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ENTREPRENEURIAL INTENSITY AND INTERNAL BUSINESS PROCESSES IN THE TELECOMMUNICATION INDUSTRY

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Abstract

The research work examined entrepreneurial intensity and internal business processes in the telecommunication industry. The specific objective of the study among others included to determine if proactiveness and risk taking influences process quality in Nigeria telecommunication industry. The study also examined if innovativeness influences process quality in Nigeria telecommunication industry. The study made use of survey research design that allow for the use of questionnaires to elicit data from the respondents. The population of study comprises 3050 top, middle and lower level managers and members of staff in the branches of the selected telecommunication companies. A sample size of 354 was determined using Taro Yamane method. The sample was drawn using a purposive sample technique. The data collected were analyzed using descriptive statistics such as frequency counts, percentages and regression analysis. Findings from the study reveal that there is significant relationship between proactiveness and process quality in Nigeria telecommunication industry. Risk taking positively and significantly influenced process quality while there is significant relationship between innovativeness and process quality in Nigeria telecommunication industry. The study recommends that management of firms in the telecommunication industry should instill entrepreneurial mindset among employees through training and learning related factors which are critical in developing

entrepreneurial orientation. Government and all stakeholders should create a conducive business environment by proving adequate Security. Businesses need a supportive and favorable business environment to facilitate growth and sustainability.

Keywords: Process Quality, Entrepreneural Intensity, Proactiveness, Innovativeness, Process Cycle Time

Introduction

The importance of telecommunication industry in the economic development of both developed and developing countries has long been recognized. As noted by Premaratne, (2018), "it has become difficult to speak of economic development without considering the role of the telecommunication industry". The telecommunication industry has ability to generate jobs and income and have potentials to respond to the systematic shock at the time when industries are undergoing a rapid decline (Krasniqi & Hashi, 2021).

The consequences of the financial crises at the international level during the recession of 2008 transferred shocks from one country to another. Nigeria also caught in the trend experienced drop in prices of stocks which has influenced associated crises in the industries (banking, oil sector, manufacturing among others), and resulted in collapse of various businesses which apparently pose challenges for the economy. It is thus noticeable that, developing countries like Nigeria that are faced with seeming volatile pressures from increased worldwide competition stemming from globalization, constant technological changes, customers' demand, foreign competition, legal environment and so on, require new ways of managing human resource to cushion the effects on organizational performance. To face these vicious competition (Vuuren, Groenwald and Gantsho, 2019) averted that, organizations must review practices and actively search for new ways to practice flexibility, increase its capacity of innovation and show more competitiveness. To achieve this objective, a transformation is required toward strengthening entrepreneurship

within organizations. Thus the far reaching impact of globalization, in terms of market, consumers, competitors and technologies on businesses has made entrepreneurial intensity a more relevant phenomenon to organizational performance (Adler 1997; Kemelgor 2018). Entebang (2019) stated clearly that entrepreneurial intensity has been defined inconsistently over the years. Schollhammer, Antoncic & Hisrich (2022) refer to it as entrepreneurial activities within existing business organizations. It is seen as the process whereby an individual or group working within an existing organization creates a new organization or instigates renewal or innovation within that organization (Sharma & Chrisman, 2015). Corporate entrepreneurship, entrepreneurial intensity, Intrapreneurship are all terms used by many authors to describe entrepreneurial behaviour within existing firms (Covin & Miles, 2015; Kreiser, Marino, Weaver, 2018; Peterson & Lee, 2016.

Entrepreneurial intensity has been established as a potentially viable means for promoting and sustaining corporate competitiveness (Schollhammer 2022; Guth and Ginsberg 2018 and Kahara-kawaki (2021). Thus to revitalize and improve organizational performance, the adoption of entrepreneurial approach to organizations' strategies that will enhance sustainability and development is required. In Nigeria, like other sub-Saharan African countries, deregulation of the market has brought about economy liberalization and conditions that are set to stimulate growth. The urgency to deliver high quality products and services due to the intensity of competitive pressures has forced corporate bodies to become responsive and proactive.

Organizations, in fostering entrepreneurial intensity, need to think through the process of retaining their employees which should be affected by appropriate human resource management (HRM) practices designed to maximize organizational integration, employee commitment, flexibility and quality of work (Guest, 1987 cited in Sharman and Chrisman 2015). Retention of (valuable) employees is a major factor in an institution credibility and

financial stability which helps in determining organizational performance (Ojogbo, Idemobi, Ngige, Ezema, 2022). Akindele (2021) asserts that organizations' difficulty in retaining employees leaves soaring expenses that companies must incur to find replacements and a negative impact on the morale, efficiency, and productivity of the remaining workforce. It is thus instructive that an effective human resource management policy on recruitment of employees, who are most responsible for generating business value and creating competitive advantage, is necessary for organizational success.

Irrespective of country, firms in the telecommunication industry face common problems which impair both their performance and survival rate. Some statistics suggest that the failure rate of telecommunication firms in their first five years is more than 50 % (Reiss, 2016). In Nigeria, even though there is lack of accurate figures published, however, it is estimated that the failure rate for SMEs in the telecommunication industry in their first three years stands at 70% (Akingbolu, 2022). Previous studies have indicated that the reason for the massive failures of SMEs in the telecommunication industry in Nigeria, are due largely to lack of entrepreneurial competencies among the founders and those who hold key positions in the organizations (Kiggundu, 2018).

The literature reviewed generally outlined entrepreneurial intensity and its effect on general business performance and laid little emphasis on entrepreneurial intensity and internal business processes in the telecommunication industry. However, most of these studies were conducted in the west, where the business environments are fundamentally different from that of the developing countries, like Nigeria. Despite a large body of literature that has empirically studied the effect of entrepreneurial intensity on firm performance, research involving entrepreneurial intensity and internal business processes (innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy) and performance relationships as moderators' variables still appears to be limited in scope in Nigeria.

Considering the gaps in the previous studies and literature, more focused research is still needed in this field of study.

Objectives

The study is guided by the following specific objective:

i. To what degree do innovativeness influences process quality?
ii. To determine if proactiveness influences process cycle time
iii. To determine if risk taking influences process cycle time

Limitation of the Study

There are some limitations and caution should be taken in interpreting and generalizing the results. Sampling bias could have occurred in several possibilities. This study was conducted in selected locations and the evaluation of respondents in other locations may not have been the same. Respondents were invited to participate in the survey on a voluntary basis, in order to ensure a non–response bias. The characteristics of those respondents who were not willing to participate in the survey may be different from those who participated in this study. The survey was conducted by using trained research assistants. Some difficulties were encountered in encouraging the sampled respondents to participate in filling the research instrument. Many of them said that the questionnaire was too lengthy so they were not willing to participate. Some of them thought it was annoying and not credible as some companies promoted their businesses through conducting such research. However, some of them were willing to participate in the survey after the research assistant had explained that the survey was conducted strictly for academic purpose. Despite the limitations, the data collection appeared to be appropriate, as it successfully gathered the views and responses of the target respondents, as sampled respondents were willing to and they did complete their questionnaires.

1. REVIEW OF RELATED LITERATURE

Innovativeness

Innovativeness has been noted as the only consistent theme in literature on entrepreneurship. it is a central component in an entrepreneurial strategy (Deakins & Freel, 2022). Lumpkin and Dess (2016) credited Schumpeter with "being amongst the first to emphasise the role of innovation in the entrepreneurial process", in the form of a "process of creative destruction, by which wealth was created when existing market structures were disrupted by the introduction of new goods or services" reallocating resources from existing firms to new firms and growth.

Joseph Schumpeter ,held that the "purest type of entrepreneur genus" is "the entrepreneur who confines himself most strictly to the characteristic entrepreneurial function, the carrying out of new combinations" or innovation. According to Lumpkin and Dess (2016) innovativeness reflects a tendency for an enterprise "to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes". Innovation is an important means of pursuing opportunities and so is an important component of an entrepreneurial intensity (Lumpkin & Dess, 2016).

Innovation in businesses can be classified into two (2) categories, namely: product market innovation and technological innovation (Lumpkin & Dess, 2016; Callaghan, 2019). Innovation represents a continuum ranging from willingness to try new innovations to a serious commitment to innovation. Firms that are highly innovative grow, however researches have reported that an innovative strategy is essentially speculative, with returns unknowable in advance, innovators run the risk of wasted resources if investment does not yield the hoped for results. Innovations that become successful also risk imitation. However alertness to and investment in new ways to create and capture value are key characteristics of businesses that pursue entrepreneurial strategy (Deakins & Freel, 2022; Callaghan, (2019). Drucker (2007, introduced the concept of knowledge based innovation

as the "super star" of entrepreneurship. Such innovations could be scientific, technical or social in nature. Knowledge Based Innovation require careful analysis of all the necessary factors and clear focus on the strategic position which entails developing systems, market focus and occupying the strategic position for effective business performance.

Relationship between Service Quality and Performance of Firms

Considering the fact that a company's output is value, it is clear that efficiency is, or rather can be, the criterion of performance. The absolute value of this indicator is commonly related to a chosen basis, which comprises of inputs (e.g. in the form of expenses or capital, resources etc.). From this point of view, the terms efficiency, performance and success rate (in its narrow meaning) can be considered synonymous.

From this point of view, performance is a condition for competitiveness and it should be true that if a company is competitive, its performance is also high and creates value – thus, if competitiveness grows, the value of the company grows, too. As value creation is connected with the output of a company, it is clear that performance and competitiveness also has to be connected with this output. The output is determined by the product, particularly by its quality. The term product quality then includes not only advanced technology (in the sense of production technology or the form and level of service provision, and also technical or product sophistication), but mainly the ability to satisfy the demands of customers – the more the product is in line with a customer's requirements, the higher is its quality.

While defining the term quality, it is necessary to note that one correct definition of what exactly quality is does not exist. For example, Garvin (Garvin, 1987, Garvin, 1984) defines five basic building blocks of quality together with its eight dimensions, the fulfilling of which is critical for considering quality of production or even of the company itself. When verifying empirically the relationships between the application of quality management and

company performance, it has to be taken into account that when looking for causal relationships, it is necessary to work with quality perception, not with its objective operationalization because customers evaluate quality subjectively, and this opinion is the foundation of their decision to buy, which is the basic building block of financial indicators. The best way to increase company performance is thus increasing quality which is a result of a well-realized business strategy.

Mackay and Crompton view service quality as the relationship between what customers' desire and what they perceive that they receive (Mackay, Crompton, 2020). Bitner defines service quality as "the consumer's o verall impression of the relative inferiority/superiority of the organization and its services" (Bitner, 2020). Parasuraman and Zeithaml define service quality as "the degree and direction of discrepancy between customer´s service perceptions and expectations" (Parasuraman & Zeithaml, 2016). This is the most common definition of service quality. Generally, we can say that present definitions of service quality declare that a service is quality if it meets or exceeds customer's expectations.

In literature, two dimensions of customer perceptions of quality can be found: a technical, and a functional dimension (Kang, 2016). The technical dimension talks about what the customer received after its own manufacturing process services, this result can be objectively assessed by the customer, because of its nature which refers mostly to the technical solution of the problem. The functional dimension is based on the interaction between customers and providers, on their relationships, the way in which technical quality was given, which was transferred to the customer (customer access, appearance, responsiveness, punctuality). This second dimension provides evidence about how customer service is received.

Effect of Cycle Time on Entrepreneurial Intensity

In emerging economies such as Nigeria, one of the primary goals of a firm is growth and

this can be achieved by continuously trying to achieve and maintain optimal cycle time in resolving customer problem (Urban, 2020). However the problem for many firms in the telecommunication industry (emerging economies) is that opportunities are tempered by the constraints imposed by the competitive forces, such as market competition, technological changes, and fierce local rivalries (Jones, Coviello & Tang, 2021). To overcome such influences and obstacles, a broad range of capabilities aimed at enhancing entrepreneurial intensity are required for successful market expansion, where cycle time maximization have been identified as crucial for survival and improved organizational performance (Casillas Moreno, Acedo, Gallego & Ramos, 2019; Shree & Urban, 2018). Despite the importance cycle time in driving entrepreneurial intensity, many firms in emerging markets face a shortage of skilled workers with international knowledge and managerial know-how to overcome barriers to resolving customer problems. Moreover, a lack of human and technology-based capabilities means that these firms may not be able to acquire sufficient depth of technology learning to enhance cycle time required to globalise their operations. Additionally, if a firm possesses few social and business networks or contacts, there may be lost opportunities (Shree & Urban, 2018). In terms of the original theory of entrepreneurial intensity, an entrepreneurial firm is one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with “proactive” innovations, beating competitors through enhanced cycle time.

Theoretical Framework

There is no specific theory on entrepreneurship, however, many theories are found useful from its mother field, ‘entrepreneurship’ in explaining the rationale behind entrepreneurial intensity and internal business processes. In addition, a number of theories from the field of organizational behaviour especially as it relate to employees’ motivation and involvement in organizational decision making processes can also be used to better explain entrepreneurial intensity and internal business processes (Robbins, Judge & Vohra, 2013).

Therefore in this study, we considered Job Characteristics Model as theoretical foundations.

Job Characteristics Theory

The theory is based on five job dimensions. These include skill variety, task identity, task significance, autonomy and feedback. These job dimensions are assumed to trigger three different psychological states which in turn will lead to different outcomes (Hackman & Oldham, 1976). However, in this study, we are only concerned with only one dimension of the model, and that is autonomy. Autonomy refers to the extent to which a job allows the employee independency, discretion or freedom in terms of schedule of work or determination of procedures in execution of the work (Robbins et al., 2013). It is assumed in present study that if employees are given substantial autonomy on their work, it will lead them to take entrepreneurial risks on behalf of their organization.

2. METHODOLOGY

This study made use of survey research design that allow for the use of questionnaires to elicit data from the respondents. However, the study was limited to top, middle and members of staff in the branches of the selected telecommunication service providers.

The study used questionnaire to collect his primary data. The population of study comprises of top and middle level managers and members of staff in the branches of the selected telecommunication companies in Nigeria. The branches are, MTN,Airtel and GloMobile offices in Enugu, Onitsha, Surulere, Lagos Ireland, Ojuelegba and Benin. The study population is 745.

The target population was three Telecommunication service providers in Nigeria which are selected on the basis of the following criteria: the fact that they are the first set of GSM

service providers; have a large coverage area; network stability; product availability; cost of services; provision of employment opportunities for Nigerians. These criteria were chosen to enable cross analysis (Yin, 1989). The three GSM mobile services provider selected are, MTN, Airtel, and GloMobile. In determining the sample size, the researcher used Yamane, Taro Yamane (1967) method. A 95% confidence level and level of maximum variability (P= 0.5) are assumed. The sample size is 260. The sample of study was 260 subjects which was drawn using a purposive sample technique on individuals identified in the area of top, middle and lower/supervisory level managers in the branches of the selected companies representing the Telecommunication Industries. In order to ensure the validity and reliability of the measurement instrument, items from existing measuring instruments that proved reliable and valid in previous research studies was adopted. However, a pilot study was conducted by administering the questionnaires to a group of experts to determine the relevance of the instrument. A split-halve reliability test was carried out through an inter item correlation to measure how far the dimension of each variable correlates with each other and generally contribute to the same measure. The Cronbach's alpha coefficient of the pilot is recorded as 0.814 and the Gultman split-half coefficient is 0.670.

A total of 260 questionnaires were given out and returned. All the 260 respondents were found usable for the study. The data collected were analyzed using descriptive statistics such as frequency counts, percentages and regression analysis were the statistical techniques deployed to test the study hypotheses and also answer the research questions. Simple percentage was used to determine the direction of their perception and belief concerning the subject under review.

4.0 RESULTS

Presentation of Data

This section reports the findings of the study which examined entrepreneurial intensity and internal business processes in the telecommunication industry. In this study a combinations of Financial and Non-financial indicators were used to measure the effect of internal business processes on performance. This helped the owner-managers to gain a wider perspective on measuring and comparing their performance. Meilan (2020) agrees that this is a holistic approach and Balanced Scorecard approach to performance evaluation for firms in the telecommunication industry.

Descriptive Statistical Analysis of Subscales

Innovativeness and Process Quality

The descriptive analysis of innovativeness sub-scale items is presented below and reveals thus:

Table 4.1: showing the mean scores for innovativeness

Items	N	Mean
Constant search and exploitation of market opportunities enhance process quality of telecommunication firms	260	4.53
Innovativeness lead to waste reduction	260	4.57
Innovativeness bring about continuous improvement	260	4.39
Constant search and exploitation of market opportunities promote constant change of products /services and leads to enhanced performance of telecommunication firms	260	4.54
Mean Average	260	4.51

Source: Field survey, 2022.

The findings show that the mean score ranges from 4.39 to 4.57. This gives an average mean of 4.51 indicating that majority of the respondents strongly with the sub-scale items showing they are agreee that proactivenes influences process quality in Nigeria telecommunication industry.

Proactiveness and Process Cycle Time

The result of the descriptive analysis of proactiveness and process cycle time is presented in the table below:

Table 4.2: showing the mean score for proactiveness and process cycle time items

Items	N	Mean
Proactiveness enhance average lead time in Nigeria telecommunication industry	260	4.48
Proactiveness lead to improved inventory turnover	260	4.57
Proactiveness result to cycle time improvement	260	4.48
Proactiveness bring about improvement in the number of customer requests that are handled adequately	260	4.57
Mean Average	260	4.53

Field survey, 2022.

The findings from the sub-scale items on proactiveness and process cycle time as seen on table 4.2 indicate that, the mean scores ranges from 4.48 to 4.57. This indicates an overwhelming response of the majority of respondents strongly agreeing to all the items on the sub-scale. This shows that majority of the respondents perceive that risk taking influences process quality in Nigeria telecommunication industry.

4.2.3. Risk Taking and Process Cycle Time

The outcome of the descriptive analysis for risk taking and process cycle time is presented below:

Table 4.3: showing the mean scores for risk taking and process cycle time items.

Items	N	Mean
Risk taking influence average lead time in Nigeria telecommunication industry	260	4.62
Risk taking lead to improved inventory turnover	260	4.61
Risk taking result in cycle time improvement	260	4.53
Risk taking enhance response time to customer request	260	4.47
Mean Average	260	4.55

Field survey, 2022.

The findings from the sub-scale items on the influence of risk taking on process cycle time as seen in table 4.3 indicate that, the mean scores ranges from 4.47 to 4.62. This indicates an overwhelming response of the majority of respondents strongly agreeing to all the items on the sub-scale. This shows that majority of the respondents attribute the improved process cycle time in Nigeria telecommunication industry to risk taking.

4.3: Inferential Statistical Analyses

Research Question One: To what degree do innovativeness influences process quality?

Table 4.4: Regression analysis for innovativeness and process quality

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.393	.147		2.674	.008
	innovativeness	.890	.036	.852	24.541	.000

a. Dependent Variable: process quality

Field survey, 2022.

Table 4.4 shows that the regression analysis result indicates that innovativeness exhibited

a significant positive relationship with process quality (β = .852, P < 0.01).

Table 4.5: Innovativeness and process quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852[a]	.725	.724	.55341

a. Predictors: (Constant), innovativeness

Source: Field survey, 2022.

Table 4.5 shows the change in innovativeness which is brought about by the effect of process quality 72.4% (0.724). The regression equation appears to be very useful for making predictions since the r square is close to 1.

Research Question Two: To what degree do proactiveness influence process cycle time?

Table 4.6 Regression analysis for proactiveness and Process cycle time

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.468	.128		3.644	.000
	proactiveness	.882	.032	.878	27.634	.000

a. Dependent Variable: cycle time

Source: Field survey, 2022.

The regression analysis result in Table 4.6 above indicates that process cycle time exhibited a significant positive relationship with proactiveness (β = .878, P < 0.01).

Table 4.7 Proactiveness and Process Cycle Time

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878[a]	.770	.769	.50638

a. Predictors: (Constant), proactiveness

Source: Field survey, 2022.

Table 4.7 shows that 76.9% (0.769) change in cycle time is brought about by the effect of proactiveness. The coefficient of determination shows that 76.9% of the variance in cycle time is as a result of proactiveness.

Research Question Three: To what extent do risk taking influences process cycle time?

Table 4.8: Regression analysis for risk taking **and Process cycle time**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.492	.237		3.574	.007
	risk taking	.780	.036	.933	24.541	.000

a. Dependent Variable: process cycle time

Source: Field survey, 2022.

Table 4.8 shows that the regression analysis result indicates that risk taking exhibited a significant positive relationship with process cycle time ($\beta = .933$, $P < 0.01$).

Table 4.9: Risk taking and Process Cycle Time

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961[a]	.836	.834	.65351

a. Predictors: (Constant), Risk taking

Source: Field survey, 2022.

Table 4.9 shows the increased risk taking which is brought about by the effect of process cycle time 83.4% (0.834). The regression equation appears to be very useful for making predictions since the r square is close to 1.

4.4 Test of Hypotheses

Hypothesis one (HO_1): There is no significant relationship between innovativeness and process quality.

Table 4.4 reveals that the exact level of significance (0.000) is less than the probability of committing a type one error (0.05). There is the need therefore to reject the null hypothesis (which states that there is no significant relationship between innovativeness and process quality) in favour of the alternate hypothesis. This therefore means that a statistical significant positive relationship exists between innovativeness and process quality (β 0.852, $P<0.01$). The findings of this study is in line with the that of Merisavo et al. (2006) and Nysveen et al. (2005) who found Meilan, (2020), Lumpkin and Dess (2016) who clarified the influence of entrepreneurial innovativeness on intensity construct and linked it to process quality,

Hypothesis Two (HO_2): There is no significant relationship between proactiveness and process cycle time.

Table 4.6 reveals that the exact level of significance (0.000) is less than the probability of committing a type one error (0.05). There is the need therefore to accept the alternate

hypothesis as against the aforementioned null hypothesis which states that there is no significant relationship between proactiveness and process cycle time. The beta value (β 0.878, P<0.01) indicates that a significant positive relationship exists between proactiveness and process cycle time. This result is in line with the findings of Casillas et al., 2019; Shree & Urban, 2018 who posited that maximization of cycle time is critical to the survival and effectiveness of organizations..

Hypothesis Three (HO_3): There is no significant relationship between risk taking and process cycle time.

Table 4.8 reveals that the exact level of significance (0.000) is less than the probability of committing a type one error (0.05). There is the need therefore to reject the null hypothesis (which states that there is no significant relationship between risk taking and process cycle time) in favour of the alternate hypothesis. This therefore means that a statistical significant positive relationship exists between risk taking and process cycle time (β 0.852, P<0.01). This result is in line with the findings of Shree & Urban, 2018 which posited that entrepreneurial firms engage in product-market innovation, take on some risk, and are the first to come up with "proactive" innovations, outperforming competitors through improved cycle time.

4.5 Discussion and Implications of Findings

Organizational boundaries are positively related to entrepreneurial intensity and have the most statistically significant coefficient as indicated by a t-ratio of 8.074. The results are consistent with the finding of Goosen (2022). According to Goosen, (2022), supportive organizational boundaries provide the administration means by which ideas are appraised, selected and executed.

The result relating to recruitment practices showed a negative contribution of t-ratio -4.247

in the regression coefficient. Although there is a statistical significant with entrepreneurial intensity, their relationship is inversely related. While in the literature, there is no empirical evidence of a relationship between recruitment practice and entrepreneurial intensity but according to Newell and Shackleton (2000), recruitment is a process of attracting people who might make a contribution to the particular organization. Thus there should be a goodness of fit between individuals and the organization they work for to enable a culture of aligning the employees to entrepreneurial intensity.

These findings support entrepreneurial intensity and the importance of a metric that measures the degree and volume of internal business processes. Both the concept and the measurements described here apply to organizations of all sizes and sorts. Although the sample solely comprised telecom firms, both product and service businesses and a variety of technologies were represented. A favorable association between innovativeness and process quality is consistent with, if not stronger than, previous research. Covin and Slevin (1989) found a 0.39 association between innovation and quality. Although their measure was worldwide, it was subjective. The correlation coefficient for indicators is similar to Covin and Slevin's, although the proactiveness coefficient is larger (0.48). A measure that identifies entrepreneurship degrees and amounts would be an improvement.

Research is needed to determine when degree vs. frequency affects performance. It's also important to know if frequency and degree affect short- and long-term performance equally. It may be that frequency has a short-term influence whereas degree has a long-term impact. This option is implied in Hamel and Prahalad's work (1991). Using a baseball analogy, they underline the value of corporations pursuing several modest projects over one breakthrough effort. It's a risk-reward trade-off, with the former generating short- and intermediate-term earnings and the latter affecting long-term profitability.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study found that significant relationship between employees' innovativeness and entrepreneurial intensity in Nigeria telecommunication industry. There is significant relationship between service quality and entrepreneurial intensity in Nigeria telecommunication industry. Furthermore, there is significant relationship between cycle time in resolving customer problems and entrepreneurial intensity in Nigeria telecommunication industry. The study established that entrepreneurial intensity influenced the performance of enterprises in the telecommunication industry. The study found out that the key dimensions of entrepreneurial intensity namely: Innovation, Risk Taking, Proactiveness, Autonomy in Business and Competitive Advantage aided the Performance of Businesses as indicated by the increase in Market Share and Cash Flow Stability in the business. The study concluded that: entrepreneurial intensity influenced the Performance of telecommunication firms. Given the fact that entrepreneurial intensity is the propensity to act autonomously, innovate, take risks, and act proactively when confronted with market opportunities, the findings establish that entrepreneurs conforms to this degree. Other measures of entrepreneurial intensity scored highly where over 90% of respondents said their businesses had high propensity to act autonomously, were aggressive to competition and innovative respectively.

5.2 Recommendations

The study recommends:

i. Management of firms in the telecommunication industry should instill entrepreneurial mindset among employees through training and learning related factors which are critical in developing entrepreneurial orientation.

ii. Government and all stakeholders should create a conducive business environment by proving adequate Security. Businesses need a supportive and favorable business

environment to facilitate growth and sustainability.

iii. More so, there is a need for government to create enabling environment with particular reference to strengthening the areas of infrastructural developments and tax holiday to the small and medium scale entrepreneurs in the study area and the state in general.

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