

# Entrepreneurial Orientation and Organizational Effectiveness of Nigerian Maritime Administration and Safety Agency (NIMASA)

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**Abstract:** This work inquired into the relationship between entrepreneurial orientation and organizational effectiveness of Nigerian Maritime Administration and Safety Agency. The study adopted the survey design and a population of 106 staff of the Nigerian Maritime Administration and Safety Agency were covered in this study. 86 employees were drawn from the population as the study's population and the simple random sampling technique was utilized. Data were collected using copies of question and the instrument was subjected to validity and reliability. The retrieved data were analyzed with Spearman Rank Order Correlation so as to ascertain the relationship between the dimensions of entrepreneurial orientation (proactiveness and innovativeness) with the measures of organizational effectiveness (financial returns and responsiveness). The result depicts that there is a significant and positive relationship between entrepreneurial orientation and effectiveness. It was concluded that entrepreneurial orientation in terms of proactiveness and innovativeness is a key factor in enhancing the effectiveness of Nigerian maritime administration and safety agency. It was recommended that the management of the Nigerian maritime administration and safety agency should ensure technological innovations based on research as such will enhance their financial returns.

**Key Words:** Entrepreneurial Orientation, Effectiveness, Innovativeness, Proactiveness, Financial Returns, Responsiveness.

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## 1.0 Introduction

The Nigerian Maritime Administration and Safety Agency (NIMASA) play a key role in the Nigeria economy by regulating the Nigerian shipping, coastal waters and maritime labor in the country. Benson and David, (2018) argued that the maritime industry play a vital role in Nigerian economy and it serve as a strong catalyst in enhancing the socioeconomic development owing to the fact that it contributes immensely to the country's GDP through transportation of freight, commerce, enhancement of trade, creation of job opportunities for both skilled and unskilled, revenue generation, promotion of tourism, institutional development and international relations. The Nigerian maritime sector plays a paramount role in socio-economic development of the country and the sector enhances employment rate and income generation for the country (Onugha & Onuoha, 2019).

Organizations operate in a highly dynamic environment that is characterized by unprecedented uncertainties. The need to ensure that the goals of the organizations are achieved optimally and also to enhance the firm's fortune has made organizations to focus on the issue of effectiveness. It is worthy to note that no organization to attain its desired prospect without maintain high level of

effectiveness. In alignment with the above assertion, Arsenijevic, Jovanovic and Radosavljevic (2017) contended that effectiveness is one of the core priorities of any administrator in every organization, this is because the success of the organization is dependent on how effective the resources in the organization are managed in order to achieve organizational objectives. Akhigbe and Akhigbe (2021) posited that ensuring the effectiveness of organizations do help in enhancing the wellbeing of organizations and also in boosting their growth in the business domain. It can thus be deduced that organizational effectiveness is important because it help enhance organizational success in terms of increase profitability, enhance stakeholder's satisfaction, increase corporate image and boost the sustainability of the organization.

Considering the role of NIMASA to the Nigeria economy, it is an undeniable fact that the effectiveness in their operation will go a long way to boosting the economic wellbeing of the country. Hence, for Nigerian Maritime Administration and Safety Agency (NIMASA) to attain their desired goals, it is important for the management to be entrepreneurially oriented. Entrepreneurial orientation (EO) is the strategic orientation of a business which contain the obvious entrepreneurial characteristics of decision-making practice and styles (Frank, Fink & Kessler, 2010). Entrepreneurial orientation improves the features, basic skills and trait of an individual which are necessary in managing establishment and in handling challenges facing the firms so as to boost the growth and sustainability of the organization (Nwachukwu & Onuoha, 2022). The dimensions of entrepreneurial orientation which has been used consistently by scholars are; innovativeness, pro-activeness and risk-taking propensity.

The need to enhance firm's effectiveness has made scholars to examine the ways in which effectiveness can be enhanced. Akhigbe and Akhigbe (2021) looked at how firms' effectiveness can be enhanced from the stand point of organizational transparency. They maintained that the transparency of firms helps in enhancing organizational effectiveness. Nduati and Wanyoike (2022) examined how employee performance management practices relate with the effectiveness of organizations. The study noted that employee performance management do impact on firm's effectiveness. A close look was undertaken by Onugha & Onuoha (2019) where they examined how change management relates with organizational effectiveness in Nigerian maritime industry. The study noted a significant link amongst change management and effectiveness of organization. However, the study did not consider the effect of entrepreneurial orientation in enhancing organizational effectiveness. From extant literature, there is paucity of how entrepreneurial orientation relates with organizational effectiveness of Nigerian Maritime Administration and Safety Agency. This study tends to bridge this lacuna by proffering an empirical evidence on the relationship between entrepreneurial orientation on organizational effectiveness of Nigeria Maritime Administration and Safety Agency.

### **Statement of the Problem**

Generally, organizations in Nigeria are faced with very hostile business environment which has over the years affected their operations and has negatively affected their fortune. Although the Nigerian Maritime Administration and Safety Agency plays a key role in the Nigeria economy, there has been an issue of infectiveness over the years. Uwadia (2017) argue that the sector is doing very poorly based on the complex environmental developments which has forced many of the firms in the industry to embrace change management in order to maintain their strategic fronts.

Ineffectiveness is detrimental to the success of the firms because it reduces the firm's competitiveness, resilience ability, profitability and overall wellbeing. Olayiwola (2018) posited that more than 96% of the transportation of external trade in Nigeria is by maritime transport and this however had not changed over the years. Atoyebi (2022) noted that it has been difficult to get investors who are enthusiastic to place stakes in the maritime industry as a result of the associated risks. The ability of the Maritime firms to operate effectively will boost the investors confidence which will thus impact on the activities in the industry. It is on this premise that this study examined how the effectiveness of the Nigerian Maritime Administration and Safety Agency can be enhanced from the standpoint of entrepreneurial orientation.

### **Objectives of the Study**

The objectives are to examine the relationship between;

- i. Proactiveness and financial returns of Nigerian Maritime Administration and Safety Agency.
- ii. Proactiveness and responsiveness of Nigerian Maritime Administration and Safety Agency.
- iii. Innovativeness and financial returns of Nigerian Maritime Administration and Safety Agency.
- iv. Innovativeness and responsiveness of Nigerian Maritime Administration and Safety Agency.

### **Research Hypotheses**

The null hypotheses were formulated in this study;

**HO1:** There is no significant relationship between proactiveness and financial returns of Nigerian Maritime Administration and Safety Agency.

**HO2:** There is no significant relationship proactiveness and responsiveness of Nigerian Maritime Administration and Safety Agency.

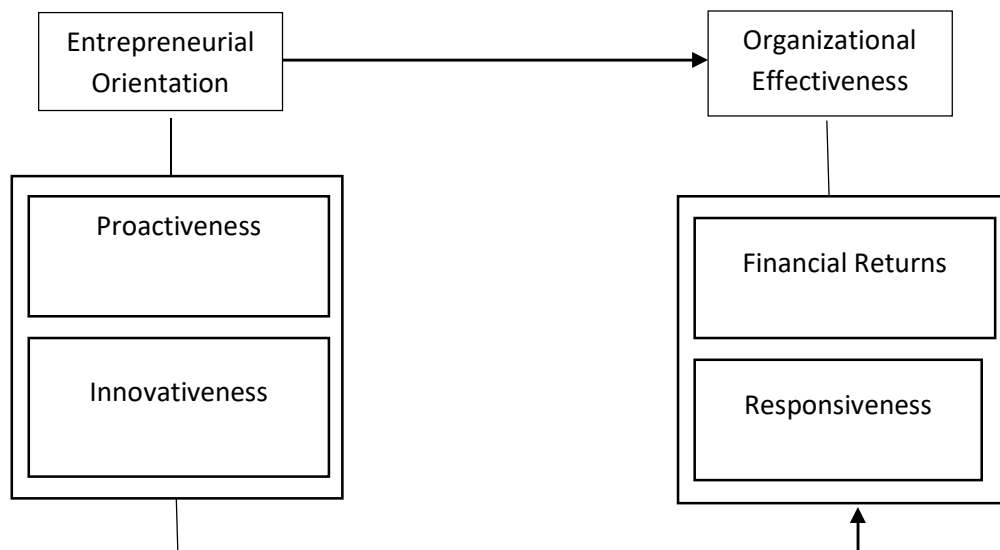
**HO3:** There is no significant relationship innovativeness and financial returns of Nigerian Maritime Administration and Safety Agency.

**HO4:** There is no significant relationship innovativeness and responsiveness of Nigerian Maritime Administration and Safety Agency.

## **2.0 Literature Review**

This work is founded on the resource base theory. The resource-based perspective on the company predominates in the literature on strategic management and has also been used in the literature on management information systems (MIS) (Priem & Butler, 2001). It was created to clarify how businesses acquire long-term competitive advantages. Supporters of the resource-based

perspective have attempted to explain why firms differ and why it matters (Barney, 1991; Hoopes, Madsen & Walker, 2003). The fundamental organisational skills of resource-based theory involve perceiving the firm's assets and resources from a knowledge-based viewpoint as prospective developers of value-added capabilities (Prahalad and Hamel, 1990; Conner and Prahalad, 1996). In contrast, Resource-Based (RB) Theory, according to Anderson and Mullar (2003), can be viewed as a "inside-out" process of strategy formulation. Understanding the firm's resources is the first step in the process. In the end, he defined a strategy that will allow the proper capture of the maximum amount of value in a sustainable way. He also evaluated their potential for value generation. Because it frequently impacts the effectiveness of entrepreneurial activities, the resource-based theory has a substantial impact on entrepreneurship. According to Aremu and Oyinloye (2014), business owners who succeed must be able to manage and use their resources strategically. Entrepreneurs must devise proactive strategies and develop the skills necessary to adapt and effectively respond to the constantly changing business environment; otherwise, they run the danger of going out of business.



**Figure 1:** A conceptual model showing the link between entrepreneurial orientation and organizational effectiveness.

**Source:** Adapted from Nwachukwu and Onuoha (2022); Anantadjaya, Handojo and Finardi, (2012).

### **Concept of Entrepreneurial Orientation**

Entrepreneurial orientation is described as an organisational desire to find and accept new chances and taking responsibility to impact change (Morris & Sexton, 1996). Entrepreneurial orientation, according to Rauch and Frese (2009), explains firm-level strategic procedures used by enterprises

to acquire a competitive edge. "Processes, techniques, and decision-making activities that lead to new entrance" are referred to as having an entrepreneurial attitude (Lumpkin & Dess, 1996). When a business introduces previously unheard-of products, services, technology advancements, markets, or business model breakthroughs, it is considered to have entered a new market (Covin, Wales, & J., 2019). A company can be characterised as entrepreneurial if it enters new markets and offers new products and services above average (Jennings & Lumpkin, 1989). According to Adegbe (2017), entrepreneurial orientation is the capacity to imaginatively provide goods/services to customers by allowing independent creativity, investing in lucrative future ideas by taking risks, anticipating future demands by being proactive, and competing aggressively to gain competitive advantage. Entrepreneurial orientation, according to Lumpkin and Dess (1996), comprises of independent variables and is now being researched as a multidimensional term (Lumpkin and Dess, 1996; Kreiser et al., 2002; Rauch et al., 2009). In earlier research, the entrepreneurial orientation concept was examined along three dimensions: inventiveness, initiative, and risk-taking (Miller, 1983 cited in Zulkifli & Rosli, 2013). Eventually, two additional dimensions—autonomy and competitive aggressiveness—were added to the scale to quantify entrepreneurial inclination (Lumpkin & Dess, 1996).

### **Proactiveness**

By anticipating future market demands and possibilities, participating in emerging markets, influencing the environment, and launching new products and brands ahead of competitors, businesses can be proactive (Venkatraman, 1989). Due to their quick responses to market developments and ability to seize opportunities before their competitors do (Hughes and Morgan, 2007), proactive businesses outperform their competitors (Lumpkin and Dess; 1996). As a chance-seeking, forward-looking mindset, proactiveness is defined by the introduction of new goods and services before the competition and acting in anticipation of future demand (Miller 1983; Lumpkin & Dess, 2001; Rauch, Wiklund, Frese, & Lumpkin, 2009). Proactiveness refers to the actions taken in order to be the first mover, which is the greatest strategy for taking advantage of a market opportunity. If a company foresees a market opportunity and seizes it first, it may experience astronomical profits and get brand recognition (Lumpkin & Dess, 1996). Early research on entrepreneurship have noted that an organization's proactiveness has a significant role in determining how entrepreneurial it is (Mintzberg, 1973; Miller & Friesen, 1983). In addition to aggressively seeking out new opportunities and acting on future requirements, proactive businesses are frequently pioneer businesses that are the first to enter new industries (Nazdrol & Breen, 2011).

### **Innovativeness**

One of the scholars, Schumpeter, initially stressed the value of innovation in entrepreneurial processes and outlined the definition of innovation as "creating new things or doing existing things in new ways" (Schumpeter, 1947). As new products and/or services are introduced, current market structures are disrupted, causing a shift of resources. This process of creative destruction has been called innovation (Schumpeter, 1942). The entrepreneur initiates the process of creative destruction by implementing innovation as a crucial component of an entrepreneurial attitude (Lumpkin & Dess, 1996). It is the propensity to use technical innovation, research, and development (R&D) to generate distinctive goods, services, and procedures. Innovativeness is a company's propensity to promote and explore novel ideas. Effectively creating, understanding, and

employing innovations can be a key path to achieving competitive advantage in today's dynamic business environments, when quick changes are occurring. Dess and Lumpkin (2005) categorise innovations into three categories: technological innovativeness, product-market innovativeness, and administrative innovativeness. Research and engineering projects focused at creating new goods and processes make up the majority of technological innovation. Innovations in product design, market analysis, and advertising and promotion are all examples of product market innovativeness. Novelty in management practises, organisational design, and control methods are all examples of administrative innovation.

### **Concept of Organizational Effectiveness**

The idea of organisational effectiveness is connected to things like an organization's capacity to obtain and absorb resources and subsequently accomplish its goals (Federman, 2006). A unit that is individually ineffective in terms of cooperating with the rest of the organisation is destined to fail (Gigliotti 1987). According to Cameron (1978), organisational effectiveness is the capacity of the organisation to gain access to the necessary resources, develop skills, and build self-esteem in order to control the changing environment and find security and support. Roy and Dugal (2005) defined organisational effectiveness as the net satisfaction of all stakeholders in the process of effectively receiving and transforming inputs into outputs. According to Tabeel (2013), organisational effectiveness is the capacity of an organisation to fulfil its goals within the limitations of the resources available by achieving work satisfaction and ensuring the organization's existence and advancement. According to Yuchtman and Seashore (1967), organisational efficiency refers to a company's capacity to take use of its surroundings in order to obtain essential resources for existence.

Within its area of influence, a good organisation will ensure that there is a cooperative spirit, a sense of commitment, and contentment. Strong and efficient motivation is required at all levels of a business in order to create delighted and devoted employees. Individuals have a dependency on organisations of all kinds to satisfy their wants, hence it is essential that the performance of organisations directly affects how satisfied people are. More satisfied people are with organisations, the more effective they are (Mathur & Negi, 2010). Healthy, prosperous, extremely productive, exceptional, and stable are typical definitions for effective organisations.

### **Financial Return**

In addition to focusing on the effective and efficient use of financial resources inside the company, management of funds provides the information necessary to lessen the knowledge gaps between managers and shareholders (Layr, 2013). The entire gain or loss on an investment over a specific time period is known as return. It is often represented as a percentage of the investment value at the start of the term plus the cash distributions made throughout the period plus the value change. Financial management has been a problem for many investors as they choose which projects to invest in and the best option to invest in considering potential risk and return trade-offs. Finance is the science of managing funds; it is about how to manage investments and control firm's liquid assets. Financial management, according to Wachowicz (2008), is concerned with the purchase, financing, and management of assets with a specific end in mind. Hence, the investment, finance, and asset management decisions make up the three main components of the financial management decision function. The process of obtaining and using a company's financial resources is known as

the finance function. The management of an organisation as a whole is connected to financial functions. It is focused with the choices made in terms of business, firm size, equipment type, debt use, and liquidity.

### **Responsiveness**

The ability of a company to respond to information regarding market change, such as changes in consumer needs and the competitive environment, is referred to as responsiveness (Wei, Samiee, & Lee, 2014). Organizational responsiveness is defined as a company's inclination to act in response to information supplied by the market (Hult et al. 2005). According to Kohli and Jaworski (1990), who adopt the perspective of the market information process, organisational responsiveness is correlated to information utilisation within the organisation, which is composed of two sets of activities: response design (the use of marketing strategy to develop plans) and response implementation (the use of such plans) (Kohli & Jaworski 1990). Additionally, Kohli and Jaworski (1990) identified a number of tangible examples of organisational responsiveness, such as choosing target markets, developing and providing goods and services that address customers' present and future needs, and manufacturing, distributing, and promoting the goods in a manner that encourages positive responses from the final consumers (Kohli & Jaworski 1990).

### **Empirical Review**

Adam, et al., (2022) examined Entrepreneurial Orientation and Organizational Performance of Online Business in Malaysia: The Mediating Role of the Knowledge Management Process. The cross-sectional survey method was adopted. The study employed a quantitative method and utilised a self-administered questionnaire. 350 data were collected from the owners/founders of online businesses. Hypotheses were tested using the Partial Least Squares-Structural Equation Modelling (PLS-SEM) analysis. The findings indicated that entrepreneurial orientation positively impact the knowledge management process, which in turn exerts a positive effect on the organizational performance of a company. Additionally, the indirect effect analysis revealed that the knowledge management process plays a significant role as a mediator between entrepreneurial orientation and organizational performance.

Siraj, Isaac, and Danja (2016) studied Entrepreneurial Orientation and Innovation of Small and Medium Enterprises in Kano State, Nigeria. A cross sectional survey design was employed, questionnaire was conducted on a sample of 261 manufacturing SMEs operating in Kano State, Nigeria. The data was analyzed using Pearson correlation and linear regression analyses. The results/findings indicated significant relationship between entrepreneurial orientation and firm innovation, and that among the dimensions of entrepreneurial orientation, pro activeness contributes most to innovation. Firms should therefore constantly evaluate the level of their entrepreneurial orientation in order to find out whether it is sufficiently adopted, and that they should concentrate on pro activeness.

Anlesinya, Eshun and Bonuedi (2015) studied Entrepreneurial Orientation Dimensions and Profitability Nexus: Evidence from Micro Enterprises in the Retail Sector in a Developing Country. The study adopted a cross-sectional survey design, and quantitative technique was employed for the collection and analysis of data. The researchers used convenient and purposive sampling techniques to select 110 research participants for the study. Descriptive statistics,

Pearson's correlation and hierarchical regression was used to analyse the data. The study found a significant positive effect of proactiveness and risk-taking on profitability of micro enterprises that operate in the retail sector in Ghana.

Adesanya, et al., (2018) studied Entrepreneurial Orientation and Business Performance of Non-Oil Exporting SMES in Lagos State, Nigeria. It adopted a Descriptive research design via the structured survey instrument- questionnaire administered to a sample of 134 exporters handling non-oil export in medium and low-technology manufacture industries, mechanized agriculture and as suppliers of merchandise. The regression analysis with aid of the Statistical Package for Social Sciences (SPSS version 23) was using to analysed the data collected. The result of the findings imply that entrepreneurial orientation works better when all the features are put to use as a whole than as individual, then the contributions will have greater impact on the performance of the firm. However, their innovativeness was low. It was recommended that, entrepreneurial innovativeness should be encouraged and enhanced by improving the domestic and foreign technological networking for competitive innovations in the foreign markets. Besides, entrepreneurship education should be promoted to permeate the socio-economic environment with attributes necessary for sustainable growth, the export production base should be upgraded technologically to enhance innovativeness, as well as stable and positive trade policies and regulations among other factors should be entrenched in the system to improve the socio-economic environment stressor.

### **3.0 Methodology**

The survey design was adopted in this study and a population of one hundred and six (106) staff of the Nigerian Maritime Administration and Safety Agency were covered in this study. A sample size of eighty-six (86) employees were drawn from the population and the simple random sampling technique was used. Copies of questionnaire were administered to the respondents in gathering relevant data for the study. The predictor variable (entrepreneurial orientation was operationalized using proactiveness and innovativeness as given in Nwachukwu and Onuoha (2022). 5 items were used in measuring proactiveness (he management of this organization have a long-term orientation regarding the operations of our business) and a set of 5 items were used in measuring innovativeness (In my organization, technological innovations based on research results are accepted quickly). The criterion variable (organizational effectiveness) was measured using financial returns and responsiveness as given in Nduati and Wonyoike (2022). 6 items were used in measuring financial returns (The profit level of this organization has drastically increased over the years) while 5 items were used in measuring responsiveness (My firm react to customers' demands early enough). The bivariate hypotheses were analyzed using the Spearman Rank Order Correlation in order to ascertain the relationship amongst the variables.



**Table 1: Validity of Variables**

	AVE	FIR	INN	PRO	RES
FIR	0.503	<b>0.709</b>			
INN	0.549	0.126	<b>0.741</b>		
PRO	0.569	0.197	0.207	<b>0.754</b>	
RES	0.501	0.185	0.195	0.187	<b>0.708</b>

**Where:**

AVE = Average Variance Extracted; FIR = Financial Returns; INN = Innovativeness; PRO = Proactiveness; RES = Responsiveness;

*Variables with diagonal values greater than the AVE and greater than 0.7 are valid.*

**Table 2: Reliability for Variables**

S/N	Variables	Number of Items	Cronbach's Alpha
1.	Proactiveness (PRO)	5	0.754
2.	Innovativeness (INN)	5	0.765
3.	Financial Returns (FIR)	6	0.796
4.	Responsiveness (RES)	5	0.772

*Variables with Cronbach's Alpha scores above 0.7 are reliable.*

#### 4.0 Results and Discussion

A total of 86 copies of questionnaire were administered and only 79 (91.8%) were retrieved and used for the study. The analysis was a 95% confidence level.

**Table 3. Proactiveness and Measures of Organizational Effectiveness**

		Proactiveness	Financial Returns	Responsiveness	
Spearman's rho	Proactiveness	Correlation Coefficient	1.000	.676	.712
		Sig. (2-tailed)	.	.000	.000
		N	79	79	79
	Financial Returns	Correlation Coefficient	.676	1.000	.316
		Sig. (2-tailed)	.000	.	.000
		N	79	79	79
	Responsiveness	Correlation Coefficient	.712	.316	1.000
		Sig. (2-tailed)	.000	.000	.
		N	79	79	79

**HO1: There is no significant relationship between proactiveness and financial returns of Nigerian Maritime Administration and Safety Agency.**

The outcome in Table 3 shows a significant relationship amongst proactiveness and financial returns with ( $P=0.000 < 0.05$ ) and  $\rho = 0.676$ . This implies that a strong positive and significant relationship exist among the variables and the null hypothesis was rejected and the alternate hypothesis was accepted.

**HO2: There is no significant relationship proactiveness and responsiveness of Nigerian Maritime Administration and Safety Agency.**

The outcome of the analysis in Table 3 shows a significant relationship  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.717$  between proactiveness and responsiveness. This means that there is a significant relationship between proactiveness and responsiveness. The null hypothesis was rejected and the alternate hypothesis was accepted.

**Table 4. Innovativeness and Measures of Organizational Effectiveness**

		Innovativeness	Financial Returns	Responsiveness	
Spearman's rho	Innovativeness	Correlation Coefficient	1.000	.702	.529
		Sig. (2-tailed)	.	.001	.003
		N	79	79	79
	Financial Returns	Correlation Coefficient	.702	1.000	.226
		Sig. (2-tailed)	.001	.	.000
		N	79	79	79
	Responsiveness	Correlation Coefficient	.529	.226	1.000
		Sig. (2-tailed)	.003	.000	.
		N	79	79	79

**HO3: There is no significant relationship innovativeness and financial returns of Nigerian Maritime Administration and Safety Agency.**

Drawing from the outcome in table 4 it is observed that a significant relationship exists between innovativeness and financial returns with  $0.001 < 0.05$  and  $\rho = 0.702$ . This means that there is a high significant relationship between innovativeness and financial returns. The null hypothesis is rejected and the alternate hypothesis accepted.

**HO4: There is no significant relationship innovativeness and responsiveness of Nigerian Maritime Administration and Safety Agency.**

From table 4, the outcome between innovativeness and responsiveness revealed a significant and positive relationship with P-value of 0.003 and a rho value of 0.529. This indicate a moderate relationship among the variables. The null hypothesis was rejected and the alternate hypothesis was accepted.

**Discussion of Findings**

Enhancing the effectiveness of the Nigerian maritime administration and safety agency will contribute immensely to the wellbeing of the country. Enhancing the level of proactiveness of the organization will help in enhancing the financial returns of the organization. The correlational value was 0.676 which implies that a strong and positive significant link exist between proactiveness and financial return. When a firm is proactive, they are very sensitive to the happening in the environment and they further make informed decision that can help enhance the financial fortune of that organization. The coefficient of determination was 0.46 which indicated that a unit change in proactiveness will account for up to 46% variation in financial return of the organization. Furthermore, proactiveness also significantly correlate with responsiveness of the Nigerian maritime administration and safety agency owing to the P-value of 0.000 and a correlational value of 0.717. By implication, proactiveness is a relevant factor in enhancing the level of responsiveness in the maritime sector. The null hypothesis was rejected and the alternate hypothesis was accepted. The coefficient of determination was 0.51 which indicated that a unit change in proactiveness will result in 51% variation in responsiveness in the Nigerian maritime administration and safety agency.

Similarly, the outcome of the third hypothesis depicted that a noteworthy and direct relationship exists between innovativeness and financial returns. Ensuring an innovative culture is relevant for organization to remain in business and it also help in boosting the financial position of the organization. Considering the correlational value of 0.702, it is obvious that innovativeness does strongly impact the financial returns of organization. The coefficient of determination was 0.49 which implies that a unit change in innovativeness account for 49% change in financial returns of firms. Boosting the level of innovativeness will also enhance the responsiveness of the Nigerian maritime administration and safety agency. By implication, a reduction in innovativeness will drastically reduce the responsiveness of the firms. The correlation was 0.529 and the coefficient of determination was 0.28. This indicated that 28% variation in the level of responsiveness of the

Nigerian maritime administration and safety agency is explained by a unit change in innovativeness. These findings align with that of Anlesinya, Eshun and Bonuedi (2015) which maintained that entrepreneurial Orientation has a positive nexus with Profitability. Adam, et al., (2022) also observed that entrepreneurial orientation is relevant in enhancing the fortune of organization by boosting their performance.

## **5.0 Conclusion and Recommendations**

To enhance the effectiveness of Nigerian maritime administration and safety agency, the management should start to develop the mindset of an entrepreneur and they must be ready to face challenges and tackle it with utmost diligence to enhance the firms wholistic effectiveness. Entrepreneurial orientation enable management to craft innovative strategies in order to come up with novel ways to improve the wellbeing and effectiveness of organization. When organizations are able proactive, they develop the capability to anticipate and act on prospective opportunities that can enhance the stance of the organization. Ideas, strategies and ways of rendering services can become obsolete, and this make the issue of innovativeness to remain a key factor in enhancing the effectiveness of organization. Conclusively, entrepreneurial orientation in terms of proactiveness and innovativeness is a key factor in enhancing the effectiveness of Nigerian maritime administration and safety agency. It is thus recommended that;

- I. The management of the Nigerian maritime administration and safety agency should ensure technological innovations based on research as such will enhance their financial returns.
- II. The organization should ensure a long-term orientation regarding the operations as such will enhance their responsiveness.
- III. The Nigerian maritime administration and safety agencies should be agile in taking required actions as such will enhance their level of effectiveness.
- IV. The management of the Nigerian maritime administration and safety agencies should inculcate radical innovation in their operations as such will enhance the firms effectiveness.

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