

CORPORATE ENTREPRENEURSHIP AND CUSTOMER SATISFACTION OF THE HOTEL INDUSTRY IN SOUTH-SOUTH, NIGERIA

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Abstract

The aim of this study was to examine the effect of corporate entrepreneurship and customer satisfaction of hotel industry in South-South, Nigeria. Innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy served as proxies for the independent variables, corporate entrepreneurship. Relevant literatures were reviewed under conceptual framework, theoretical framework, theoretical exposition and empirical literature. The population comprises 1,883 CEO/managers of hotels in the six states' capitals, Benin City, Asaba, Yenagwa, Port Harcourt, Uyo and Calabar, in the South-South, Nigeria, while the sample size was computed to be 363, using Borg and Gall formula. The research instrument was made up of a questionnaire consisting of thirty (30) questions, and was based on Five Point-Likert Scale. Face and content validity were employed to ensure validity of instrument. Internal consistency and Cronbach's Alpha were employed to verify and to achieve reliability of the instrument used. Stratified and simple random sampling techniques were used to select the respondents to whom four hundred and seventy-two (472) copies of questionnaires were administered. Using the Statistical Package for the Social Sciences (SPSS) version 21.0, the responses from the respondents were coded and analyses vide descriptive statistics, Pearson correlation and multiple regression analyses. The empirical results showed that innovativeness, competitive aggressiveness and autonomy had significant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria, while proactiveness and risk-taking had insignificant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria. The study therefore recommends that the management of hotels in the South-South, Nigeria should make the three corporate entrepreneurship dimensions (innovativeness, competitive aggressiveness and autonomy) that had positive and significant effect on customer satisfaction the focal points of their strategy for business growth and expansion, by continuing to seek out new ways to do things, adopt competitive pricing as a marketing strategy and empower their employees to make decisions on their own whenever it is necessary.

Keywords: Hotel Industry, Corporate Entrepreneurship, Customer Satisfaction, South-South, Nigeria

Background of the study

The hotel industry has been identified as one of the most important sectors of the economy of any nation, which has a positive correlation with tourism industry, and therefore, no country or region can expect to attract tourists unless it has hotels (Mutindi, Namusonge & Obwogi, 2013, p.84). As of now, the global hotel industry retail value is \$493.76 billion (Morris, 2017). This is an incredibly high amount that shows the importance and financial strength of the sector. According to the world Travel and Tourism Council, the hospitality industry (which the hotel sector is a part) plays a vital economic role in local community throughout the world (Ajake, 2015).

However, globalization and internalization, coupled with star ratings and membership to international association have challenged hotels in Nigeria to improve on their performance. In spite of the role of the hotel industry to a nation's economy, the Nigerian hotel industry seems not to be contributing enough to the country's GDP. This is as a result of the myriad of challenges being faced by the sector. These challenges range from poor energy supply, insecurity, poor customer service, lack of standardization, inconsistent regulatory environment, shortages of skilled labour, high operational cost to lack of strategic plans (Njoku, 2015; Adeola & Ezewafor, 2016).

Also, a keen observation of the hotels in the south-south region of Nigeria reveals that the sector is facing some challenges, while new hotels in the sector are springing up, the old and existing ones are either struggling to survive or going into extinctions, by being converted into residential apartments. As a consequence of this development, workers in this sector are losing their jobs, thereby creating more problems of unemployment, which is already a major challenge to the current government. In line with the above observation, Bello and Majebi (2018), noted that the problem with the Nigerian hotels is that increase in the number of available rooms does not reflect a corresponding increase in the average occupancy percentage, as most hotels in the country are operating under 50% of their available room capacity. This implies that the physical accommodation facilities in Nigerian hotels are underutilized, which in effect results in revenue loss and low organizational productivity. Ogueze, Amah & Olori, (2017), reported in their study, that lack of customer satisfaction is one of the major causes of failure in the Nigeria hotel industry. He further stated that the poor customer satisfaction has led to poor growth of the industry. Considering the above scenario, it becomes imperative for hotel business organizations to exhibit entrepreneurial behavior in order to achieve superior performance through customer satisfaction.

Although, the body of knowledge concerning the relationship between corporate entrepreneurship (CE) and firm performance is growing, it is still an under explored area with most of the studies conducted in foreign nations like Indonesia, Kenya, Thailand, Bangkok, Tunisia, Pakistan, Malaysia, Turkey, Brazil, e.t.c (Amar, Syariati, & Rahim, 2019; Asiago & Paul, 2015; Tanimkarn, 2014; Chokesikarin, 2014; Mutuku, 2016; Khadhraoui, Lakhai, Plaisent & Prosper, 2016; Umrani, Kura & Ahmed, 2018; Ambad & Wahab, 2016; Zehir, Can & Karaboga, 2015; Njoroge, 2015; Nafie, 2016; Viana, Nobrega & Souza, 2018). Moreso, many of these studies have focused on financial performance, leaving behind the non-financial aspects.

Several of these studies have shown that different dimensions of corporate entrepreneurship affect firm performance directly or indirectly, but no study seems to have considered the combination of proactiveness, innovativeness, risk-taking, competitive aggressiveness and autonomy dimensions of corporate entrepreneurship and related them to performance, in terms of customer satisfaction in the hotel industry.

Also, from the results of previous studies that related corporate entrepreneurship dimensions to customer satisfaction, it is still not clear whether the various dimensions of corporate entrepreneurship have positive effects or negative effects on customer satisfaction (Adokiye, Alagah & Onuoha, 2017; Vahideh, 2018; Ogueze, et al, 2017; Chokesikarin, 2014; Aroyeun, Taiwo, Adefulu & Asikhia, 2019; Ibidunni, Ibidunni, Olokundun, Falola, Salau & Borishade, 2018).

It is against this background that this study intends to fill the research gap by examining the relationship between corporate entrepreneurship (proactiveness, innovativeness, risk-taking, competitive aggressiveness and autonomy) and performance interns of customer satisfaction of the hotel industry in the South -South region of Nigeria.

Review of Related Literatures

Conceptual Framework

Corporate Entrepreneurship

Corporate entrepreneurship is a process through which both formal and informal initiatives are encouraged, aimed at the creation of new products, services, processes, and businesses to improve and sustain a company's competitive position and performance (Scheepers et al, 2008). The concept of corporate entrepreneurship appeared about five decades ago and it is still relatively new and unexplored area in the world (Kuratko, 2010). According to Adonisi (2003), the concept of CE was coined and established by Pincholt in 1985, for people inside organizations to bring forth and develop new ideas into actual business ventures. Corporate entrepreneurship is also known as intrapreneurship (Kuratko, 2009; Jong, Parker, Wenoekers & Wu, 2011; Shamsuddin et al 2012) or in-house entrepreneurship (Kuratko, 2009) or internal entrepreneurship (Botha & Nyanyom, 2011).. According to Karacaoglu, et al, 2013), concepts such as intrapreneurship, intra-corporate entrepreneurship, corporate venturing, internal corporate entrepreneurship, innovative and entrepreneurial strategy making, firm level entrepreneurial standing and entrepreneurial orientation have been used to define the phenomenon of corporate entrepreneurship. Corporate entrepreneurship are entrepreneurial activities that receive organizational sanctions and resource commitments for the purpose of innovative results (Kuratko, 2009). It is a process of enhancing the ability of the firm to acquire and utilize the innovative skills and abilities of the firm's members (Rutheford and Holt, 2007). The major purpose of corporate entrepreneurship is to develop the entrepreneurial spirit within organizational boundaries, thus allowing an atmosphere of innovation to prosper. In other words, the need for CE arose due to the number of pressing problems which includes rapid growth in the number of new and sophisticated competitors, a sense of distrust in the traditional method of corporate management, exodus of the best and brightest people from corporations, multiplicity of international competitions, downsizing of major corporations and over all desire to improve efficiency and productivity (Kuratko, 2009).

In line with previous studies in the literature, corporate entrepreneurship is analyzed within three dimensions, such as innovation, proactiveness and risk-taking. Additionally, competitive aggressiveness and autonomy dimensions were considered. These five dimensions of corporate, proactiveness, risk-taking, competitive aggressiveness and autonomy) have been described as the most frequently found and tested multi-dimensional structure of Corporate entrepreneurship (Lumpkin and Dess, 1996; Zehir, Can & Karaboga, 2015; Njoroge, 2015; Lwamba, Bwisa and Sakwa, 2015; Karacaoglu, Bayrakdafoglu & San, 2013). Innovation, risk-taking and proativeness define by Miller (1983) and developed by Covin and Slevin (1986, 1989) are the original dimensions of corporate entrepreneurship. However, Lumpkin and Dess (1996) suggest two additional dimensions of corporate entrepreneurship. These two dimensions form the fourth and fifth dimensions of corporate entrepreneurship. They are competitive aggressive and Autonomy dimensions. Competitive aggressiveness is defined as a firms effort to outperform its industry in rivals, while autonomy is the tendency towards independent and autonomous action (Davidkov and Yordanova, 2017). However, Morris et al (2006) argued that competitive aggressiveness cannot be considered as a separate dimension of corporate entrepreneurship because it forms part of the proactiveness dimension, while

autonomy is considered as a contextual factor, which enables corporate entrepreneurship. According to Davidkov and Yordanova (2017), each of the three dimensions (innovativeness, proactiveness and risk-taking is necessary but not sufficient without the other two dimensions (competitive aggressiveness and autonomy), in order for a firm to be considered entrepreneurial. The researcher holds similar views on the importance of the additional two dimensions of corporate entrepreneurship, hence the five dimensions were considered as the independent variables in this study. Below are the detailed explanations of each of the five dimensions (innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy) of corporate entrepreneurship.

- a) **Innovativeness:** Innovativeness dimension of corporate entrepreneurship deals with new ideas, experiences, originality and creative processes which a separate issue from current practices and trends related to technologies (Karacaoglu et al, 2013). Innovativeness indicates an organizational tendency to offer newness and originality via experimentation and research at new products, services and new processes development.
- b) **Proactiveness:** Proactiveness means a position of predicting and acting on future desires and demands in the market place, thereby forming a first-mover advantage against competitors. It also refers to the satisfying of the market opportunities by being the first move into the market (Bulut&Yilmaz, 2008)
- c) **Risk-taking:** Risk-taking indicates a tendency to take courageous action, such as embarking on a new enterprise, transferring a great deal of resources to ventures with indefinite out comes (Karacaoglu et al, 2013).
- d) **Competitive aggressiveness:** it refers to the intensity level of firms attempts to outperform industry competitors identified by a combative stance and a strong response to rival's actions (Lumpkin & Dess, 2001)
- e) **Autonomy:** It provides the flexibility and freedom to the members of the organization to portray and develop the entrepreneurial initiatives (Lumpkin et al, 2009). It allows individuals to act freely and be able to explore new ideas that can create competitive advantage (Linyiru, 2015).

f)

Conceptual framework

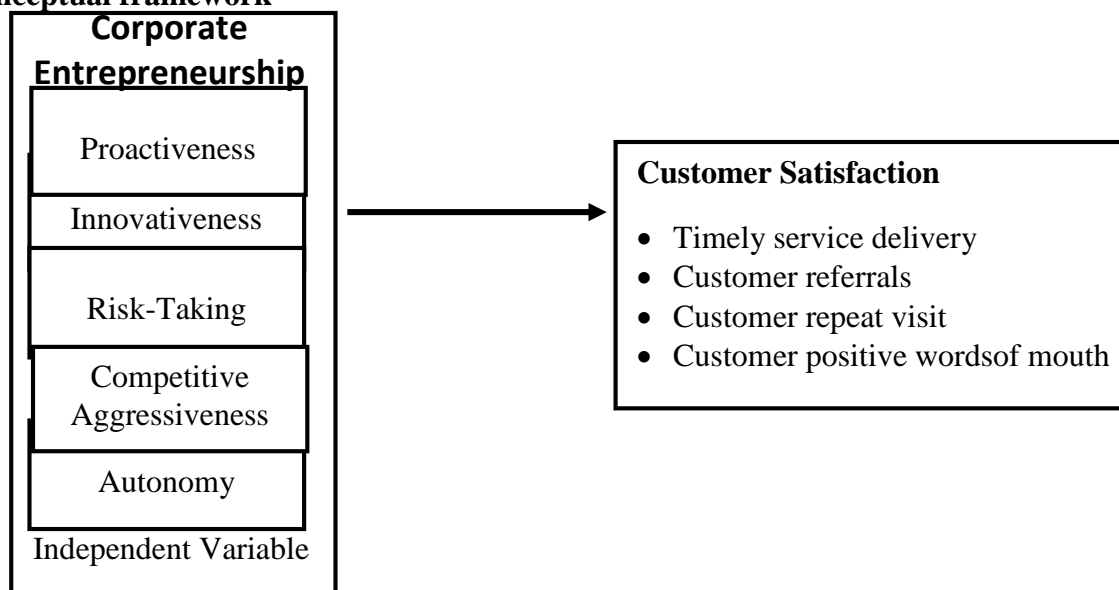


Figure: 2.1: Author's Proposed Model of Corporate Entrepreneurship and Customer Satisfaction

This study used other models and conceptual frame works as sources of constructs for the proposed model. Though, the proposed model borrowed from the works of Lumpkin and Dess (1996) and Othman and Shuaib (2015), but this model departs from the two models, as it hypothesized the five dimensions (innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy) of corporate entrepreneurship to directly influence customer satisfaction.

Customer Satisfaction

Customer satisfaction is one of the measures or indicators of non-financial performance of an organization (Othman & Shuaib, 2015). Despite many attempts to measure and explain the concept of customer satisfaction, there is still no consensus regarding its definition (Giese & Cote, 2000). It is referred to as the degree to which a business product or service performance matches up to the expectation of the customer (Roberts, 2009). It is also referred to as the degree of which the expectation and need to customer is met at the right time and at the right place (Worku, Tilahun & Tafa, 2016). According (Kotler & Kelvin 2009) customer satisfaction is the summation of outcome of perceptions, assessment and psychological response to the consumption experience with a product or service. One of the benefits associated with customer satisfaction. It is long-term organizational success (Fornell, 1992). It also makes a firm have an advantage over competitors because as the customers become highly satisfied, they are less sensitive to price, they buy additional products over time and pay little or no attention to competitors (Nadube & Akahome, 2017). Customer satisfaction has been considered as a concept that affects all organization, regardless of the type, size or location. It is a phenomenon where individuals express their feeling of delight or displeasure resulting from assessing the perceived performance or outcome with regard to an expectation (Adokiye, Alagah & Onuoha, 2017). According to Ajaegbu (2017), customer satisfaction is a vital tool in both manufacturing and service industry to increase sales and generate profits. Hence, maintaining a strong and positive relationship with customer in order to satisfy them and increase their loyalty towards the organization is crucial. Customer satisfaction is also viewed as a relationship between expected value of service and perceived value of such service by customers. If the perceived value of service matches customer expected value, then the customer is said to be satisfied. According to Tongshine, Alamai and Chinyere (2018), customer satisfaction is one of the leading indicators of successful performance in the hotel sector. Some of the measures of customer satisfaction include repeat visit/patronage, positive words of mouth, increased market share and referrals (Aliyu, 2017). Other measures are environmental quality, service quality, price, location, security e.t.c. According Malik, Jaswal, Malik and Awan (2013), it costs less to retain current customers than to attract new customers. Therefore, the ability of hotel managers to satisfy the needs and expectation of what their customer perceive as value to products and services, would determine the level of repeat visits/patronages, loyalty, positive words of mouth, referrals, and above all, profitability in their business. Customer satisfaction has also been described as a personal feeling of either pleasure or disappointment resulting from the evaluation of services provided by an organization to an individual in relation to expectation (Adiele & Miebaka, n.d). According to Nduka et al (2017), customer satisfaction is essential for the success of every profit oriented and relevance-minded organization. It is judged as the soul of triumph in today's competitive business world. Hasanin (2018) describes customer satisfaction as an absolute necessity in achieving organizational goal. He further argues that it is a fundamental criterion for performance and an indicator of excellence of any organization. When organization achieves customer satisfaction, the customers promote the organization through the word of mouth. Satisfied customers are willing to pay attention to the organization that satisfy their needs, even if end up paying more.

Corporate entrepreneurship and Customer satisfaction Innovativeness and Customers Satisfaction.

Innovativeness has been defined as a means by which entrepreneurs exploit change as an opportunity for a business or service (Drucker, 2007). It is seen as a fundamental instrument of growth strategies to enter new markets, in order to increase the existing market share and provide the company with a competitive edge. According to Asiago and Paul (2015), customer satisfaction is a process that requires entrepreneurial behaviours such as innovativeness in identifying potential needs of customers. Innovativeness was found to be positively associated with customer satisfaction in a study carried in Turkish manufacturing firms (Agca, Topal & Kaya, 2012). Similarly, Adokiye, Alagah & Onuolia (2017), examined the relationship between innovativeness and customer satisfaction, the results revealed a positive association between the two variables.

Proactiveness and Customer Satisfaction

Proactiveness is the ability to act earlier than others in capturing new markets or introducing new products or services. Proactive firms perform better than rivals because they respond to market changes instantly (Hughes & Morgan, 2007). Proactiveness is one of the behaviours that organizations must exhibit in order to satisfy their customers (Asiago & Paul, 2015). Fang et al (2009), pointed out that a firm is able to predict its customers' needs through proactiveness. Agca, Topal & Kaya (2012), examined the relationship between proactiveness and customer satisfaction among Turkish firms, the results revealed a positive relationship between the two variables. Similarly, a positive association was found to exist between proactiveness and customer satisfaction in a study carried out by Adokiye, et al (2017).

Risk-Taking and Customer Satisfaction.

Risk-taking has been defined as the willingness to pursue opportunities that have a reasonable likelihood of producing losses or insignificant performance discrepancies (Kuratko et al, 2011). Risk-taking is one of the characteristics of organizations that desire to satisfy their customers (Asiago & Paul, 2015). Although, in a study carried out Agca, et al (2012), on the effect of risk-taking on customer satisfaction showed a negative association, however in another study in which the relationship between the two variables, the results showed a positive association between risk-taking and customer satisfaction (Adokiye, et al, 2017).

Competitive Aggressiveness and Customer Satisfaction.

Competitive aggressiveness is the intensity of a firm's effort to outperform rivals, and taking them head on at every opportunity. According to Dess, Lumpkin and Ersner (2007), organization that decide to gain share from competitive markets. Quite often, adopt competitive aggressive behaviours by employing marketing strategic like competing on prices, increasing promotions and competing for distribution channels or imitating competitor's actions and/or products. According to Lumpkin and Dess (1996), a competitive aggressive posture is one of the most appropriate strategies for businesses in hostile environments or where competition for customers and resources are intense.

Autonomy and Customer Satisfaction

Autonomy has been defined as an independent action by an individual or a team focused on creating a business concept or a vision and carrying it through to completion. Autonomy is the extent to which freedom is granted to a worker to do his worker. According to Kuratko (2014), workers have discretion to the extent that they are able to make decisions about performing their own work in effective. In an entrepreneurial environment, employees are allowed to make their own decisions. In a study carried out by Aroyeun, Adefulu and Asikhia (2019), on the

effect of entrepreneurial orientation on the performance of SMEs in Ogun State, Nigeria, the results of the study revealed that autonomy had positive and significant effect on customer satisfaction. Therefore, autonomy will impact positively on customer satisfaction.

Methodology

A survey research design was adopted in this study using questionnaire. The population was made up of one thousand eight hundred and eighty-three(1,883) registered hotels and guesthouses in the six states capitals, Benin, Asaba, Yenagua, Port Harcourt, Uyo and Calabar, in South-South, Nigeria, which was obtained from the Ministry of Culture and Tourism of each of the States in the region. Stratified and Simple Random sampling techniques were used in the selection of the respondents. The sample size was determined using Borg and Gall (2002) formula as 363. Thirty percent (30%) was added for non response rate (Israel, 2003; Fadda, 2019; Ukenna, et al, 2019). Hence, four hundred and seventy-two (472) questionnaires were administered to the respondents, out of which four hundred and one (401) were returned, which gives eighty-five percent (85%) response rate. The questionnaire was administered to CEO/managers hotels and guesthouses in the region. The respondents which are CEO/managers of the hotels were considered based on their knowledge and expertise in terms of decision-making, operations and direction of business. The survey questionnaires which consist of closed-ended questions were divided into sections: Section A: background information of the firm, Section B: Questions measuring the five dimensions of corporate entrepreneurship and customer satisfaction using a 5-point Likert Scale. In this study, the independent variable, corporate entrepreneurship was represented in five dimensions as (i) innovativeness (ii) proactiveness (iii) risk-taking (iv) competitive aggressiveness (v) autonomy in which the respondents had to indicate the extent to which the items represent their firm strategy, while customer satisfaction was measured for the dependent variable. Data on customer satisfaction was based on the perceptions of the respondents. The study used Statistical Package for Social Sciences (SPSS) 21.0 to analyse the data obtained from the sample of the population. Descriptive statistics, correlation and multiple regression analyses techniques were used for the data analysis.

Results and Discussion

Findings and Discussion of Descriptive Analysis

The information on the characteristics of the respondents in this study is presented in Table 1. The results indicated that about 145(36.2%) were in the active age bracket of 31-40, 120(29.9%) were in the age bracket of 41-50, while 40(10%) were in age greater than 50 years. The remaining 96(23.9%) were under 30 years of age. The results also revealed that 242(60.3%) of the respondents were male while the remaining 159(39.7%) were female. In terms of qualifications, more than 50% of the respondents had HND/BSc degree 302(75.3%), this was followed by those with masters degrees 42(10.5%), and then those with WASC/SSCE 29(7.2%) and OND/NCE 27(6.7%) respectively. One respondent had PhD(0.2%). However, the results indicated that majority of the respondents had high academic qualifications, and this had a great positive effect on the adoption of corporate entrepreneurship in the organization. With respect to level of experience(how long they have been with the organization), those that have been with the organization for under 1 year were 43(10.72%), between 1-3 years were 94(23.44%), between 3-5 years were 116(28.93%), five years and above 147(36.66%) . The results show that majority of the respondents have been with the organization for good number of years, hence they are likely to provide reliable information that can yield better results about the organization.

Table 1: Demographic Characteristics of the Respondent

Variable	Frequency	Percent
Age		
Under30yrs	96	23.9
31-40yrs	145	36.2
41-50yrs	120	29.9
Greater than 50yrs	40	10.0
Gender		
Male	242	60.3
Female	159	39.7
Qualification		
WAEC/SSCE	29	7.2
OND/NCE	27	6.7
HND/BSc	302	75.3
Masters	42	10.5
PhD	1	0.2
Number of years spent in Organisation		
Under 1yr	43	10.72
Btw1-3yrs	94	23.44
Btw 3-5yrs	116	28.93
5yrs and above	147	36.66

Author’s Fieldwork (2020)

Cronbach’s Alpha was used to verify the internal consistency of each construct in order to achieve reliability. The generally agreed lower and acceptable limit for the Cronbach’s alpha coefficient is 0.70. Coefficient of 0.80 and above is regarded as good and very reliable (Sekaran, 1992). All the measures ranged from 0.70 to 0.80.

The analysis of data was performed using SPSS package. This involves descriptive statistics, correlation and multiple regression analyses. Descriptive statistics was used to profile the sample, describe the data and determine the associations between the constructs (Scheepers et al, 2008). Correlation matrix was used to test the relationship between the variables. Multiple regressions was used to assess the effect of corporate entrepreneurship dimensions (proactiveness, innovativeness, risk-taking, competitive aggressiveness and autonomy) on customer satisfaction of the hotels. After the analysis, the data was presented using tables for clarity and for ease of understanding.

Model Specification

The study was designed to assess the effect of corporate entrepreneurship on customer satisfaction using hotels in South-South, Nigeria as the study area. Given this background and the objectives of the study, the multiple regression model is thus specified as follows;

$$Y = \alpha_0 + \beta_1 X_1(\text{PRO}) + \beta_2 X_2(\text{INN}) + \beta_3 X_3(\text{RIS}) + \beta_4 X_4(\text{COM}) + \beta_5 X_5(\text{AUT}) + e_0$$

Where:

Y= Customer satisfaction (Dependent variable)

α = constant term

β = Coefficient of the independent variables

X= Corporate entrepreneurship dimensions (Independent variables)

X= (x₁, x₂, x₃, x₄, x₅)

x₁= Proactiveness

x₂= Innovativeness

x₃= Risk-taking

x₄= Competitive aggressiveness

x₅= Autonomy

e₀= Error term (values that account for change but were not part of the survey)

4. Data Analysis and Findings

In this section, the demographic features of the respondents such gender, age, marital status, academic qualification, number of years spent, position held in the organisation and how long the organisation been in operation were presented and analyzed. A total of four hundred and one (401) respondents were sampled and the results were presented in the table below.

Mean Score and correlation Analysis

Table 2 below summarises the information on mean and standard deviations (SD) variables and the correlation between the variables. The mean scale scores and standard deviations were computed for all measures, and the values for the independent and dependent variables are stated as: Pro-activeness (PRO) 3.89 (SD= 0.708), Innovativeness (INN) 3.99 (SD= 0.674), risk taking (RIS) 3.39 (SD= 0.807), competitive aggressiveness (COM) 3.79 (SD= 0.556) and autonomy (AUT) 3.42 (SD= 0.885), while the dependent variable customer satisfaction recorded the highest at 4.18 with SD of 0.503.

The correlation analysis was conducted to explore one-to-one relations of the variables (Table2). According to the results of the correlation analysis, all corporate entrepreneurship dimensions and customer satisfaction variables are moderately and positively associated with each other, except for autonomy (r=0.142) that has weak and Posiltively associated with customer satisfaction.

Table 2: Mean Score and Correlation analysis

Variable	Mean	SD	1	2	3	4	5	6
PRO	3.89	0.708	1					
INN	3.99	0.674	0.287**	1				
RIS	3.39	0.807	0.270**	0.517**	1			
COM	3.79	0.566	0.293**	0.695**	0.423**	1		
AUT	3.42	0.885	0.370**	0.106*	0.120*	0.175**	1	
CST	4.18	0.503	0.335**	0.589**	0.374**	0.485**	0.142**	1

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

*Correlation is significant at 0.05 level (2-tailed)

Model Specification

$$Y = \alpha_0 + \beta_1 x_1 (\text{PRO}) + \beta_2 x_2 (\text{INN}) + \beta_3 x_3 (\text{RIS}) + \beta_4 x_4 (\text{COM}) + \beta_5 x_5 (\text{AUT}) + e_0$$

From the multiple regression equation,

Y= Customer satisfaction (Dependent variable), α = constant term

β = Coefficient of the independent variables, X=Corporate entrepreneurship dimensions (Independent variables), X= (x₁, x₂, x₃, x₄, x₅), x₁= Proactiveness, x₂= Innovativeness

x₃= Risk-taking, x₄= Competitive aggressiveness, x₅= Autonomy

e₀= Error term (values that account for change but were not part of the survey)

Multiple Regression Analysis

The results of the multiple regression analysis are presented in table 3 below:

Table3a: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	(B)	Std. Error	Beta		
(Constant)	2.171	.197		11.047	.000
1 PRO	.019	.049	.027	.382	.703
INN	.084	.039	.113	2.173	.030
RIS	.050	.039	.080	1.288	.198
COM	.280	.040	.314	7.024	.000
AUT	.109	.031	.192	3.488	.001

Source: Field Survey Data, 2020

Table3b: Regression Results

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.493 ^a	.243	.233	.44120	1.677

Source: Field Survey Data, 2020

Table 3c: Regression Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	24.620	5	4.924	25.295	.000 ^b
Residual	76.695	394	.195		
Total	101.315	399			

Source: Field Survey Data, 2020

Table 3a, shows the multiple regression results of the effect of corporate entrepreneurship dimensions; proactiveness, innovativeness, risk-taking, competitive aggressiveness and autonomy on the customer satisfaction of hotel industry in South-South, Nigeria. The results show that the R² is 0.243. This implies that 24% of the variation in customer satisfaction of hotel industry in the South-South, Nigeria, is explained by variations in pro-activeness, innovativeness, risk taking, competitive aggressiveness and autonomy. This is supported by the adjusted R² of 0.233. The proposed regression model fitted the data well as it was statistically significant at $F_{(5,394)} = 25.295$, with calculated probability of 0.000. This indicates that the regression of proactiveness, innovativeness, risk-taking, competitive aggressiveness and autonomy on the customer satisfaction of hotel industry is statistically significant at $P < 0.00$. Also, Durbin Watson (DW) test was 1.677 which is within the 1.5 and 2.5 recommended value for independent observations. Therefore, there was no autocorrelation. From the multiple regression analysis results of the five dimensions of corporate entrepreneurship investigated in this study, Innovativeness ($\beta = 0.084$, $t = 2.173$, $p < 0.05$), Competitive aggressiveness ($\beta = 0.280$, $t = 7.024$, $p < 0.05$) and Autonomy ($\beta = 0.109$, $t = 3.488$, $p < 0.05$) had positive and significant effect (contribution) on the customer satisfaction of the hotel industry, while Proactiveness ($\beta = 0.019$, $t = 0.382$, $p > 0.05$) and Risk-taking ($\beta = 0.050$, $t = 1.288$, $p > 0.05$) had positive but insignificant effect (contribution) on the customer

satisfaction of the hotel industry in South-South, Nigeria. The results also, revealed that innovativeness, competitive aggressiveness and autonomy significantly predict the customer satisfaction of the hotel industry in South-South, Nigeria, while proactiveness and risk-taking did not significantly predict the customer satisfaction of the hotel industry in South-South, Nigeria. The established regression equation is stated as follows:

$$\text{CST} = 2.171 + 0.019\text{PRO} + 0.084\text{INN} + 0.050\text{RIS} + 0.280\text{COM} + 0.109\text{AUT}$$

Where, CST= Customer Satisfaction of the hotel industry, PRO= Proactiveness, INN=Innovativeness, RIS= Risk-taking, COM= Competitive Aggressiveness and AUT= Autonomy.

The above regression equation shows that holding all the independent variables (proactiveness, innovativeness, risk-taking, competitive aggressiveness and autonomy) to a constant zero, customer satisfaction of the selected hotels would be 2.171. The findings also show that holding other independent variables constant, a unit increase in proactiveness, would increase customer satisfaction of hotels by 0.019, which is statistically insignificant. The findings also show that holding other independent variables constant, a unit increase in innovativeness would increase customer satisfaction of hotels by 0.084. Also, a unit increase in risk-taking would increase customer satisfaction of hotels by 0.050, which is also statistically insignificant. But a unit increase in competitive aggressiveness would increase customer satisfaction of hotels by 0.280. Moreso, a unit increase in autonomy would increase customer satisfaction of hotels by 0.109. From the analysis, some of the regression coefficients of the independent variables such as innovativeness, competitive aggressiveness and autonomy were significant and statistically different from zero, while the regression coefficients of proactiveness and risk-taking were not significant and not statistically different from zero as shown in Table 3a. This revealed that competitive aggressiveness has the strongest ability to contribute to the customer satisfaction of the selected hotels in South-South, Nigeria. However, the results of the study are missed.

Discussion of Findings

From the analysis, it was discovered that innovativeness had a significant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria. This finding is in line with the findings of Adokiye, et al, (2017), Ogueze, et al, (2017), Chokesikarin (2014) and Vahideh (2018), that innovativeness had a significant effect on customer satisfaction. But the finding disagrees with the finding of Ibidunni, et al, (2018), that innovativeness had negative effect on customer satisfaction.

Pro-activeness had no significant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria. This finding disagrees with the findings of Adokiye, et al, (2017), Ogueze, et al, (2017), Chokesikarin(2014), Vahideh (2018) and Ibidunni, et al,(2018), that pro-activeness had significant effect on customer satisfaction.

It was found out that Risk taking had no significant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria. This finding disagrees with the findings of Adokiye, et al, (2017), Chokesikarin (2014) and Ogueze, et al, (2017), that risk-taking had a positive and significant effect on customer satisfaction. This finding also disagrees with the finding of Vahideh (2018), that risk-taking had negative effect on customer satisfaction. However, the finding is in agreement with the finding of Ibidunni, et al, (2018), that risk-taking had no significant effect on customer satisfaction.

But competitive aggressiveness had a significant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria. This finding disagrees with the findings of Chokesikarin

(2014) and Ibidunni, et al, (2018), that competitive aggressiveness had no significant positive effect on customer satisfaction.

Finally, the study revealed that autonomy had a significant positive effect on customer satisfaction in the hotel industry in South-South, Nigeria. This finding is in line with the findings Aroyeun, et al, (2019), Chokesikarin (2014) and Ibidunni, et al, (2018), that Autonomy had a significant positive effect on customer satisfaction.

Conclusion and Recommendation

This work examined the effect of corporate entrepreneurship on customer satisfaction in the hotel industry in South-South, Nigeria. The study found that three dimensions of corporate entrepreneurship out of the five studied, in the selected hotels in South-South, Nigeria: innovativeness, competitive aggressiveness and autonomy had significant positive effect on customer satisfaction, while pro-activeness and risk taking had insignificant positive effect on customer satisfaction in the sampled hotels. This conclusion is supported by significant f-statistics which measures collective significant effect of the independent variables on the dependent variable. Therefore, the dimensions of corporate entrepreneurship (innovativeness, competitive aggressiveness and autonomy) can collectively explain variations in customer satisfaction in the selected hotels in South-South, Nigeria.

This study confirmed that three dimensions of corporate entrepreneurship namely, innovativeness, competitive aggressiveness and autonomy in the selected hotels in South-South, Nigeria context, meaning that corporate entrepreneurship as a multidimensional construct that influence timely service delivery, customer positive words of mouth, customer repeat visits and customer referrals, as mentioned in the literature. However, the current study narrowed the empirical gap by examining the effect of corporate entrepreneurship on customer satisfaction in the hotel industry in South-South, Nigeria.

Recommendations

Based on the findings of this study, it is recommended that:

1. Since innovativeness was found to have a significant positive effect on customer satisfaction, hotel management should continue to create new ideas, new products/services and new processes in order to satisfy their customers' needs.
2. Pro-activeness was found to have an insignificant positive effect on customer satisfaction, indicating that hotels management need to constantly seek new opportunities and develop new products and services by anticipating future demand in order to be able to satisfy their customers' needs.
3. Risk-taking was also found to have an insignificant positive effect on customer satisfaction, indicating that hotel management also need to embark on risk-taking by supporting many small and experimenting projects, realizing that some will undoubtedly fail, and encouraging employees to take calculated risks with new ideas around them, in order to satisfy their customers in the long-run.
4. Competitive aggressiveness was found to have a significant positive effect on customer satisfaction. Therefore, hotels management should intensify effort at improving on their customer satisfaction and increase their market share by adopting competitive pricing as a marketing strategy to outperform industry rivals/competitors.
5. Finally, autonomy was also found to have a significant positive effect on customer satisfaction. Therefore, hotels management should encourage their employees to develop and demonstrate entrepreneurial initiatives by allowing them practice their skills

freely without supervision, come up with new products and services and make decisions on their own, in order to achieve improved customer satisfaction.

Contribution to Knowledge

This study made some valuable contributions. The major contribution of this research is in the area of understanding of the dimensions of corporate entrepreneurship that affect customer satisfaction in the hotel industry in Nigeria. (Theoretically, this research has contributed to the existing body of knowledge pertaining to the dimensions of corporate entrepreneurship, by incorporating new information through qualitative research). An empirical model of corporate entrepreneurship has been developed, and it has added richness to corporate entrepreneurship constructs studied so far in the contexts of the Nigerian hotel industry. In the literature, there are prior studies done to test the significant effect of corporate entrepreneurship on customer satisfaction. Thus, this study supports the previous findings where corporate entrepreneurship dimensions were found to have significant effect on customer satisfaction.

The study also provides empirical evidence that can aid hotels and policy formulators in understanding the effect of corporate entrepreneurship on customer satisfaction.

The study further contributed to knowledge by updating the existing literatures and establishing that innovativeness, competitive aggressiveness and autonomy collectively account for the variations in customer satisfaction in the hotel industry. This validates the existing studies that have similar results. The study also revealed that corporate entrepreneurship is the missing link rather than the undue emphasis on the aforementioned factors as the reasons for the poor performance of the hotel industry.

Suggestion for Further Studies

Although the current study narrowed the empirical gap, it still provides a pathway for future research. More importantly, the objective of the current study was to examine the effect of corporate entrepreneurship on customer satisfaction in the hotel industry in South-South, Nigeria. Therefore, it did not include hotels in other geographical region of Nigeria, thus the scope of generalizing the results to other contexts and the entire industry in Nigeria may be limited. However, sampling the entire hotels in the country may provide new findings.

Also, replications in other service contexts like insurance, banking, telecommunications, e.t.c, are highly desirable. Comparisons of models of the different firms in the service industry will give a better understanding.

Moreso, developing a model that incorporates internal factors like management support, organizational boundary, resource availability and reward system that may moderate the relationship between the two variables may also give a better understanding.

In addition, replication of similar study that involves customers and other hotel employees may also provide a better understanding.

Finally, replication of similar study, using objective performance data rather than subjective data may also provide a better understanding.

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