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ABSTRACT

Over the years Airtel Telecommunications Company has continued to experienced poor service delivery, change in management and identity which has affected its performance. This study is an attempt to examine the effect of entrepreneurial orientation and performance of Airtel Telecommunication Company in Nigeria. The specific objectives of the study were to; analyze the effect of innovativeness on performance; examine the effect of risk taking on performance; determine the effect of proactiveness on performance; analyze the mediating effect of organizational climate on innovativeness and performance; ascertain the mediating effect of organizational climate on risk taking and performance and lastly, to determine the mediating effect of organizational climate on proactiveness on performance of Airtel Telecommunications Company in Nigeria. A survey research design was used while questionnaires were used to collect data and analyzed using a hierarchical regression model. Findings revealed that innovativeness has significant effect on performance of Airtel Telecommunication Company in Nigeria; Risk taking has no significant effect on performance of Airtel Telecommunications Company in Nigeria; Proactiveness has significant effect on performance of Airtel Telecommunications Company in Nigeria. The result further indicates that organizational climate fully mediates the relationship between proactiveness and firm performance while mediating partially the relationship between innovation and firm performance. The study thus concluded that organizational climate mediates between entrepreneurial orientation and performance of Airtel Telecommunications Company in Nigeria. The study recommended that Airtel Telecommunication Company need to imbibe the culture of training and retraining of its employees so that the company can be up-to-date especially in areas of technological development.

1.0 INTRODUCTION

The Nigerian telecommunication industry has made reliable developmental progress; from state owned to liberalization, from a weak competition and to one which is grown, and presently to service innovation stage (Adi, 2015). It was estimated that the Nigeria telecommunication sector alone has contributed to GDP increase of 0.62 % in 2002 and 8.53% in 2013 providing both direct and indirect jobs (Bloomberg Business week, 2009). Despite the enormous contributions of the sector to the economy of Nigeria, the sector is yet to attain the desired level of performance (Chidioze, Lawal, & Ajai. 2015). Given the total number of active subscribers in 2018 which stood at 169 million (NCC, 2018), one will literally consider the industry as not only attractive but profitable. Adeola, Adebayo, and Ekejuba (2016) and El Rufai (2016) argue that the sector has experienced different challenges ranging from ineptitude and poor service delivery. Airtel Company has had cause to change its management and identity almost four times, which has affected its capacity to be competitive contributing to its current level of performance (Olajide, 2005; Olumide, 2011; Falano & Popoola, 2013). Models have been proposed to account for the variation in firm performance one of which is entrepreneurial orientation, which is proxied as innovativeness, risk taking and proactiveness (Miller, 1983). Therefore, the question is; is the poor performance of Airtel company as a result of lack of innovativeness? Is the company afraid to take risk? Or could it be that the company has not been proactive? Does the

perception of employees towards innovativeness, risk taking and proactiveness responsible for the poor level of performance by the company?

Entrepreneurial orientation (EO) is one of the dominant constructs in entrepreneurship and border management research evident by the number of recent reviews of EO literature conducted (Covin & Miller, 2014). The origin of the concept has previously been addressed in nascent studies (Anderson, Kreiser & Kuratko 2015; Basso, Fayolle, & Bouchard, 2009; Covin & Wales, 2012; Edmond & Wiklund, 2010) with Covin and Lumpkin (2011) asserting that with the monumental level of theoretical acceptance on EO construct, entrepreneurship is considered more as a singular act or activity. Frese, Brantjes and Hoorn (2002) viewed EO as a psychological concept in the sense of an attitude to orientation. Miller (1982), Covin and Slevin (1991) on their part described EO in terms of innovation, assuming a risky venture and to be proactive in decisions and actions. Lumpkin and Dess (1996) further incorporated two additional variables to EO to include autonomy and competitive aggressiveness and also viewed EO as a multi-dimensional construct as opposed to Covin and Slevin (1991) and Miller (1982) uni-dimensional construct. The study adopted three variables of EO by Miller (1982) and Covin and Slevin (1991) to include; innovativeness, risk taking and proactiveness.

Studies on EO have been extensively carried out in several facet of management including EO on performance (Covin & Slevin 1986; Wiklund 1999; Lumpkin & Dess, 2011), profitability and growth (Davis 2007; Guidic & Reinmoeller, 2013) have indicated a positive effect. However, these studies failed to access the role of organizational climate in mediating between the variables of EO and performance particularly in the telecommunication sector in Nigeria. This study proposes to use organizational climate as a mediator in the relationship between EO and firm performance. Organization climate consist of all internal aspects of organization which are clearly defined by senior management of the organization and which impresses the behavior of all members of the organization (Bagheri, Yarjanili, Mowlanpour & Mahdinasub, 2016). It therefore means that the perception of employees in the organization will influence the perception of EO in the organization. Zmud (1988) is of the view that rather than structure of the organization, the perception of employees in work environment determines the attitude towards risk, innovativeness and the degree to which they are responsive to change in the organization.

It is view of the above that the study was carried out to ascertain the effect of EO, organizational climate and performance in the telecommunication sector in Nigeria. Specifically, the study analyzed the effect of innovativeness and performance, risk-taking and performance as well as pro-

activeness and performance. The study mediated organizational climate on innovativeness and performance, to ascertain the mediating effect of organizational climate on risk taking and performance and lastly to determine the mediating effect of organizational climate on proactiveness and performance of Airtel telecommunications company.

The study is structured as follows; the introduction, theoretical foundation and hypotheses, the concepts of EO and performance were addressed under the following sub headings; innovativeness and performance, risk taking and performance, pro-activeness and performance and organizational climate. The last section addresses the methodology, hypotheses testing and discussion of result, conclusion and recommendations.

2.0 THEORETICAL FOUNDATION AND HYPOTHESES DEVELOPMENT

The study is anchored on the knowledge-based theory. The knowledge-based theory was initially propounded by Penrose in 1959 and later expanded by other scholars' including Werner in 1984 and Barney in 1999 respectively. The approach considers firms as bodies that generate, integrate and disseminate knowledge (Narasimba, 2000; Miller, 2002). The theory is based on the perspective that value creation is not dependent upon physical or financial but as a set of intangible knowledge based on capabilities which can assist organizations attains competitive edge over its rivals (Skyrmeand Arnindon, 1997). Penberton

and Stonehouse, (2000) arguing further that firms that acquire or develop organization knowledge associated with value could be describe as uncommon or idiosyncratic and better positioned in generating and sustaining high returns (Raft and Lord, 2002). Knowledgeable employees seek responsibility and new ways of doing things and this brings about creativity and innovation. Thus, the knowledge-based view is essential for firms innovative capacity which facilitates the discovery and exploitation of opportunities (Kaya & Patton, 2011) However, knowledge is also perceived to aid entrepreneurs in making rational decision (Deelstra&Innanen, 2003) which could assist them in moderating the element of risk in their decision making. Nevertheless, high levels of environmental uncertainty require knowledge that will be predictive and preemptive so that entrepreneur act proactively ahead of its rivals, although Runhaar(2015) argues that entrepreneurs' ability to predict and preempt the environment is not based not only on a deficit or availability of knowledge but also the ability to interpret. It therefore means that knowledge encapsulate the three components of EO used for the study.

Innovativeness and Performance

Wang (2008) describe innovativeness as fostering a spirit of creativity, supporting research, development and experimentation, introducing new products/services as well as processes. Freeman (1982) describes invention as an idea, a sketch or model for a new or better improved device, product, processes or

system while that of innovation in an economic sense, is describe as the first commercial transaction involving the new product, process system or device. Thus, innovation can best be described as the utmost utilization of new ideas which originates from the bedrock of ideas and is in essence characterized by change (Neely &Hii, 1998). Robert and Tucker (2008) argued that innovation is the coming up of ideas and the actualization of such ideas. It is important to note that innovation is the hallmark to which Telecommunications Company can improve it quality of service to customers and gain greater market share.

Several studies suggested that innovative firms create extraordinary performance, gain economic growth and apply creativity in business environment (Kraus, Rigtering, Hughes, &Hosman, 2012; Laukkanen, Nagy, Hirvonen, &Pasanen 2013). McAdam and Keogh (2004) examined the relationship between performance and its familiarity with innovation, results indicated that outlook of firms towards innovation scored high in competitive environment. In a related study, Calantone, Cavusgil, and Zha (2002) explored the relationship between learning orientation, firm innovation and performance in US. Findings show that learning orientation is significant for innovative and performance. On his part, Terziovski (2010) study revealed that innovative practice strategy is a major driver of performance of SMEs while Gellynck, Cardenas, Pieniak Verbeke (2014) study reported a significant effect

between innovativeness outcome and performance. Based on these findings, the following hypothesis is formulated:

H1: Innovativeness has a positive significant effect on performance of Airtel Telecommunications Company.

Risk Taking and performance

Franco and Hase (2013) describe risk taking as a crucial dimension of entrepreneurial orientation. Wiklund and Shepherd (2003) define risk taking as the tendency to assume bold actions such as venturing into unknown and committing a huge portion of resources to the venture for a reward. Kitigin (2017) aver that risk taking can also be perceived as the firm's tendency to engage in high risk projects as well as managerial preferences for bold action as against cautions actions in order to achieve the goals of the organization. Wiklund and Shepherd (2003) defined risk-taking as the ability to take bold actions such as venturing into unknown, a new market or committing a large portion of resources to business for an uncertain reward. Therefore, the entrepreneur embraces the risk component in terms of investment and strategic decision even when it is glaring that the outcome of this actions are uncertain (Das & Josh, 2007). Several studies support the argument that risk taking will lead to a higher level of firms' performance, although there are variations because not all businesses will succeed (McGrath, 2001). Kitigin (2017) carried out a study on the relationship between risk taking and business performance among SMEs in Eldoret town

Kenya. The study established that there is a strong positive correlation between risk taking and business performance of SMEs in Eldoret town. Kisel'akova', Horvathova, Sofrankova, and Soltes (2015) conducted a study on the analysis of risk and their impact on enterprise performance by creating enterprise risk model in U.S.A, the study found out financial risk was significant on performance of enterprise. Walls (2005) carried out a study on corporate risk-taking and performance: A 20 year look at the petroleum industry in US, the study findings revealed that firms in the high risk tolerance category significantly performed better than firms less willing to take financial risk. A study by Mollah, Hassan, Al farooque and Mobarek (2017) explored the governance, risk- taking and performance of Islamic banks in 14 different countries, Findings revealed that the governance structure in Islamic banks allows them to assume higher risk and attain a higher performance because of the complexities and transaction mechanisms. On the basis of this that we propose the following:

H2 Risk taking has a positive effect on performance of Airtel Telecommunications Company

Proactiveness and Performance

Aigboje (2018) posit that proactiveness is the ability to identify events in advance or an act that enhances future prospective and needs rather than responding later when the incident has occurred. Entrepreneurial pro activeness is often regarded as alertness of a company. Alvarez and Barney (2002) aver that entrepreneurial

proactiveness is the ability of the firm to predict where product/ services do not exist or have become unsuspected valuable to customers and where new processes are unknown to others becomes feasible. Proactiveness is the ability to constantly exploit opportunities (Ahuja & Lampert, 2001), therefore in a highly competitive industry such as telecommunication, the ability to pre-empt the activities of rivals can enhance performance. Previous studies found proactive firms achieve their target in premium segments as well as move faster so as to gain competitive advantage and capitalize on a market opportunity for higher returns as well as leadership in performance (Brettel & Rottenberge, 2013; Cardoze & Fornes, 2011; Chen, Li & Evans, 2012). Walter, Auer and Ritter (2006), Zhang and Zhang (2012) believe that no firm can be sustained without being proactive, innovative and be prepared to venture into untested risk. Oni (2012) explored the relevance of entrepreneurial proactiveness on business performance of Nigerian companies' experience and found that enterprise performance was a function of wider entrepreneur proactiveness. However, Jintong, Zhi, and Jerome (2014) findings was contrary to the propose hypothesis, as findings from their study revealed that proactiveness can decrease government and media firm power difference. Wambugy, Gichira, Wanjau and Mungdhu (2015b) carried out a study on the relationship between pro activeness and performance found that proactiveness was significant to the performance of agro processing SMEs in Kenya leading to our

proposition:

H3: Proactiveness has a positive effect on performance of Airtel Telecommunications Company

Indirect Effect: Organizational Climate
Beleasteguigoltia, Patian and Navarrete (2006) define organizational climate as the properties of work place that employees view as characteristics of the organization, as well as the way in which the people perceive and interpret their surroundings. Organizational climate can also be defined as the perception and behavior of employees in an organization. Climate of an organization can also be referred to as organizational concern for excelling which is termed as achievement orientation (Bagheri, Yarjanli, Mowlanpour & Mahdinasub, 2016). Organizational climate is dependent on general factors which include commitment, confidence, sense of belonging and ownership towards organization as well job satisfaction (Arabaci, 2010). Organizational climate can be described as the perception held by organizational members who are exposed to the same organizational structure (Schenider, 1990). Brown and Leigh (1996) suggested that organizational climate that is perceived to be safe and meaningful is one that is connected with higher levels of job, involvement effort and performance. Eisenberger, Huntington, Hutchison and Sowa (1986) assert that as a result of supportive leadership behaviors in an organization, employees feel the need to reciprocate favorable treatment with positive attitudes and behavior. Thus, the present study

relied on the adoption of three measures of climate dimension in organization as stated in Bagheri, Yarjanli, Mowlanpour and Mahdinasub (2016) which include risk orientation, external orientation and achievement orientation.

Risk orientation is the general perception of employees towards risk hence organizations that tend to be risk adverse, employees are not encouraged to venture into high risk, innovation and decision making (Ottih, 2014) and invariably affects the degree of EO (Miller & Friesen, 1982). The potential disruptive features typically associated with the adoption of radical innovation require managers with positive attitude that support risk taking, its adoption as well as change in the organization (Dewar & Dutton, 1986; Grover, 1993). However, external orientation is the perception that organizations will be affected by the external environment (Ezigbo, 2011). Hence, Johne and Snelson (1988) comparison of 17 pairs of successful versus failed product innovation reviewed that companies with a track record of successful innovation had better understanding of the customer's needs as well as making effective use of information they receive from customers. Thus, Covin and Slevin (1991) EO model incorporates the organization and the environment to access a feedback loop and how EO can be improved for optimal organizational performance.

Ottih (2014) asserts that the organization and even societies that applaud creativity will stimulate more participation than

those that are not. The structure of an organization typifies the level of creativity, risk taking assumption and proactiveness; thus, an organic structure that is flexible with lax rules and regulation will promote innovation and risk taking (Kimberly & Evanisko, 1981). Hence the theory of achievement orientation is built around the notion of achievement relative to a standard excellence (Litwin & Stringer, 1986). Hurley and Hault (1998) carried out a study on the relationship between organizational climate dimensions including learning and development, participation and support, coordination and concentration of power in organization communication, conflict and risk tolerance and innovation. Findings revealed that the most essential innovation consequences are seen on participating in decision making and organization learning and growth. Knight (1999) considers the development and improvement of products and services like productive techniques and technology as a significant part of organization and production, innovation and entrepreneurship. Several studies attest to the fact that there is a relationship between management policies and activities such as management structures, component in entrepreneurship model and organizational climate (Wilson, 2005; Nayage & Vuuren, 2005). Caniels and Baaen (2018) conducted a study on how learning oriented and organizational climate, is linked to different proactive behaviors: the role of employee resilience, findings indicated that employee resilience mediates the relationship between learning-oriented organization, climate and proactive work behaviors.

Soonhee (2009) study on organizational climate and innovation revealed that there was a positive relationship between manager's leadership style and employee's creativity and innovation. Neves and Eisenberge (2004) carried out a study on perceived organizational support and risk taking, result indicated that perceived organizational support was positively related to failure and trust among subordinate and supervisors, likewise perceived organizational support was related to subordinate risk taking. Similarly, Davidsson and Wiklund (2001) study findings also revealed that there is a significant relationship between freedom and encouragement as a result of structural factors and organizational procedures. A study carried out by Schneider (1980) in service organizations, findings from the study revealed that climate is essential for business performance. Hansen and Wernerfelt (1989) investigated three different models of firm profitability, their findings for the three-model indicated that organizational model alone explains substantially more profits variance compared to the economic model alone, also the integrated model of firm performance was highly significant. In a related study, Gelade and Ivery (2003) carried out a study on organizational climate and firm performance, result revealed a significant relationship between organizational climate and performance. The relationship between climate and performance of manufacturing companies in UK was carried out by Patterson *et al* (2004). Findings showed that the five aspect of organizational climate were

significantly correlated with subsequent productivity. Based on the following we make the following proposition:

- H4a: Organizational climate mediates the relationship between innovativeness and performance
- H4b: Organizational climate mediates the relationship between risk taking and performance.
- H4c: Organizational climate mediates the relationship between pro-activeness and performance

3.0 METHODOLOGY

The research work adopted a survey research design since the aim is to obtain information which can be analyzed, and patterns extracted. The study population consisted of (137) employees of the various Airtel outlets in Benue and Nasarawa States. A convenience sampling technique was used for the selection of outlets while a consensus sampling technique was used to select employees since the population was not large (Cheng & Lai, 2009). 137 questionnaires were distributed to the staff of the organization studied. However, after exclusion of wrongly filled questionnaires and those with incomplete data, a final number of 124 questionnaires were used for data analysis, with hierarchical regression the data analytic technique.

Table 1: Questionnaire Distribution and Retention

	Distributed	Retrieved	Used
Airtel, Nasarawa	64	61	58
Airtel, Benue	73	70	66
Total	137	131	124

Measures

A five-point likert-type scale was used in the measurement of the variables used in the study unless otherwise stated. The dependent variable was measured using modified measures validated by Spangenberg and Theron (2004) with sample questions covering 'production and efficiency', 'market share', 'future growth' etc. The dimensions of entrepreneurial orientation proxied as innovativeness, risk taking and proactiveness were measured using a modified version of the validated measures by Millers/Covin and Slevin (1989) while for performance was measured using the validated measures developed by Koleoso (2016). Sample questions for innovativeness is 'in general, the managers of my firm favor a strong emphasis on the marketing of tried and true products'; for risk taking sample question is 'in general, the managers of a firm have a strong proclivity for low risk programs'; while for proactiveness, a sample question is 'in dealing with its competitors my firm typically respond to actions which competitors initiate'. Organizational climate was measured using a modified validated measure developed by Sims and Lafollette (1975). The sample questions cover climate dimensions of 'structure', 'risk', 'reward', and 'conflict' among others.

4.0 RESULTS AND DISCUSSION

Preliminary Results

This study was aimed at assessing the mediating effect of organizational climate on the positive effect of entrepreneurial orientation and firm performance. Specifically, the study assessed the positive effect of innovativeness, risk

taking and proactiveness on firm performance on the one hand and the mediating effect of organizational climate on the positive relationship between innovativeness, risk taking and proactiveness on firm performance. A careful assessment of the dataset revealed the absence of missing values, which has made it appropriate for use in this analysis. Cronbach Alpha was calculated as the test of reliability. The result revealed that innovativeness had a coefficient of 0.860; risk taking, 0.855; proactiveness, 0.783; while overall reliability coefficient for entrepreneurial orientation is 0.878. Organizational climate has a Cronbach Alpha of 0.781 while firm performance is 0.886, all values above the recommended threshold of 0.7 (Nunnally, 1978).

The descriptive statistics, correlations and reliabilities for the study variables are presented in Table 2 below. The descriptive statistics revealed that 97 (78%) consisted of male workers while female workers represented about 27 (21.7%). The study further revealed that 34 (27%) were within the range of (18-30) while 72 (58%) were within the range (of 31-50) with only 18(14.5%) of Airtel staff above 50 years. It is important to note the coefficients among the main variables in the study. Firstly, firm performance and risk taking does not correlate significantly ($r = .040$, $p = .329$) while correlating significantly with innovativeness ($r = .841$, $p < .001$), proactiveness ($r = .277$, $p < .01$) and organizational climate ($r = .434$, $p < .001$). Secondly, among the predictors, the significant correlations are reported

between risk taking and organizational climate ($r = .341, p < .001$), innovativeness and proactiveness ($r = .205, p < .01$) and

organizational climate ($r = .407, p < .001$) and lastly proactiveness and organizational climate ($r = .480, p < .001$).

Table 2: Mean, Standard Deviations and Correlation

	Mean	SD	1	2	3	4	5
Firm Performance	2.98	1.403	1.000				
Risk Taking	2.92	1.559	.040	1.000			
Innovativeness	2.90	1.502	.841**	-.007	1.000		
Proactiveness	3.34	1.137	.277*	-.053	.205*	1.000	
Organizational Climate	2.84	1.478	.434**	.341**	.407**	.480*	1.000

** $p < .001$; * $p < .01$

Source:

A hierarchical regression analysis was used to test hypotheses. Considering the possibility of multicollinearity in the regression analysis, the variance inflation factor was calculated using VIF. The VIFs for risk taking, innovativeness, proactiveness and organizational climate were 1.252, 1.235, 1.396 and 1.861 while Tolerance values for risk taking, innovativeness, proactiveness and organizational climate were .799, .810, .716 and .537 respectively all within acceptable threshold indicating that the regression performed in this study do not present a multicollinearity problem.

Main Results

To test our hypotheses, the study adopted the procedures developed by Baron and Kenny (1986). According to the logic of

this procedure, mediation is suggested if the following conditions are met: (a) the independent variable is a significant predictor of both the dependent variable and the mediator, (b) the mediator is a significant predictor of the dependent variable, and (c) the effects of the independent variable on the dependent variable are reduced when the mediating variable is added to the regression equation. Full mediation is indicated if the effect of the independent variable is no longer significant when the mediating variable is added, whereas partial mediation is suggested if the effect of the independent variable is reduced but remains significant. The result of the multiple regression result is presented on Tables 3 and 4.

Table 3: Result of Regression Analysis

	Organizational Climate	Firm Performance	
	Model 1	Model 2	Model 3
Risk taking	.347**	.046	.028
Innovativeness	.315**	.765**	.748**
Proactiveness	.563**	.137*	.107
Organizational Climate			.054
R ²	.463	.722	0.724
Adjusted R ²	.449	.715	0.715
F	34.743**	104.739 3**	78.582**

N = 124; **p < 0.001; *p<.01

Table 4: Result of Regression Analysis – Organizational Climate and Firm Performance

	Firm Performance
	Model 4
Organizational Climate	.412**
R ²	.189
Adjusted R ²	.182
F	28.625**

N = 124; **p < 0.001; *p<.01

Four regressions models were used to test hypotheses one, two, three and four. Model 2 is used to answer hypothesis 1 – 3. The model is significant at F (3, 121) = 104.739, p < 0.001 explaining 72.2% of the variation in firm performance. Specifically, the result indicates that innovativeness ($\beta = 0.765$, $p < .001$) and proactiveness ($\beta = 0.137$, $p < .001$) are significant predictors of firm performance while risk taking fails to contribute to

explaining firm performance ($\beta = 0.046$, $p = .285$). Successive regression equations were used to test for mediation following the recommendation by Baron and Kenny (1986). In Model 1, risk taking, innovativeness and proactiveness significantly predict of organizational climate ($\beta = 0.347$, $p < .001$; $\beta = 0.315$, $p < .001$; $\beta = 0.563$, $p < .001$), satisfying the first condition by Baron and Kenny. As earlier indicated, only risk-taking fails as a

predictor of firm performance whereas, innovativeness and proactiveness all are predictors of firm performance. In addition, as indicated on Table 3, organizational climate has significant positive effect on firm performance ($\beta = 0.412, p < .001$) also satisfying the second condition of the recommendation. In Model 3, where organizational climate is included in the model whereas innovativeness is still significant at $\beta = 0.748, p < .001$, whereas proactiveness and risk taking are not significant predictor at $\beta = 0.107, p = .130$ and $\beta = 0.028, p = .567$. The result indicates that organizational climate fully mediates the relationship between proactiveness and firm performance while mediating partially the relationship between innovation and firm performance (Baron & Kenny, 2006).

Discussion of Findings

The broad objective of the study was to ascertain the effect of entrepreneurial orientation, organizational climate on performance of Airtel Telecommunication in Nigeria. The specific objective of the study was to ascertain the predictive effect of innovativeness, risk taking and proactiveness on the performance. Furthermore, the study assessed the mediating effect of organizational climate on the relationship between entrepreneurial orientation and performance of Airtel Telecommunications Company. The regression result revealed that innovativeness has significant effect on performance of Airtel Telecommunications company in Nigeria, similar findings were supported McAdam &

Keogh (2004) who examined the relationship between performance and its familiarity with innovation, results indicated that outlook of firms towards innovation scored high in competitive environment also Terziovski (2010) study revealed that innovative practice strategy is a major driver of performance of SMEs while Gellynck, Cardenas, Pieniak Verbeke (2014) study reported a significant effect between innovativeness outcome and performance.

Results from the regression also indicated that risk taking was not significant to performance of Airtel Telecommunications Company Nigeria. These finding is inconsistent with that of (Kitigin, 2017: Kisel'akova', Horvathova, Sofrankova, & Soltes, 2015: Walls, 2005) who unanimously in their studies, found a contrary result that risk taking is significant to performance. Similarly, proactiveness was found to be significant to performance of Airtel Telecommunication Company in Nigeria. The study findings is in line with that of Oni (2012) who explored the relevance of entrepreneurial proactiveness on business performance of Nigerian companies' experience and found that enterprise performance was a function of wider entrepreneur proactiveness. In the same vein, Wambugy, Gichira, Wanjau and Mungdhu (2015b) carried out a study on the relationship between pro activeness and performance, study findings indicated that proactiveness was significant to the performance of agro processing SMEs in Kenya. As per Jintong, Zhi, and Jerome (2014) their study finding was not

consistent with that of the current study findings as proactiveness was seen to decrease government and media firm power difference.

Organizational climate was found to partially mediate between innovativeness and performance of Airtel Telecommunication Company in Nigeria. The study finding share close nexus with that of Soonhee (2009) on organizational climate and innovation which revealed that there was a positive relationship between manager's leadership style and employee's creativity and innovation. As per Hurley and Hault (1998) study on the relationship between organizational climate dimensions including learning and development, participation and support, coordination and concentration of power in organization communication, conflict and risk tolerance and innovation, findings revealed that the most essential innovation consequences are seen on participating in decision making and organization learning and growth. Finally organizational climate fully mediated between proactiveness and performance of Airtel Telecommunications Company in Nigeria this findings is similar to that of Caniels and Baaen (2018) on how a learning oriented, organizational climate is linked to different proactive behaviors: the role of employee resilience, findings indicated that employee resilience mediates the relationship between learning oriented organization, climate and proactive work behaviors

5.0 CONCLUSION AND IMPLICATIONS OF THE STUDY

The study was carried out to ascertain the effect of entrepreneurial orientation, organizational climate on performance of Airtel Telecommunications Copmpany in Nigeria. Specific objectives was to (i) determine the effect of innovativeness on performance of Airtel Telecommunication Company; (ii) ascertain the extent to which risk taking affect performance of Airtel Telecommunication Company; (iii) analyze the effect of proactiveness on performance of Airtel Company; (iv) determine the mediating effect of organizational climate innovativeness and performance; (v) determine the mediating effect of organizational climate on risk taking and performance; (vi) analyze the mediating effect of organizational climate on proactiveness and performance. A survey research design was adopted for the study while a convenience and consensus sample techniques were used for the study out of which only 124 respondents completed and returned their questionnaire. Data was presented in tables and analyzed using hierarchical regression analysis. Study findings revealed that innovativeness has significant effect on performance, risk taking has no significant effect on performance, proactiveness has significant effect on performance. Organizational climate partially mediated between innovativeness and performance, however, organizational climate fully mediated between fully mediated between proactiveness and performance of Airtel Telecommunications Company.

The study has both practical and

theoretical implications for the study; as per the practical relevance of the study, findings from the study will assist not just Airtel Telecommunication Company in Nigeria but other relevant organizations to imbibe the culture of training and retraining of its employees so that the company can be up-to-date especially in areas of technological development. The study will enable organizations improve on information and communications technology equipment and other surveillance methods. Since organizational climate mediated the between innovativeness and performance, the management of the company should support and reward organizational members that contribute extra ordinary value to the company. Findings from the study encourages decentralizes of authority and decision making to profit centres of the company so that they can respond swiftly to changing environment. Theoretically, the study established that innovativeness and proactiveness affect performance, although risk taking was

found to have no significance to performance, organizational climate partially mediated between innovativeness and performance while organizational climate fully mediated between proactiveness and performance.

Limitation and Suggestions for Further Studies

The study is limited to the use of only three variables of EO namely; innovativeness, risk taking and proactiveness, further studies could explore more variables of EO. The study was limited by the fact that it made use of a cross sectional survey design; other research design could be adopted in future research. The sample size was small, it is imperative for future studies to accommodate large sample. The study concentrated on the Telecommunication sector in Nigeria, other sectors too should be explored to see if there are variations in results. Lastly future studies should be carried out to find out why risk was not significant.

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