational Culture Characterization of Construction Firms in Nigeria. *Journal of Business and Enterprise*, 3(2).
- Agu, C. O. (2020). Organizational culture and employee performance in selected higher institution in Edo state Nigeria. *International journal of innovative social sciences & humanities research*. 8(1): 20-32. ISSN: 2354-2926
- Covin, J.G. & Slevin, D.P. (1989). 'Strategic Management of Small Firms in Hostile and Benign Environments', *Strategic Management Journal*, 10(1) 75–87. Retrieved From: [doi/abs/10.1002/smj.4250100107](https://doi.org/10.1002/smj.4250100107)
- Covin, J.G. & Wales, W.J. (2019). Crafting high impact Entrepreneurial orientation: Some suggested guidelines. *Entrepreneurship theory and practice* 43(1), 3-18.
- Diana, M. L., Alina, M. I., Maria, V. B. G. (2019). Entrepreneurial orientation in Romanian higher education, 9864-9872. doi:10.21125/EDULEARN.2019.2458
- Eniola, A. A. (2020). Entrepreneurial self-efficacy and orientation for SME development. *Small enterprise research*. DOI: 10.1080/13215906.2020.1752295
- Katja, C., Miroslav, R., & Barbara, B. H. (2015). Supporting economic growth with innovation-oriented entrepreneurship, 63(4).
- Lumpkin, G.T& Dess, G.G (1996). Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance. *Academy of Management Review*. 21(1) 135-172.
- Lumpkin, G.T., & Dess, G.G. (2010). Linking Two Dimensions of Entrepreneurial Orientation to Firm Performance: The Moderating Role of Environment and Industry Life Cycle. *Journal of Business Venture* 16(5):429–451.
- Miller, D (1983) A reflection on EO research and some suggestions for the future. *Entrepreneurship Theory and Practice* 35(5): 873–894.
- Poi, G. (2020). Entrepreneurial culture: A literature review. *International journal of Business & Entrepreneurship research*. ISSN: 2360-989X, 13(13) 59-72.
- Rauch, A., Wiklund, J., & Lumpkin GT. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice* 33(3): 761–787.
- Yamane, T. (1967). *Statistics: An Introductory Analyses*,nd 2 Edition, Newyork: Harper and Row. Retrieved from: [10.4236/ajcm.2017.71002](https://doi.org/10.4236/ajcm.2017.71002)
- Vanessa, R. (2020). Entrepreneurship as Empowerment: Knowledge Spillovers and Entrepreneurial Ecosystems. doi:10.1108/978-1-83982-550-720201002