



Proactiveness and Sustainable Competitive Advantage of Manufacturing Firms in South-South, Nigeria

Amaka Anna Iyke and Williams O. Olori

Department of Management, Faculty of Management Sciences, University of Port Harcourt,
Rivers State, Nigeria

Abstract: *The study examines proactiveness and sustainable competitive advantage of manufacturing firms in South-South, Nigeria. A cross-sectional survey technique, design was used in this study. The study's population comprises 611 employees of manufacturing firms in South-South Nigeria. The Yamene formula was used in determining the sample size of 221. The data was collected through the use of a structured questionnaire. Partial Least Squares – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4.0, was used. The Findings revealed a positive relationship between proactiveness and the dimensions of sustainable competitive advantage. The study conclude that a significant relationship exists between proactiveness and sustainable competitive advantage of manufacturing firms in South- South, Rivers State. The study recommended that manufacturing firms should cultivate a proactiveness that is aligned with market trends and future opportunities. Proactive steps should be strategic and geared towards creating a unique position in the market, contributing to a sustainable differentiation advantage.*

Keywords: *Proactiveness, Sustainable Competitive Advantage, Differentiation Advantage, Organizational Responsiveness, Cost Leadership.*

Introduction

The Nigeria business domain in which the manufacturing firms operates has been characterized with an unprecedented dynamism. The competitiveness of the manufacturing firms lies not only in its capacity to create tangible products, but in its ability to adapt, evolve and thrive in an ever-evolving global marketplace. Sustainable competitive advantage (SCA) of firms help in driving the survival and performance of the organization and in achieving and sustaining the continuity of the organization (Jiang et al., 2018). Unlike transient competitive advantages, which can be imitated or eroded over time, SCA endures. It is an enduring edge that manufacturing firms get through their unique capabilities, resources, and culture. Sustainable competitive advantage (SCA) refers to the enterprise's ability to constantly have a competitive advantage over its competitors. SCA enables businesses to gain long-term benefits by developing products or services that competitors cannot duplicate or imitate. Resources and capabilities are the keys for organisations to achieve SCA from the standpoint of strategic management (Ge et al., 2018; Makhloufi et al., 2021).

Nowadays, many businesses prioritise profits and short-term returns on investment while ignoring their impacts on the environment, society, and long-term progress. A greater knowledge of corporate sustainability and long-term competitive advantages would enable the organisation to grow steadily. According to Goodland (1995), organisations that lack core

competencies and sustainability fail within five years of business operations, as the advancement of sustainability result in long-term competitive benefits and the growth of sustainability not only increases the firm's profitability, but also allows the corporation to accept responsibility for society and the environment.

The quest towards maintaining sustainable competitive advantage has become more paramount than ever. It is a clarion call for not just survival, but for thriving in an era defined by volatility, uncertainty, complexity, and ambiguity (VUCA). Utpal *et al* (2015) and Murni, (2017). researched on organizational competitiveness and review, reflection and directions and modelling firm. Christian (2016) and Nyauncho & Nyamweya, (2015). also carried out a research on competitiveness, but there is dearth of work on how proactiveness relate with sustainable competitive advantage in South-South region of Nigeria. This study will bridge this gap.

Statement of the Problems

In Nigeria, the manufacturing sector is a key driver of economic growth, contributing significantly to GDP, employment creation, and export earnings. However, the sector faces numerous challenges that hinder its growth and competitiveness in both domestic and global markets (Mugera, A2012; Muleta, 2021). Competitiveness is a critical target of organizations and many organizations has lost their competitiveness because their capability could not withstand the turbulence in the external environment. The problem of poor competitiveness of many manufacturing firms has led to dwindling growth of many of the firms, intensified unemployment, reduced the gross domestic product of the country, resulted in low profitability and high rate of firm's liquidation. Maintaining high level of innovativeness, taking calculated risk and been proactive in the business domain may help enhance the competitiveness of manufacturing firms. It is on this premise that this study examined the relationship between proactiveness and sustainable competitive advantage of manufacturing firms in South-South Nigeria.

Objectives of the Study

The specific objectives are to;

- i. Investigate the relationship between proactiveness and differentiation advantage in manufacturing firms in South-South, Nigeria.
- ii. Determine the relationship between proactiveness and organizational responsiveness of manufacturing firms in South-South, Nigeria.
- iii. Investigate the relationship between proactiveness and cost leadership of manufacturing firms in South-South, Nigeria.

Research Hypotheses

The following null hypotheses serve as a tentative answer to the research questions;

H₀₁: There is no significant relationship between proactiveness and differentiation advantage of manufacturing firms in South-South, Nigeria.

Ho₂: There is no significant relationship between proactiveness and organizational responsiveness of manufacturing firms in South-South, Nigeria.

Ho₃: There is no significant relationship between proactiveness and cost leadership of manufacturing firms in South-South, Nigeria.

Review of Literature

Proactiveness

According to Perera, et al., (2019), proactive behaviour includes looking for new opportunities that may or may not be related to the current line of business, launching new products and brands before the competition, and strategically closing down operations that are nearing the end of their useful life cycle. According to Poudel et al., (2019), proactive actions involve businesses responding and adapting more quickly than their rivals to external changes, such as the emergence of new technologies or the changes in economic conditions, and as a result, ensuring their competitive survival and edge. Proactivity is attained by anticipating and pursuing new opportunities and by participating in emerging markets, which has also become associated with entrepreneurship (Lumpkin & Dess, 2001).

Proactive is defined as taking actions to take advantage of unanticipated possibilities and subsequently introducing new goods and services before rivals (Rauch et al., 2009). Proactiveness, according to Penrose (1959), is crucial for entrepreneurial managers since it allows their businesses to grow strategically. Proactivity shows the company's efforts to seize and act rapidly on any foreseeable changing opportunities (Ibrahim & Abu, 2020). Being proactive means having the ability to seize opportunities, especially when they arise. It describes a company's tendency to launch new items faster than its competitors by foreseeing and seizing new chances and by getting involved in the developing market (Hussain et al., 2015).

In terms of seizing the best chance, influencing the environment and bringing about change, and acting in anticipation of future demand, proactivity is related to the first mover advantage (Al-Dhaafri et al. 2016). According to Okhomina (2010), being proactive refers to the processes used to anticipate and respond to future needs by looking for new opportunities, launching novel products and brands before the competition, and strategically closing down operations that were nearing the end of their useful lives or were in decline. Being proactive entails taking action now to address issues that could become problems in the future as well as spotting and seizing opportunities as they arise (Murad, 2014).

Sustainable Competitive Advantage

Sustainability is the ability of the business to steadily raise its revenue (Adams et al., 2010). With the help of strategy and management, sustainable businesses are able to maximise the market and potential for sustainable goods and services (Putra, et al., 2021). The notion of sustainability, according to Rosalinde and Woolthuis (2010), is connected to the effects on the economy, environment, and social as well as transparency to ensure that the market operates effectively. Competitive advantage is how a company maintains its position against rivals while continuing to make profits (Ngethe, 2010). Competitive advantage (CA) is the degree to which a business can establish a secure status over its rivals. It is made up of qualities that help a business stand out from competitors and is the outcome of difficult managerial choices (Kankaew et al., 2021). According to Hidayah, et al., (2021), a firm's competitive advantage is

a trait it possesses in a specific product or market, and this quality can help the company gain an advantage over rivals in that market. For an operation manager to effectively handle the problems with global production, competitive priorities are crucial and vital factors (Boyer & Lewis, 2002). According to Learning (2009), a company's resources and traits that enable it to outperform its rivals constitute its competitive advantage.

An organisation must have a competitive advantage in order for its successful strategy to remain unimitated by rivals and for the organisation to reap long-term rewards (Chang, 2011). An organisation gains a competitive advantage when it develops an attribute, or set of attributes, that sets it apart from its rivals. Organisations have discovered that they need to create unique strategies in order to stand out from the competition and get over the obstacles posed by the environment (Ikonya, 2008). The definition of "sustainable" according to Abideen, et al., (2018) is the preservation of resources for a longer period of time into the future.

Differentiation Advantage

Differentiation, according to Kotler and Keller (2012), is the process by which a company develops distinctive traits for its goods and services. When a company offers better services at the same cost as its rivals, it has a differentiation advantage. Because they indicate the firm's position in its industry as a leader in either superior services or cost (Ngethe, 2010), they are together known as positioning advantages. A differentiation strategy is one in which a company tries to stand out from rivals by providing superior goods or services (Gryphon, 2005). It is only constrained by the opportunities that now exist or could be developed in a given industry, as well as by the firms' willingness and capacity to think of innovative methods to seize those opportunities. By offering a framework of essential aims and means, differentiation strategies are internally coherent bundles of human practises. According to Zeng (2019), a corporation may achieve a long-lasting competitive edge by utilising a differentiation approach. Differentiation is a business strategy where companies seek to obtain a competitive edge by elevating the perceived value of their goods or services in comparison to that of goods or services offered by rival companies (Adimo, 2018). According to Allen & Helms (2006), differentiation advantage enables businesses to outperform rivals by fostering client loyalty through the provision of distinctive goods or services.

Organizational Responsiveness

Responsiveness has to do with choices made regarding internal design functions and the utilisation of outside expertise. Many of the crucial characteristics that characterise contentment and satisfying relationships are underpinned by responsiveness (Reis & Gable, 2015). Responsiveness is conceptually defined as the dissemination of knowledge and information to designers about the firm (objectives, priorities, rivals, design strategy, post evaluation measurement, and feedback). According to the literature, organisational responsiveness is the capacity of a company to respond to shifting market conditions (Zhou et al., 2019). According to Chao and Spillan (2010), organisational responsiveness is the capacity of an organisation to react quickly to any environmental changes that could have an impact on its operations. It describes how quickly a company responds to changes in the business environment in order to take advantage of available possibilities (Wei, et al., 2014).

Cost Leadership

Organisational success depends heavily on leadership (Burns, 2008). Efficiency is emphasised in this approach. The company aims to experience curve effects and scale efficiencies by producing large quantities of standardised items (Ngethe, 2010). According to Atikiya's (2017) and Onyango (2017) argument, cost leadership strategy fosters competitiveness by enabling businesses to forge distinctively defensible positions. As this necessitates a high degree of competitor orientation, cost leadership necessitates a strong focus on the supply side as opposed to the demand side of the market (Day & Wendley, 2015). Cost leadership is used by businesses with a wide target market. Cost leadership places special emphasis on businesses whose customers are price-sensitive due to their wide target market and numerous competitors (David, 2009). According to Hitt, et al., (2011), a cost leadership strategy is an integrated set of steps taken to create goods or services with qualities that customers will accept at the lowest cost, as compared to that of competitors

Dynamic Capability Theory

According to Teece et al., (2009), a corporation must be able to merge, enhance, and rethink its internal and external skills. In order to address some of the shortcomings of RBV theory, dynamic capacities (DC) theory was introduced (Galvin et al., 2014). Dynamic capability theory refers to a firm's capacity to respond to environmental complexity. The dynamic capability theory enables businesses to adapt quickly to changes, regardless of whether they are brought about by the environment or the business itself (Juurinen, 2023). According to the dynamic capability idea, it's crucial to maintain a firm's ability to gain a competitive edge even as markets change. Instead than coming from sources outside the company, a firm's ability to renew its skills internally determines how effective it is at gaining a competitive advantage (Eisenhardt & Martin, 2000). The dynamic capabilities theory is an extension of the resource-based theory that moves away from the idea that having valuable resources automatically creates added value and towards a more flexible way of thinking that emphasises the importance of how those resources are combined with non-financial factors (Gioacasi, 2015).

Empirical Review

Hidayah, et al., (2021) studied factors affecting quality toward sustainable competitive advantage. A quantitative approach was used in this study. The objective of this study is to objectively demonstrate if governance, intellectual capital, and environmental uncertainty have an impact on the improvement of private B-accredited universities' quality, which affects sustainable competitive advantage. A random sampling technique was used to choose the 136 private universities that made up the study's sample. For data analysis, structural equation modelling (SEM) is employed. These findings demonstrate how private institutions' quality and sustained competitive advantage are enhanced by sound governance, intellectual capital, and the capacity to foresee environmental uncertainty. The results of this study demonstrate empirically how governance, intellectual capital, and the capacity to foresee environmental uncertainty all have an impact on higher education quality, particularly at B-accredited private colleges.

Olufemi (2018) studied the adaptive capabilities as predictors of sustainable competitive advantage among selected Banks in Nigeria. In this research study, a survey research design was employed. Non-probabilistic sampling was used in this investigation. The population research consists of 410 managerial bank employees in total. The main tool used to gather data was the questionnaire. The Statistical Package for Social Sciences (SPSS 21.0) was used to analyse the data for this study using several analytical techniques. The findings demonstrated that the independent explanatory variable adaptive capacities had both a direct and indirect impact on the product innovation of Nigerian banks. The study also comes to the conclusion that these dynamic capability characteristics are crucial for banks in Nigeria to achieve a sustained competitive advantage.

Gloria and Emeka (2019) carried a research investigating the impact of task environment and organisational responsiveness in Nigerian Banks. With the primary goal of determining the responsiveness of the banks to environmental difficulties in Nigeria, the study studied the relationship between organisational responsiveness and environmental challenges. The survey research design was used by the researcher. Three Banks were carefully chosen from each of the three senatorial zones in Anambra state as part of the study's purposive sampling methodology. The study's population is made up of 150 bank employees. A structured questionnaire was modified for the survey study in order to gather data, which were then analysed using straightforward percentages and Pearson correlation analytical techniques. According to the findings, the key task environment forces that have an impact on banks are clients, rivals, and suppliers. The banks' responses to these forces include planning, forecasting, altering their domain, and lobbying. The study comes to the conclusion that Nigerian banks' ability to provide financial services is threatened by every aspect of the task environment

Methodology

This study employed a cross-sectional survey design, focusing on manufacturing firms in the South-South region of Nigeria. The target population included 611 employees of manufacturing firms within the six states of this region: Edo, Delta, Bayelsa, Rivers, Akwa Ibom, and Cross River. However, the accessible population for the study comprised 24 manufacturing companies. Using the Yamane (1968) formula, a sample size of 242 was determined. Data collection was carried out through a structured questionnaire that included both close-ended and multiple-choice questions. The predictor variable (proactiveness) was measured with 5 items (e.g. I often take the initiative to address potential issues before they become problems). The criterion variable (Sustainable Competitive Advantage) was operationalized with differentiation advantage, organizational responsiveness and cost leadership. 5 items were used in measuring differentiation advantage (e.g. The organization offers unique and distinct products/services that stand out in the market), 5 items were used in measuring organizational responsiveness (e.g. The organization promptly addresses customer inquiries, concerns, or feedback) and 5 items were used in measuring cost leadership (e.g. The organization effectively identifies and implements cost-saving measures in its operations). And the response to the research items was measured on a 4-point Likert scale which ranges from 1 – 4. Where 1 = Strongly disagree, 2 = Disagree 3 = Agree and 4 = Strongly agree. Partial Least Squares – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4.0, was used to examine the relationship between the proactivity and the measures of sustainable competitive advantage.

Result

Test of Hypotheses

The Partial Least Square – Structural Equation Modelling (PLS-SEM), with the aid of Smart PLS 4.0, was used in analysing the hypotheses.

Test of Hypotheses 1 – 3

Ho₁: There is no significant relationship between proactiveness and differentiation advantage of manufacturing firms in South-South, Nigeria.

Ho₂: There is no significant relationship between proactiveness and organizational responsiveness of manufacturing firms in South-South, Nigeria.

Ho₃: There is no significant relationship between proactiveness and cost leadership of manufacturing firms in South-South, Nigeria.



Figure 1: Hypotheses 1, 2 and 3

Source: SmartPLS 4.0 output on Research Data, 2024

The analysis in Figure 1 shows a significant relationship between Proactiveness and Differentiation Advantage, with a p-value of less than 0.05 ($0.000 < 0.05$). The path coefficient (β) is calculated as 0.786, indicating a strong positive relationship between Proactiveness and Differentiation Advantage. This suggests that as proactiveness increases, differentiation advantage also increases, indicating a positive impact of Proactiveness on differentiation advantage in the manufacturing firms in South-South, Nigeria. Therefore, the study concludes that there is a strong positive and significant association between proactiveness and differentiation advantage..

The analysis in Figure 1 also reveals a significant relationship between proactiveness and organizational responsiveness, with a p-value of less than 0.05 ($0.000 < 0.05$). The path coefficient (β) is calculated as 0.762, indicating a strong positive relationship between proactiveness and organizational responsiveness. This suggests that as proactiveness increases, organizational responsiveness also increases, indicating a positive impact of proactiveness on organizational responsiveness in the manufacturing firms in South-South, Nigeria. Therefore, the study concludes that there is a strong positive and significant association between proactiveness and organizational responsiveness.

The third analysis in Figure 1 demonstrates a significant relationship between Proactiveness and Cost Leadership, with a p-value of less than 0.05 ($0.000 < 0.05$). The path coefficient (β) is calculated as 0.886, indicating a strong positive relationship between Proactiveness and Cost Leadership. This suggests that as proactiveness increases, cost leadership also increases, indicating a positive impact of proactiveness on cost leadership in the manufacturing firms in South-South, Nigeria. Therefore, the study concludes that there is a strong positive and significant association between proactiveness and cost leadership.

Discussion of Finding

Proactiveness and Differentiation Advantage

The analysis examining the relationship between proactiveness and differentiation advantage in manufacturing firms in South-South, Nigeria yielded significant results, with a p-value of 0.000, indicating a substantial relationship ($p=0.000 < 0.05$). Consequently, the null hypothesis was rejected in favor of the alternative hypothesis. The path coefficient (β) recorded was 0.786 signifying a positive correlation between proactiveness and differentiation advantage. This positive correlation suggests that the presence of proactiveness leads to an increase in differentiation advantage within these manufacturing firms. Additionally, the coefficient of determination (R^2) was calculated as 0.618, indicating that nearly half (61.8%) of the variation in differentiation advantage can be accounted for by changes in proactiveness within manufacturing firms. Thus, the study confirms that proactiveness enhances differentiation advantage, aligning with the findings of Olufemi (2018) that proactiveness and adaptive capabilities relates with sustainable competitive advantage among selected Banks in Nigeria

Proactiveness and Organizational Responsiveness

The bivariate analysis examining the relationship between proactiveness and organizational responsiveness in manufacturing firms revealed a significant connection, as indicated by the p-value of 0.000, which was lower than the 0.05 significance level ($p\text{-value} = 0.000 < 0.05$). Consequently, the null hypothesis was rejected, affirming the significant association between proactiveness and organizational responsiveness. The analysis further unveiled a positive correlation between proactiveness and organizational responsiveness, denoted by the path coefficient (β) of 0.762. This suggests that an increase in proactiveness within manufacturing firms leads to a corresponding improvement in organizational responsiveness. The path coefficient of 0.762 signifies a substantial influence of proactiveness on organizational responsiveness. The coefficient of determination (R^2) was calculated as 0.581, indicating that 59.1% of the variation in Organizational responsiveness can be attributed to changes in proactiveness. This underscores the critical role of Proactiveness in enhancing Organizational responsiveness within manufacturing firms, aligning with the findings of

Proactiveness and Cost Leadership

The bivariate analysis examining the relationship between proactiveness and Cost leadership in manufacturing firms revealed a significant and substantial connection. The p-value of 0.000, lower than the 0.05 significance level ($p\text{-value} = 0.000 < 0.05$), led to the rejection of the null hypothesis, confirming the significant association between Proactiveness and cost leadership. The analysis further revealed a strong positive correlation between proactiveness and cost leadership, evidenced by the path coefficient (β) of 0.886. This implies that an

increase in Proactiveness within manufacturing firms results in a corresponding enhancement of cost leadership. The path coefficient of 0.886 underscores the considerable influence of proactiveness on cost leadership. The coefficient of determination (R^2) was calculated as 0.785, signifying that 78.5% of the variation in cost leadership can be attributed to changes in proactiveness. This highlights the pivotal role of proactiveness in fostering cost leadership within manufacturing firms, aligning with the perspective of Onyango (2017) that proactiveness relates with cost leadership, differentiation and focus strategies of firm competitiveness in Boc Kenya Limited.

Conclusions and Recommendations

This study explored the influence of proactiveness on the sustainable competitive advantage of manufacturing firms in the South-South region of Nigeria, focusing on three specific objectives. First, the investigation into the relationship between proactiveness and differentiation advantage revealed a positive correlation. Proactive manufacturing firms were found to be more likely to innovate and develop unique products or services, setting themselves apart from competitors and thus gaining a differentiation advantage. Second, the study examined the relationship between proactiveness and organizational responsiveness. The findings indicated that proactive firms exhibited higher levels of organizational responsiveness, enabling them to adapt swiftly to market changes, customer needs, and technological advancements. This adaptability is crucial for maintaining a competitive edge in a dynamic business environment. Third, the relationship between proactiveness and cost leadership was investigated. The results demonstrated that proactive firms were more effective in optimizing their operations, reducing costs, and improving efficiency. This capability to lead in cost management contributed significantly to their competitive advantage in the marketplace. In conclusion, proactiveness plays a critical role in enhancing the sustainable competitive advantage of manufacturing firms in terms of increased differentiation, responsiveness and cost leadership. Based on the outcomes, the following recommendations are made:

- i. Manufacturing firms should cultivate a proactiveness that is aligned with market trends and future opportunities. Proactive steps should be strategic and geared towards creating a unique position in the market, contributing to a sustainable differentiation advantage.
- ii. Manufacturing firms should develop a proactive organizational culture that anticipates changes in the business environment. This proactive stance should extend to organizational structures and processes, ensuring quick and adaptive responses to emerging challenges or opportunities.
- iii. Manufacturing firms should implement proactiveness in a way that supports cost leadership objectives. Proactively seeking cost-saving opportunities and process improvements can enhance the firm's ability to achieve and maintain a competitive cost position in the market.

References

- Abideen, S. O. Olusola, O. J. Olufunmilayo, O. A. & Bolatito, O. (2018). Entrepreneurship, innovation and sustained competitive advantage in the Nigeria manufacturing firms. *American Journal of Business, Economics and Management*, 6 (2), 16-28.
- Adams, M. Thornton, B. & Sepehri, M. (2010). The impact of the pursuit is sustainability on the financial performance of the firm. *Journal of Sustainability and Green Business*, 5(2), 1-14.
- Adimo, A. A. (2018). Relationship between product differentiation strategies and organizational performance in Sameer Africa Kenya Limited. *British Journal of Marketing Studies*, 6 (3), 60-72
- [Al-Dhaafri, H. S. Al-Swidi, A. K. & Yusoff, R. Z. B. \(2016\). The mediating role of total quality management between the entrepreneurial orientation and the organizational performance. *The TQM Journal*, 28\(1\): 89-111.](#)
- Allen, R. & Helms, M. (2006). Linking strategic practices and organizational performance to porter's generic strategies. *Business Process Management*, 12(4), 433-454
- Amonini, C. McColl-Kennedy, J. R. Soutar, G. N. & Sweeney, J. C. (2010). How professional service firms compete in the market: an exploratory study. *Journal of Marketing Management*, 26(1/2), 28-55.
- Atikiya, R. (2017). Effect of competitive strategies on the performance of manufacturing firms in Kenya. *Journal of Business and Management Studies*, 1(1), 1-13
- Boyer, K. K. & Lewis, M. W. (2002). Competitive priorities: Investigating the need for trade-offs in operations strategy, *Production and Operations Management*, 11 (1), 9–20.
- Burns, P. (2008). Corporate entrepreneurship – Building the entrepreneurial organization, New York, NY: Palgrave Macmillan
- Chang, C. H. (2011). The influence of corporate environmental ethics on competitive advantage: The mediation role of green innovation. *Journal of Business Ethics*, 104(3), 361-370.
- Chao, M. & Spillan, J. (2010). The journey from market orientation to firm performance: A comparative study of US and Taiwanese SMEs. *Manag. Res. Rev.*, 33, 472–483.
- Davis, J. L. (2019). “Entrepreneurial orientation and firm performance: The moderating role of managerial power,” *American Journal of Business*, 27 (1), 49-67.
- Day, G. & Wensley, R. (2015). Assessing advantage: A framework for diagnostic competitive superiority. *Journal of Marketing*, 52.

- Galvin, P. Rice, J. & Liao, T. S. (2014). Applying a Darwinian model to the dynamic capabilities view: Insights and issues. *Journal of Management & Organization*, 20(2), 250-263.
- Gioacasi, D. (2015). A theoretical approach to the transition from a resource based to a knowledge-economy. *CES Working Papers*, VII (3), 708-717
- Gloria, U. O. & Emeka, A. A. (2019). "Task environment and organisational responsiveness in Nigerian Banks" *International Journal of Trend in Scientific Research and Development (ijtsrd)*, -3 (4), 456-464, URL: <https://www.ijtsrd.com/papers/ijtsrd23833.pdf>
- Hidayah, N. Suharman, D. Suharman, H. & Paulus, S. (2021). Factors affecting quality toward sustainable competitive advantage. *Academy of Strategic Management Journal*, 20 (5), 1-11.
- Hitt, M. A. Ireland, R. D. & Hoskisson, R. E. (2011). Strategic management: Competitiveness and globalization (Concepts & Cases). South-Western Cengage Learning. Retrieved from <http://cws.cengage.co.uk/volberda/>
- Hussain, J. Wali R. & Ali, S. F. (2016) Market orientation and performance: The interaction effect of entrepreneurial orientation, *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, Johar Education Society, Pakistan (JESPK), Lahore, 10 (2), 388-403
- Ibrahim, A. U. & Abu, M. M. (2020). Influence of entrepreneurial orientation on firms performance: Evidence from small and medium enterprises in Nigeria. *International Journal of Economics and Financial Issues*, 10(2), 99-106. <https://doi.org/10.32479/ijefi.9126>
- Ikonya S. W. (2008) *Competitive advantage through logistics services*. A case of DHL customers, Unpublished MBA Project, University of Nairobi.
- Juurinen, E. (2023). Identifying the dimensions of dynamic capabilities and entrepreneurial orientation for success and failure in organizational adaptation to changing environments. 1-97
- Kankaew, Yapanto, Waramontri, R. Arief, S. Hamsir, H. Sastrawati, N. & Espinoza- Maguiña, M. (2021). Supply chain management and logistic presentation: Mediation effect of competitive advantage. *Uncertain Supply Chain Management*, 9(2), 255–264.
- Kotler, P. & Keller, K. (2012). *Marketing Management*; 14th ed., Prentice Hall: Upper Saddle River, NJ.
- Learning For the Sustainable Enterprise: How Investment in Learning Drives Long Term Competitive Advantage. (2009, April). *Workforce Management*, 88(5), S7. Retrieved May 17, 2009, from ABI/INFORM Global database
- Lumpkin, G. T. & Dess, G. G. (2001). "Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle", *Journal of Business Venturing*, 16 (5), 429-451.

- Mugera, A. W. (2012). Sustained competitive advantage in agribusiness: Applying the Resource-Based Theory to Human Resources. *International Food and Agribusiness Management Association (IFAMA)*, 15 (4), 27-48
- Murad, S. (2014). Influence of entrepreneurial orientation on leadership styles. *Journal of Management and Administrative Sciences*, 3, 1-12.
- Murni, T. (2017). "The effect of entrepreneurial orientation to low cost strategy, differentiation strategy, sustainable innovation and performance of Small and Medium ...," *Eur. J. Bus. Manag.*, 9 (20), 8–16, Available: <https://core.ac.uk/download/pdf/234627967.pdf>
- Ngethe, E. N. (2010). Factors determining sustainable competitive advantage for the institute of advanced technology Ltd. A management research project submitted in partial fulfilment for the requirements for the award of master of business administration, School Of Business, University Of Nairobi
- Nyauncho, N. M. & Nyamweya, N. I. (2015). Assessment of the effect of cost leadership strategy on the performance of Liquefied Petroleum Gas Companies in Eldoret town, Uasin Gishu County, Kenya. *International Journal of Business and Management Invention*, 4(4), 1-7.
- Okhomina, D. (2010). Entrepreneurial orientation and psychological traits: The moderating influence of supportive environment. *Journal of Behavioural Study of Business*, 2(1), 54-62.
- Olufemi, O. A. (2018). Adaptive capabilities as predictors of sustainable competitive advantage among selected banks in Nigeria. *International Journal of Operational Research in Management, Social Sciences & Education*, 4 (1), 53-62.
- Onyango, J. J. (2017). Influence of cost leadership, differentiation and focus strategies on firm competitiveness: The case of Boc Kenya Limited. A Research Project Proposal Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)
- Penrose, E. T. (1959). The theory of the growth of the firm. Oxford, England: Oxford University Press.
- Perera, D. N. Nag, D. & Venkateswarlu, P. (2019). A study on the relationship of entrepreneurial orientation and Business Performance in the SMEs of Kurunegala District in Sri Lanka. *Theor. Econ. Lett*, 9, 2324–2336
- Poudel, K. P. Robert, C. & dan Subhash, L. (2012). The process aspect of entrepreneurial orientation-performance relationship: Uncovering the mediating roles of technological capabilities, innovation, and firm growth. *Frontiers of entrepreneurship research*. <https://pdfs.semanticscholar.org/584d/1fb5728dbe1e39ea81e58e5a88cc66b12bbc.pdf>

- Putra, I. G. C. Wiagustini, N. L. P. Ramantha, I. W. & Sedana, I. B. P. (2021). Financial sustainability based on resource based view theory and knowledge based view theory. *Academy of Accounting and Financial Studies Journal*, 25 (2), 1-15
- Rauch, A. Wiklund, J. Lumpkin, G. & Frese, M. (2009). 'Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future', *Entrepreneurship Theory and Practice*, 33(3): 761-787.
- Reis, H. T. & Gable, S. L. (2015). Responsiveness. *Current Opinion in Psychology*, 6, 43-55.
- Rosalinde, J. A. & Woolthuis, K. (2010). Sustainable entrepreneurship in the Dutch construction industry. *Sustainability*, 2, 505–523
- Teece, D. J. Pisano, G. & Shuen, A. (2009). Dynamic capabilities and strategic management. *Knowledge and Strategy*, 18(7), 77–116. <https://doi.org/10.1093/0199248540.003.0013>
- Wei, Y. S. Samiee, S. & Lee, R. P. (2014). The influence of organic organizational cultures, market responsiveness, and product strategy on firm performance in an emerging market. *Journal of the Academy of Marketing Science*, 42(1), 49-70
- Zeng, S. (2019). Research on competitive strategy—Case of DDL Construction Company. *American Journal of Industrial and Business Management*, 9, 743-763. <https://doi.org/10.4236/ajibm.2019.93049> %20Annual%20Report.pdf
- Zhou, J. Mavondo, F. T. & Sauders, S. G. (2019). The relationship between marketing agility and financial performance under different levels of market turbulence. *Industrial Marketing Management*, 83, 31-41. <https://doi.org/10.1016/j.indmarman.2018.11.008>