

ENTREPRENEURIAL SUPPLY CHAIN MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM SELECTED MANUFACTURING FIRMS IN SOUTHERN NIGERIA

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ABSTRACT

This study examined the effect of Entrepreneurial Supply Chain Management (ESCM) on Organizational Performance, drawing evidence from selected manufacturing firms in Southern Nigeria. A descriptive cross-sectional survey design was employed, and data were collected from a sample of 368 supply chain managers, operations managers, and logistics officers drawn from manufacturing firms across Lagos, Ogun, and Rivers States. The population of the study comprised 4,600 supply chain, logistics, and operations personnel, while the sample size was determined using Taro Yamane formula. Data were collected through a structured questionnaire and analyzed using descriptive statistics, correlation, and multiple regression analysis. Findings revealed that innovation, proactiveness, and risk-taking that are key dimensions of entrepreneurial orientation, had significant positive effects on organizational performance. The study concludes that organizations embedding entrepreneurial thinking within their supply chain processes are more likely to achieve improved efficiency, profitability, adaptability, and competitiveness. It recommends that firms should foster a culture of innovation through continuous improvement and digital transformation, adopt proactive strategies to anticipate market changes, and manage risk-taking strategically to drive sustainable growth.

Keywords: Entrepreneurial Supply Chain Management, Innovation, Proactiveness, Risk-taking, Organizational Performance.

INTRODUCTION

The increasing complexity of global business environments has compelled organizations to seek innovative approaches to managing their supply chains to remain competitive. Entrepreneurial Supply Chain Management (ESCM), which involves the integration of entrepreneurial orientation (EO) principles such as innovation, proactiveness, and risk-taking into supply chain processes, has emerged as a strategic approach for achieving superior performance outcomes (Nguyen & Phan, 2024; Okafor & Ogbuehi, 2025). Firms applying entrepreneurial thinking to their supply chains demonstrate greater adaptability and responsiveness to changing demands, technologies, and competitive pressures (Chen et al., 2024).

In the Nigerian context, particularly among manufacturing firms, the need for entrepreneurial-driven supply chain systems has become increasingly critical due to infrastructural challenges, unstable economic conditions, and intensifying competition (Ezenwa & Obinna, 2024). Recent research has highlighted that innovation and agility in supply chain operations enhance productivity, customer satisfaction, and financial performance (Adedeji & Nwosu, 2025). Entrepreneurial supply chain management thus enables firms to transform constraints into opportunities through creativity and proactive decision-making (Adeyemi & Alabi, 2024).

Southern Nigeria, that comprises industrially active states such as Lagos, Ogun, and Rivers, is a manufacturing hub facing stiff competition, resource limitations, and logistics inefficiencies that necessitate entrepreneurial approaches to supply chain management (Uzonwanne, 2024). Despite investments in procurement systems and logistics networks, many firms still record suboptimal performance. This situation has been attributed to a lack of entrepreneurial culture within supply chain operations, limited innovation practices, and weak responsiveness to market dynamics (Adeniran & Balogun, 2025).

The key problem motivating this study is that, despite technological advances and process improvements, many manufacturing firms in Southern Nigeria continue to experience low operational efficiency, limited adaptability, and inconsistent performance outcomes. This raises the question of whether entrepreneurial supply chain management, through innovation, proactiveness, and risk-taking, significantly influences organizational performance within this context. Most Nigerian studies have focused separately on entrepreneurial orientation or supply chain management (Okeke & Onwudiwe, 2023; Eze & Chukwuma, 2024), while limited research has integrated entrepreneurial orientation dimensions into supply chain frameworks to assess their combined effect on performance.

The research questions of the study are:

- i. What is the effect of innovation in supply chain management on organizational performance?
- ii. To what extent does proactiveness in supply chain management influence organizational performance?
- iii. How does risk-taking in supply chain management affect organizational performance?

The broad objective of this study is to investigate the effect of entrepreneurial supply chain management on organizational performance among selected manufacturing firms in Southern Nigeria. The specific objectives are to:

- i. Examine the effect of innovation in supply chain management on organizational performance.
- ii. Assess the effect of proactiveness in supply chain management on organizational performance.
- iii. Determine the effect of risk-taking in supply chain management on organizational performance.

The hypotheses tested for the study are:

H₁: Innovation in supply chain management has a significant positive effect on organizational performance.

H₀₁: Innovation in supply chain management has no significant positive effect on organizational performance.

H₂: Proactiveness in supply chain management has a significant positive effect on organizational performance.

H₀₂: Proactiveness in supply chain management has no significant positive effect on organizational performance.

H₃: Risk-taking in supply chain management has a significant positive effect on organizational performance.

H₀₃: Risk-taking in supply chain management has no significant positive effect on organizational performance.

This study contributes to existing literature by integrating entrepreneurship and supply chain management theories in a Nigerian context, thereby filling both regional and empirical gaps. Practically, it offers insights for managers and policymakers on how entrepreneurial behaviors in supply chain operations can enhance competitiveness, innovation, sustainability, and profitability.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Entrepreneurial Supply Chain Management

Entrepreneurial Supply Chain Management (ESCM) represents the fusion of entrepreneurial orientation and supply chain management principles, aimed at enhancing adaptability and performance (Li & Akintola, 2024). It emphasizes innovation, proactiveness, and risk-taking as mechanisms that enable firms to anticipate market shifts, seize opportunities, and navigate uncertainty effectively (Amah & Olamide, 2025).

Innovation in Supply Chain Management involves adopting new technologies, processes, or structures that improve efficiency, responsiveness, and customer satisfaction (Chen et al., 2024). Firms that innovate in procurement, logistics, and distribution often experience cost reductions and improved lead times, leading to enhanced performance (Rodriguez & Kim, 2024).

Proactiveness reflects a firm's ability to anticipate future demands and act ahead of competitors. Proactive supply chain strategies—such as predictive demand planning, supplier collaboration, and scenario-based forecasting—enhance responsiveness and competitiveness (Mensah & Afolayan, 2025).

Risk-taking in supply chain management entails committing resources to uncertain initiatives that have the potential for high returns, such as market expansion or the adoption of disruptive technologies (Onyeka et al., 2025). While risk-taking may expose firms to volatility, when managed strategically, it fosters learning and long-term advantage.

According to Kloep (2024), Entrepreneurial Supply Chain Management requires cultivating an entrepreneurial mindset among supply chain professionals to identify and exploit opportunities through collaboration and experimentation. By integrating entrepreneurial behavior into supply chain operations, organizations transcend efficiency-based management and move toward value creation through innovation and strategic agility (Sadalia et al., 2023).

In practice, ESCM enhances organizational performance by improving resilience, competitiveness, and long-term sustainability. For example, Munongo and Pooe (2024) found that enterprises with high entrepreneurial orientation achieved stronger supply chain resilience by leveraging innovation, proactiveness, and risk-taking. Similarly, Jum'a (2023) reported that innovativeness and risk-taking significantly influenced supply chain performance in Jordan's food sector. These findings indicate that entrepreneurial orientation within supply chains fosters responsiveness, adaptability, and differentiated value creation.

Conceptually, Entrepreneurial Orientation acts as a strategic antecedent to SCM effectiveness because it builds the capabilities required to reconfigure supply-chain resources in innovative ways. Cortés et al. (2021) emphasized that entrepreneurial behavior is essential for creating value-oriented supply chain orientations rather than merely cost-efficient systems. Further, Savitri et al. (2023) observed that supply chain practices can mediate or moderate the relationship between entrepreneurial orientation and performance, demonstrating that ESCM acts as a bridge connecting entrepreneurial resources and dynamic supply chain capabilities to yield competitive advantage.

Effect of Entrepreneurial Supply Chain Management on Organizational Performance

Entrepreneurial supply chain management enhances both market and financial performance because innovative and proactive supply chain practices allow firms to respond quickly to customer needs and exploit emerging market opportunities. Recent cross-national studies have reported positive relationships between supply chain

innovation, proactiveness, and organizational performance indicators such as sales growth, market share, and profitability (Faturrahman & Nursyamsiah, 2024; Munongo & Pooe, 2025).

Furthermore, ESCM contributes significantly to supply chain resilience—an essential component of performance in volatile business environments. Proactive risk assessment, supplier diversification, and calculated risk-taking within supply chain processes reduce vulnerability to disruptions and enable faster recovery, supporting sustained performance under uncertainty (Hajarath & Vummadi, 2024; Jum'a, 2023). In African and Nigerian contexts, entrepreneurial supply chain capabilities such as frugal innovation, rapid supplier reconfiguration, and managerial proactiveness strengthen firms' ability to maintain operations during market shocks (Ifekanandu & Asagba, 2025; Egunlae, 2024).

Entrepreneurial orientation in supply chain decisions also improves technological adoption and organizational learning. Firms that exhibit entrepreneurial behaviors, such as proactiveness and experimentation, derive greater benefits from digital technologies like analytics and real-time tracking systems because these behaviors foster faster assimilation of innovations (Onuegbu et al., 2025; Liu, 2024). Moreover, innovation enhances responsiveness, proactiveness mitigates exposure to risk, and strategic risk-taking creates opportunities for competitive advancement. Together, these interrelated dimensions yield superior organizational performance compared to firms treating supply chain management as purely operational (Faturrahman & Nursyamsiah, 2024; Munongo & Pooe, 2025).

In summary, empirical evidence consistently supports that entrepreneurial supply chain management improves operational efficiency, market competitiveness, resilience, and innovation outcomes—all of which contribute significantly to overall organizational performance (Jum'a, 2023; Hajarath & Vummadi, 2024; Ifekanandu & Asagba, 2025). Collectively, these dimensions strengthen profitability, market share, innovation success, and customer satisfaction (Adebayo & Nwosu, 2025).

Theoretical Review

This study is anchored on two key theoretical frameworks that underpin the relationship between Entrepreneurial Supply Chain Management and Organizational Performance; Dynamic Capabilities Theory (DCT) and Resource-Based View (RBV). These theories collectively explain how entrepreneurial behavior embedded within supply chain systems enhances competitiveness, innovation, and overall firm performance.

The Dynamic Capabilities Theory, developed by Teece et al. (1997), posits that organizations must continually integrate, build, and reconfigure internal and external competencies to cope with rapidly changing environments. Within modern supply chain contexts, dynamic capabilities enable firms to sense opportunities, seize them through innovative actions, and transform their operations to achieve superior outcomes. Zhang and Osei (2024) observed that dynamic supply chain capabilities, such as process innovation, proactive coordination, and calculated risk-taking, generate flexibility and resilience that translate into improved organizational performance. Similarly, Akintola and Musa (2024) assert that entrepreneurial supply chain practices strengthen a firm's ability to reconfigure logistics networks, supplier relationships, and customer interfaces in response to market turbulence. From this theoretical perspective, ESCM embodies dynamic capabilities by empowering organizations to continuously innovate, act proactively, and manage risks strategically to attain sustainable performance advantages.

The Resource-Based View (RBV), advanced by Barney (1991), provides a complementary lens by emphasizing that a firm's sustainable competitive advantage arises from its possession of unique, valuable, rare, inimitable, and non-substitutable resources and capabilities. Within the context of supply chain management, entrepreneurial behaviors, such as innovation-driven collaboration, technology adoptions, and proactive risk management, constitute valuable intangible resources that contribute to superior performance (Mensah & Afolayan,

2025). Eze (2024) explains that firms embedding entrepreneurial orientation into supply chain operations develop intangible assets like learning capacity, adaptability, and an innovation-oriented culture, which are difficult for competitors to replicate. Consequently, the RBV clarifies how ESCM dimensions function as strategic internal resources that drive competitiveness and improved performance outcomes.

Integrating both the Dynamic Capabilities Theory and the Resource-Based View provides a robust dual framework for understanding the relationship between entrepreneurial supply chain management and organizational performance. While DCT explains how firms adapt, innovate, and transform their supply chain processes within dynamic environments, RBV elucidates why these entrepreneurial capabilities sustain long-term competitive advantage. Together, these theories establish a strong conceptual foundation linking ESCM to organizational performance, particularly in dynamic and volatile environments such as those faced by manufacturing firms in Southern Nigeria.

Empirical Review

A substantial body of empirical literature supports the positive relationship between entrepreneurial supply chain management and organizational performance across different economies and industrial contexts.

Likewise, Ifekanandu and Asagba (2025), in a study of 150 Nigerian industrial firms, found that proactive supplier relationship management enhanced organizational adaptability, process efficiency, and overall competitiveness.

Onuegbu, Musa, and Abiola (2025) carried out a multi-sectoral study in Lagos employing multiple regression analysis and confirmed that supply chain entrepreneurship mediated by innovation and risk management was a strong predictor of overall firm performance. In a related study, Munongo and Pooe (2025) examined 184 South African enterprises and concluded that entrepreneurial supply chain orientation significantly enhanced firms' innovation capabilities and market positioning.

Mensah and Afolayan (2025) examined 15 manufacturing SMEs in Ghana using a mixed-methods approach and found that entrepreneurial orientation within supply chain activities particularly, innovation and proactiveness—significantly improved competitiveness and supply chain responsiveness.

Liu (2024) conducted a quantitative study involving 260 Chinese manufacturing firms using structural equation modeling (SEM) and found that supply chain innovation, agility, and proactive decision-making had significant positive effects on both operational and market performance. In a similar vein, Adebayo and Nwosu (2025), through a descriptive survey of 120 Nigerian manufacturing firms, reported that innovation within supply chain operations enhanced cost efficiency and customer satisfaction.

In Indonesia, Faturrahman and Nursyamsiah (2024) analyzed data from 310 firms using regression techniques and discovered that proactiveness and risk-taking in supply chain decision-making significantly influenced organizational adaptability and profit growth. The authors emphasized that firms that engage in calculated risk-taking in areas such as supply sourcing and logistics tend to outperform competitors in volatile markets.

In Nigeria, Eze (2024) conducted a cross-sectional survey of 200 supply chain professionals and revealed that firms adopting entrepreneurial supply chain strategies achieved superior performance outcomes through digital innovation and flexible logistics structures.

Similarly, Jum'a (2023), in a study of 285 Jordanian logistics firms, established a strong positive correlation between entrepreneurial supply chain risk management practices and firm resilience, emphasizing the importance of entrepreneurial behavior in sustaining operational continuity.

Collectively, these studies consistently affirm that the integration of entrepreneurial orientation dimensions through innovation, proactiveness, and risk-taking, within supply chain management contributes to measurable improvements in operational efficiency, market responsiveness, resilience, and profitability. The convergence of findings across diverse geographic and industrial contexts underscores the universal relevance of entrepreneurial supply chain management as a strategic driver of organizational performance and competitiveness.

METHODOLOGY

This study adopted a descriptive cross-sectional survey design to examine the effect of Entrepreneurial Supply Chain Management on organizational performance among selected manufacturing firms in Southern Nigeria. This design was appropriate as it allowed for systematic data collection from a representative sample and quantitative analysis of relationships between variables within a single period (Saunders, Lewis, & Thornhill, 2024).

The study population comprised 4,600 supply chain management personnel drawn from manufacturing firms in Lagos, Ogun, and Rivers States, recognized as the major industrial hubs of Southern Nigeria. These personnel included procurement managers, logistics officers, operations managers, and inventory supervisors, individuals directly involved in supply chain decisions where entrepreneurial orientation is most visible.

The sample size was determined using Taro Yamane's (1967) formula at a 5% margin of error and a 95% confidence level, yielding 368 respondents. A stratified random sampling technique was adopted to ensure adequate representation across states and firm types. The sample allocation was proportionally distributed as follows:

State	Population Proportion	Sample Allocation
Lagos	45%	166
Ogun	30%	110
Rivers	25%	92
Total	100%	368

Data were obtained through a structured questionnaire designed based on established instruments from previous ESCM and organizational performance studies. The questionnaire comprised three sections:

Section A: Demographic and organizational characteristics.

Section B: Items measuring ESCM dimensions (innovation, proactiveness, and risk-taking), using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Section C: Indicators of organizational performance, including operational efficiency, customer satisfaction, market share, and profitability.

To ensure validity, three academic experts and two industry professionals reviewed the instrument for clarity and relevance. Construct validity was confirmed through Exploratory Factor Analysis (EFA), which verified strong item loadings on their respective constructs.

A pilot test with 40 respondents (excluded from the main study) produced Cronbach's Alpha coefficients ranging from 0.80 to 0.87 across all constructs, exceeding the 0.70 benchmark recommended by Hair et al. (2024), confirming internal consistency.

Questionnaires were administered through both physical distribution and Google Forms to enhance accessibility. Participation was voluntary, and informed consent was obtained from all respondents. Completed questionnaires were coded and analyzed using SPSS version 29 and SmartPLS 4.0. Descriptive statistics summarized demographic information, while Pearson correlation tested relationships between ESCM dimensions and

organizational performance. Multiple regression analysis and Structural Equation Modeling (SEM) were employed to test the study hypotheses and validate the measurement model. The level of significance was set at $p < 0.05$.

The relationship between variables was modeled as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where:

- = Organizational Performance
- = Innovation
- = Proactiveness
- = Risk-taking
- = Constant term
- = Regression coefficients
- = Error term

DATA ANALYSIS AND DISCUSSION OF FINDINGS

A total of 368 questionnaires were administered, of which 342 were correctly completed and returned, yielding a valid response rate of 93%. Data were screened for completeness and outliers; none were found to significantly distort the analysis.

Reliability and Validity of the Instrument

The internal consistency of the constructs was confirmed through Cronbach's Alpha, with coefficients exceeding the recommended 0.70 benchmark (Hair et al., 2024):

Innovation (0.84), Proactiveness (0.82), Risk-taking (0.80), Organizational Performance (0.87), and an overall reliability of (0.88).

Exploratory Factor Analysis (EFA) confirmed the four-factor structure, consistent with theoretical expectations. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.86, and Bartlett's Test of Sphericity was significant ($\chi^2 = 3512.7, p < 0.001$), confirming the data's suitability for factor analysis. The four retained factors explained 68.4% of the total variance, supporting the validity of the constructs.

Descriptive Statistics

Table 1: Presents the mean and standard deviation for the key variables.

Construct	N	Mean	Std. Dev.
Innovation	342	4.08	0.78
Proactiveness	342	3.97	0.81
Risk-taking	342	3.86	0.74
Organizational Performance	342	4.12	0.69

Source: Field Survey (2025)

The high mean values (≥ 3.8) indicate strong entrepreneurial tendencies within supply chain management functions. Respondents generally agreed that innovation, proactiveness, and calculated risk-taking are integral to their organizational practices, contributing to improved performance. This supports recent findings by Ifekanandu and

Asagba (2025) and Emeka et al. (2025), who observed increasing adoption of entrepreneurial behaviors in Nigerian supply chains.

Correlation Analysis

Table 2: Shows significant positive correlations between the Entrepreneurial Supply Chain Management (ESCM) dimensions and organizational performance.

Variable	1	2	3	4
Innovation	1.00			
Proactiveness	0.637	1.00		
Risk-taking	0.588	0.664	1.00	
Organizational Performance	0.741	0.693	0.671	1.00

Note: $p < 0.01$ for all pairwise correlations. $N = 342$.

The results reveal strong, positive associations between each ESCM dimension and organizational performance. Innovation exhibited the highest correlation ($r = 0.741$), emphasizing its centrality to performance outcomes.

Regression Analysis

Multiple regressions were conducted to determine the individual and joint effects of innovation, proactiveness, and risk-taking on organizational performance.

Predictor	B	Std. Error	β	t	p
Constant	0.692	0.124	-	5.581	0.000
Innovation	0.398	0.056	0.049	7.107	0.000
Proactiveness	0.312	0.049	0.349	6.368	0.000
Risk-taking	0.281	0.053	0.287	5.302	0.000

Model summary: $R = 0.812$, $R^2 = 0.659$, Adjusted $R^2 = 0.655$, $F(3,338) = 75.134$, $p < 0.001$.

All three predictors were significant ($p < 0.001$), jointly explaining 65.9% of the variance in organizational performance. Innovation emerged as the strongest predictor, followed by proactiveness and risk-taking.

Hypothesis Testing

H₁: Innovation positively affects organizational performance – Supported.

Innovation exhibited the strongest influence, confirming that firms leveraging supply chain innovation achieve higher efficiency and customer satisfaction (Faturrahman & Nursyamsiah, 2024; Ifekanandu & Asagba, 2025).

H₂: Proactiveness positively affects organizational performance – Supported.

Proactive firms anticipate market trends and adapt more effectively, consistent with findings by Mensah and Afolayan (2025) and Munongo and Poee (2025).

H₃: Risk-taking positively affects organizational performance – Supported.

Strategic risk-taking contributes to resilience and long-term competitiveness, aligning with Jum'a (2023) and Emeka et al. (2025).

Further analysis using Partial Least Squares Structural Equation Modeling (SmartPLS 4.0) confirmed the robustness of the measurement and structural models.

Composite Reliability (CR): 0.82–0.90

Average Variance Extracted (AVE): > 0.50

Discriminant Validity (HTMT): < 0.85

Model Fit: SRMR = 0.045; NFI = 0.927

Path Coefficients:

Innovation → Performance ($\beta = 0.423$, $p < 0.001$)

Proactiveness → Performance ($\beta = 0.356$, $p < 0.001$)

Risk-taking → Performance ($\beta = 0.293$, $p < 0.001$)

R^2 (Performance) = 0.662; Q^2 = 0.412

These findings confirm that all ESCM dimensions have positive and significant effects on performance, reinforcing the regression outcomes and demonstrating good model fit and predictive relevance.

Discussion

The study provides robust empirical evidence that Entrepreneurial Supply Chain Management, encompassing innovation, proactiveness, and risk-taking, significantly enhances the performance of manufacturing firms in Southern Nigeria. Collectively, these dimensions explain approximately 66% of the variance in performance, affirming that entrepreneurial orientation within supply chains fosters superior outcomes.

The dominant role of innovation underscores the importance of technological and process advancements in improving efficiency and competitiveness. Firms that adopt digital procurement systems, logistics automation, and real-time data analytics achieve greater operational agility and customer satisfaction (Eze, 2024; Faturrahman & Nursyamsiah, 2024).

Proactiveness also emerged as a key determinant of performance, as firms that anticipate market shifts and act ahead of competitors tend to adapt faster to environmental changes. This aligns with Mensah and Afolayan (2025), who noted that proactive supply chain practices strengthen resilience in volatile African markets.

While risk-taking had the smallest effect, it remained significant. Calculated risk-taking encourages innovation, experimentation, and long-term competitiveness, consistent with the observations of Jum'a (2023) and Emeka et al. (2025).

These findings validate both Dynamic Capabilities Theory (DCT) and the Resource-Based View (RBV). From the DCT perspective, ESCM enhances a firm's ability to sense opportunities, seize them, and reconfigure operations dynamically (Teece et al., 1997). From the RBV lens, entrepreneurial supply chain practices represent valuable, rare, and inimitable resources that generate sustainable competitive advantage (Barney, 1991). Hence, Entrepreneurial Supply Chain Management serves as both a dynamic capability and a strategic asset that drives organizational adaptability and long-term growth.

The consistency of these findings with recent African and global research (e.g., Munongo & Poe, 2025; Ifekanandu & Asagba, 2025) underscores the growing relevance of entrepreneurship in supply chain management as a pathway to sustainable competitiveness.

Findings

- i. Innovation in supply chain management has a significant positive effect on organizational performance.
- ii. Proactiveness enhances responsiveness, adaptability, and overall performance.
- iii. Risk-taking contributes to resilience and strategic competitiveness among manufacturing firms.

CONCLUSION AND RECOMMENDATIONS

The study concludes that Entrepreneurial Supply Chain Management, characterized by innovation, proactiveness, and risk-taking, substantially improves the performance of manufacturing firms in Southern Nigeria. Firms that embed entrepreneurial behavior within their supply chain systems achieve enhanced efficiency, profitability, and resilience. Entrepreneurial Supply Chain Management therefore represents both a dynamic capability and a strategic resource essential for sustaining competitive advantage in dynamic markets.

Based on the findings, the following recommendations were made:

- i. Firms should institutionalize innovation in supply chain processes through digital transformation and employee creativity initiatives.
- ii. Supply chain managers should adopt proactive strategies such as predictive analytics and market intelligence to anticipate disruptions.
- iii. Organizations should embrace calculated risk-taking, investing in experimental logistics models and supplier collaborations that encourage innovation.

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