



Entrepreneurial Mindset and Organizational Effectiveness of Manufacturing Firms in Port Harcourt

Echendu Promise Nkem¹ & B. Chima Onuoha²

Doctoral Student, Department of Management, University of Port Harcourt,

Professor of Management, Department of Management, University of Port Harcourt

Abstract: The aim of this study is to examine the upshot of entrepreneurial mindset and organizational effectiveness of manufacturing firms in Port Harcourt. The study adopted a cross sectional survey design to implore responses from respondents which comprised of eight (8) manufacturing in Port Harcourt, Nigeria. Using convenient sampling technique 88 respondents were finally used for data analysis in respect to their instrument. Descriptive statistics and Spearman's Rank Correlation were used for data analysis and hypotheses testing. Empirical findings revealed that there is a positive effect of creativity (idea generation) on team competency, there is significance outcome of innovativeness on team competency. It was concluded that creativity and innovativeness within firms propelled the accomplishment of set goals and objectives upon which high flyers and critical employees are discovered. There are few recommendations related to the research. One of these recommendations is that firms should consider employees with entrepreneurial mindset as a principal means of achieving their firm strategic goals, create an enabling workspace for employees to thrive, because sustained form of corporate entrepreneurship tend to have culture and system in supportive of innovation, creativity and building succession plans, as these logically place a firm more competitively.

Keynote: Entrepreneurial Mindset, Organizational Effectiveness, Efficiency, Manufacturing

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Introduction

Effectiveness has become more prominent over the years and often get a lot of attention both in business and management research do to its importance acknowledgement by business environment. The widespread consideration paid to effectiveness is an indicator to its sparkling success within the business management research domain. Organizational effectiveness is the idea of how effective an organization is realizing the outcomes the organization anticipates to achieve (Mitchell, 2013). According to Henry (2011), organizational effectiveness became more protruding and switched to being a concept from the status to a construct. Richard (2000), argued that organizational effectiveness captures organizational performance plus the myriad of internal performance outcomes normally connected with more efficient operations and other external measures that transmit to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers). This concept is related to issues such as the ability of an organization to access and absorb resources and consequently achieve its aims (Federman, 2006).

As Gigliotti (cited in Ashraf & Kadir, 2012) said, a unit which is individually ineffective in terms of cooperation with the rest of the organization is doomed to failure. This emphasize the pertinent of organizational effectiveness and how essential it is for organizations. Hence, all components of organization must work closely together and collaboratively for effective outcome. Cameron (cited in Ashraf & Kadir, 2012) pointed out that organizational effectiveness is the skill of the organization at having access to the crucial resources. Meanwhile, McCann (2004) postulated that it as the criterion of the organization's fruitful fulfilment of their purposes through core strategies. Henceforth, organizational effectiveness is a must for the continuity of any firm so as to encounter its needs and the attention of stakeholders. Smith (2019) posited that benefits of an effective organization can include enhanced employee engagement and performance, better management, decreased costs, improved customer engagement and value, more efficient use of technology, better organizational outcomes. Also Smith proposed that for organizations to continually maximize this gains and effectiveness they have to improve their organizational culture, improve the employee experience, increase business process efficiency, get better tools and technology. This study espoused team competence. Team competence is a collection of related knowledge, attitudes and skills that touch major fragment of work that associates with effectiveness on the job, that can be measured against well-accepted standards and that can be enhanced through training and development. Team competence is significant among employees in order to be a top performer in their job as well as to accomplish organizational effectiveness and competitive advantage. Meanwhile organization must ensure their employees are satisfy, as employee satisfaction is the lexicon used to explain whether employees are joyful, contented and satisfying their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work environment that's leads to employee competency. To effectively operate, organizations need satisfied employees because when employees are satisfied (satisfied employee are happy employee) which tends to connote a significant outcome in the organization, it can lead to commitment, conscientiousness and trustworthiness, which in turn relate to their job performance,

organizational effectiveness and also spur them to be a critical or top performer in the organization.

On the other hand, entrepreneurship is at the midpoint of high and stable economic development that establishes as well sustain affluence, with different challenges facing business environment, organization needs employee with entrepreneurial mindset. Consciously, it is noted that any economy that is proficient of accelerating and driving its entrepreneurial activities to perform well are more likely to experience predetermined effective and economic growth unlike those economies whose comparable activities are decreasing or are static. In this intricate, increasingly dynamic and competitive today's business environment, how manufacturing firms makes or become profitable and stay prosperous is certainly not by following the unorthodox ways of doing things, but now requires more entrepreneurial prospect in their behaviors (Mcgrath & Macmillan, 2000). Covin and Slevin (2006) in their study, stated that several pioneers of organization have gone out of business as a result of their inability to adapt to complex business environmental changes and uncertainties. In relation to this notion, Zahra and Covin (1995) argued that in a dynamic environment, organizations need to act entrepreneurially so as to be successful in the midst of the challenges in business environment. In a similar assertion, signs of threats and competitions are common structures of a complex and dynamic environment, where only the entrepreneurial firms survive. Covin and Slevin (2006) therefore recommends that organization must be more entrepreneurial minded to flourish in business environment.

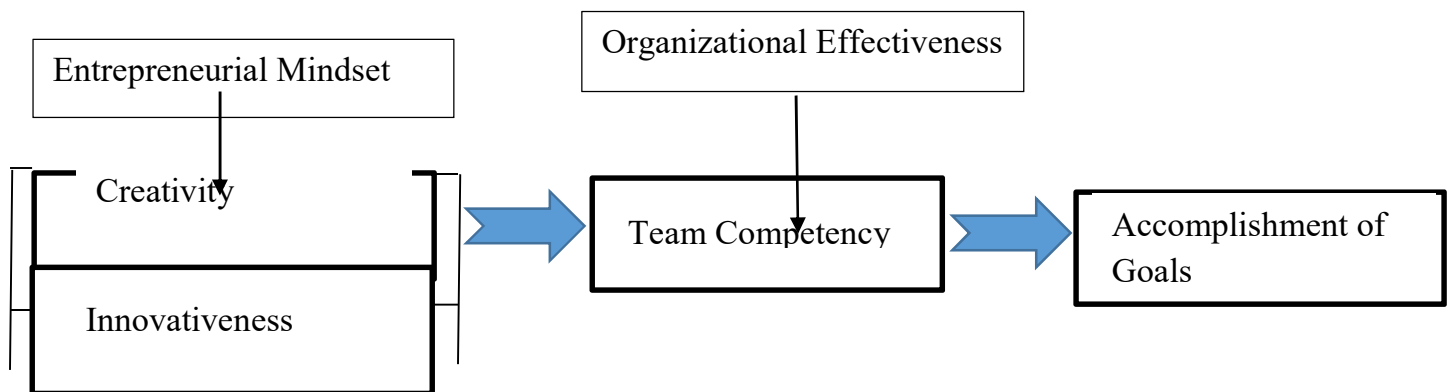
Previous studies revealed that entrepreneurial mindset have positive and significant impact on organizational effectiveness (Zahra, 2011). Man, Lau and Chan (2002) opined that organizations where, entrepreneurial behaviors are high, such organization will achieve effective, efficient and progress irrespective of the business environment in which they function. According to Kuratko (2009) entrepreneurial mindset re-counts to a set of behavioral traits, values, perception, attitude, a form of thinking about business opportunity that is connected to the pursuing of opportunities in the market. While Shane and Venkataraman (2000) connote that entrepreneurial mindset provides organizations with competitive advantage in an existing or new market because it enable them to always discover, create, and exploit opportunities regularly, well ahead of their competitors.

This study will adopt creativity (idea generation) and innovativeness dimension for convenience. Creativity is the pursuit to unlock the entrepreneurial potential of persons in organizations, since new ideas and approaches are key ways on encouraging an entrepreneurial mindset and culture. According to Dhliwayo and Vuuren (2007) entrepreneurial mindset is about creativity, innovation and taking opportunities that primes to organizational wealth creation and success and that this type of mindset allows entrepreneurs to make genuine decisions when faced with uncertainties. Jacobs (1998) connote that organizational creativity is approximately more than a collection of creative individuals (Sundgren & Styhre, 2007). Thus, the mere occurrence of creative individuals in an organization does not necessarily guarantee organizational creativity, since it is the result of the whole gamut of organizational factors.

Meanwhile, innovativeness is described as the propensity by which entrepreneur innovate their business and the new entry of goods and services, being innovative at workplace, new

source of knowledge and new methods of production that discard the old products and services, as well create something completely new which enable them to perform and develop in their current or future occupational role. It comprises easing the acquisition by way of contributors and teams of skills and abilities through proficiency, finding out latest model and programmes provided by means of the group, guidance and self-directed. According to Lumpkin and Dess (2004) innovativeness involves a process of introducing unique change to either products or services adjudged by consumers as having added value, thereby giving the organization competitive advantage Rauch, Wiklund, Lumpkin, and Frese, (2009) maintained that innovativeness involves pursuit of novelties or a creative behavior that seeks to find new solutions to challenges confronting organization and an attempt to change the existing status quo of a given area of an organization. With creativity and innovativeness employees become future oriented underlying distinctive as a personality characteristic that inclines individuals to cognitively becomes entrepreneurially minded then get involve in the future. This opinion is in line with Shipp et al., definition of future temporal focus as the attention individuals devote to thinking about the future (Shipp et al., 2009).

This study tends to examine the correlation between entrepreneurial mindset and organizational effectiveness of manufacturing firms in Port Harcourt.



Source: Lumpkin and Dess, (1996), Bizmanualz (2021).

Literature review

Theoretical and Conceptual review

It is crucial that in an academic study of this nature, an effort for in-depth appreciation of the construct under discourse is indispensable. Shane and Venkataraman (2000) viewed entrepreneurial mindset as employee that provides organizations with competitive advantage in a present or new market space because it enable them to always realize, create, and exploit opportunities regularly, well ahead of their competitors amidst intricate in business environment. In a similar assertion Boulton, Hoy and Carland (1984) explain that an entrepreneur is an individual who establishes a new venture and manages it with the goal to be profitable and to be successful. This study in order to accomplish its objective, anchor its stimulus from the theory of psychological entrepreneurial theory of competency. The research put up the discourse in context with the circumstance that, the custody of a set of entrepreneurial characteristics by an individual such as creativeness, proactive-ness, openness to experience and competencies leads to sustainable competitive advantage and accomplishment. Scholars have argued that since is the most important determinant for the successes or failures of firms is individuals with entrepreneurial mindset (Man, Lau and Chan 2002). It reflected entrepreneurs as individuals with exceptional personality traits, value system, attitudinal, managerial abilities, technical competencies and needs which distinguished the entrepreneur from the non-entrepreneur. They argued that personality traits as a theory of entrepreneurship is examined from the individual level of organization which is centered conspicuously on the entrepreneurial behaviors.

To associate entrepreneurial mindset individuals to the firm, this study draws on social learning theory developed by Albert Bandura (1977). Previous study on manufacturing firm's transformation has successfully employed social learning theory. This theory is of the opinion that an organization which lacks the capabilities for acquiring and utilizing existing knowledge as well as sourcing fresh insights, is likely to face extinction in the competitive economy, Buchanan (2000) (as cited in Ahiauzu & Asawo, 2016). Subsequently, the learning organization creates a lucid vision about the future, through a comprehensible action plan of steady transformation, moves toward the envisioned dream, thereby becoming super productive. In this regard entrepreneurial mindset is considered as a principal means of achieving the strategic renewal of the firm. According to Coulter (2003), posit that entrepreneurship is the process where an individual uses effort to pursue auspicious opportunity to create value through uniqueness and the dimensions of entrepreneurial orientation. This explanation associates entrepreneurial orientation to effectiveness. It can be added that entrepreneurship also consists of the effective application of the dimensions of entrepreneurial mindset during the creation of a new venture and during continuous development and progress phases of a venture already in existence. From the above discourse, it is very clear that there is a direct association between entrepreneurial mindset and organizational effectiveness.

According to Morris et al., (2008) entrepreneurially oriented firms establish a clear and meaningful core values and ensure they are shared within the organization. Entrepreneurial firms are steered by their vision. Firms successful at a sustained form of corporate entrepreneurship tend to have cultures and systems supportive of innovation (Covin and Miles, 1999). An entrepreneurial firm empowers its employees and gives them freedom to

decide and act by devolving decision making authority (Morris et al., 2008, Wang, 2008). The widespread consideration paid to entrepreneurial mindset is an indicator to its sparkling success within the business management research domain. With its extensive acknowledgment and importance across various research fields, a meaningful level of entrepreneurship cannot be sustained over time unless entrepreneurship is reflected in the core values of a firm (Morris et al., 2008; Zahra et al., 1999).

However, according to Ireland et al., (2009) he stated that entrepreneurship can be used to improve competitive advantage and to reposition the firm in the market. For organizations to realize more output and growth, they need to instill entrepreneurship in their business environment. Entrepreneurial activities help organizations to develop new businesses that create revenue streams and these activities also enhance the organizations success by promoting product and process innovation (Zahra et al., 1999). While Amabile (1996), a psychological researcher also highlights that true creativity comes not from the kind of area in which one is active but whether one can conceive something that is both new and appropriate. In this way, an entrepreneurial mindset is a philosophy by which individuals engage in a creative acts regardless of the type of work they are involved in.

Innovativeness is a significant factor that incites competency, productivity, innovative capabilities and competitiveness. This outlook point is deep-rooted in policy discussions about knowledge and learning (Lorenz & Lundvall 2006). Increased entrepreneurial mindset at the industrial level and firm level especially in manufacturing sector, naturally positions the country more competitively in relation to other countries production line. However to accomplish development and competitive advantage, firms have recently devoted considerable resources towards improving and repositioning competence, as well learning. As self-initiated employee behavior that aims at improving the firm's strategic position. Innovativeness involves a process of introducing unique changes to either products or services adjudged by consumers as having added value, thereby giving the organization competitive advantage (Lumpkin and Dess, 2004). In a similar note Rauch, Wiklund, Lumpkin, and Frese, (2009) maintained that innovativeness involves pursuit of novelties or a creative behavior that seeks to find new solutions to challenges confronting organization and an attempt to change the existing status quo of a given area of an organization and they affirms that creativity is the starting point of innovation and a means to exhibit the entrepreneurial behaviors of managers in the organizations. However, creativity and innovativeness underlines a future oriented employee and it's a personality characteristic that predisposes employees to cognitively engage in the future of workplace. A general attention to the future is required in order to be able to consider a particular future time span in business environment. This will enable organizations categorized their employee competencies differently and evaluated independently as well as display it consistently while they are assessed, maintained and tends to continually improve.

Definitions of entrepreneurial mindset (EM)

Author	Definition
McGrath & MacMillian (2000, p. 15)	Capability to sense, act, and mobilize under uncertain conditions.
Ireland, Hitt, & Sirmon (2001, p. 968)	Way of thinking about business that emphasizes on and captures benefits of uncertainty, growth-oriented perspective through which individuals promote flexibility, creativity, continuous innovation, and renewal.
Haynie & Shepherd (2007, p. 9)	Ability to adapt thinking process to a changing context and task demands.
Dhliwayo & Van Vuuren (2007, p. 124)	Way of thinking and acting about business.
Shepherd, Patzelt, & Haynie (2010, p. 62)	Ability and willingness to rapidly sense, act, and mobilize in response to a judgmental decision under uncertainty about a possible opportunity for gain.
Baron (2014, p. 55)	Think, reason, make decisions, plan and set goals in relatively unique way.
Davis, Hall, & Mayer (2016, p. 2)	Constellation of motives, skills, and thought processes that distinguish entrepreneurs from non-entrepreneurs.
McMullen & Kier (2016, p. 664)	Ability to identify and exploit opportunities without regard to the resources currently under their control”, only working when entrepreneurs experience promotion as a focal point

Source: *adopted from Naumann, (2017)*

Entrepreneurship

The word entrepreneur originally originated from the French verb “entreprendre”, that means to undertake an idea, to seek for an opportunity and to accomplish an individual’s needs by starting a business and being innovative (Kuratko & Hodgetts, 2004). Joubert (2007) summaries entrepreneurship as a well-known explanation for self-employment and the capability to start a business. In a similar view Boulton, Hoy and Carland (1984) explicate an entrepreneur as an individual who creates a new venture and manages it with the goal to be profitable and to be successful. Spinelli and Adams (2012) further define entrepreneurship as a way of thinking, reasoning and acting that is opportunity obsessed, holistic in approach and leadership balanced. However, Rauch et al., (2009) postulate that the impact of entrepreneurship on organizational effectiveness may contrast as a function of cultural norms in various organization. This elucidation associates entrepreneurial

orientation to effectiveness. It can be added that entrepreneurship also entails the effective application of the dimensions of entrepreneurial mindset during the creation of a novel venture and during continuous development and advance phases of a venture already in actuality. Shelton and Darling (2001) describe an entrepreneur as a person who is a developer and an innovator and who identifies opportunities and converts them into workable ideas to add value.

Entrepreneur Mindset and Organizational Effectiveness

According to Antoncic and Hisrich (2003) entrepreneurial mindset individuals are mentally process and inclination toward capturing opportunity by being creative and innovative in time of unfavorable and turbulent times. Man, Lau and Chan (2002) posit that it is an opinion and readiness of individual or organization to quickly discover, take action when the need arises both in conducive and turbulent situations with the intension to exploit business opportunities. Entrepreneurial mindset is about the distinctive mental ability of an entrepreneur and the skills to quickly exploit opportunities in either new market or existing market that facilitate creations of new products and markets (Czinkora, Ketabe & Mercer, 1997).

Earlier studies have theorized that the occurrence of entrepreneurial mindset in an organization will be positively associated with organizational effectiveness, increased productivity and growth (Zahra & Covin 1995; Lumpkin & Dess 1996; Wiklund, 1999; Venter et al., 2008; Ireland et al., 2009; Kreiser & Davis 2010). These authors have proven that the high level of entrepreneurial mindset within an organization leads to high levels of performance and organizational effectiveness. Most of these studies had emphasized key elements which needed to be entrenched in entrepreneurial organizations in order for them to be categorized as entrepreneur.

The study by Agca et al., (2009) has established that intrapreneurship events have a positive and significant impact on increased productivity in terms of innovation and effectiveness. According to Wang (2008) entrepreneurial mindset is a key ingredient for a firm success. Entrepreneurial mindset tends to be associated with higher growth and this mindset is a result of innovation, creativity, risk taking and pro-activeness (Moreno & Casillas 2008).

Methodology

The study is a cross-sectional research design including analysis of primary data obtained from manufacturing firms in Rivers State, Nigeria. The population was eight (8) manufacturing firms. Since the subject to be examined is at the level of organization and essentially tactical in context, the scope is macro which means that top level employees with entrepreneurial mindset only made up the population. In this illustration, the population was drawn from eleven (11) executives of each of the eight (8) manufacturing firms totaling one hundred and twenty (120) of them. However, 88 respondents were conveniently selected for the research purpose. The study was quantitative in nature. Closed-ended questionnaire as the foremost instrument for the data collection were sent simultaneously through mail and

electronic media platform to these respondents. The human resource departments of these manufacturing firms sent an introductory letter affirming the study's title, purpose and requesting the intended respondents' contact information. In the same manner, it guarantees them of strict discretion of any information provided. After frequent visits, elaboration and feedback, the contact information of these envisioned respondents was given. Constraint witnessed at this point was the unenthusiastic nature of these respondents and biasness as a result of their differences and diversity. However, appropriate responses were obtained after reassuring them of privacy. The value of Cronbach's alpha was used for reliability of instrument. The primary data obtained through the use of a questionnaire was analyzed using descriptive as well as inferential statistics. Descriptive for demographic data while bivariate for hypotheses.

Results

A total of 120 questionnaires were dispersed to the respondents. Only 88 were accordingly filled and returned, representing a 73% response rate. All responses were measured on a 5-level assessment ratings, ranging from strongly disagree to strongly agree. The demographic profile of respondents is shown in Table 1 above. The age bracket of respondents' analysis revealed that 39 of the respondents representing 43.8%, were within the age bracket of 36-40 (highest). At the same time, 36 of the respondents representing 40.4% were within the age bracket of 31-35 years (close range). At the same time, 15 of the respondents representing 13.3% were within the age bracket of 25-30 years (lowest). Age signifies eligibility, and it is a shared reason that mature individuals possess the more cognitive volume. The current status of the respondent's analysis revealed that 11 of the respondents, representing 10.3%, were HRM/HR Partner. 9 of them, representing 8.4% were Head of Production/Deputy and Head of R&D/Deputy, 5 of them, representing 5.6%, were Director of finance/Deputy. The table below further explicate demographic of the respondents.

Table 1 Demographic Profile of Respondents

Variables	Classification	Frequency	Percentage%
Age	25-30	36	40.4
	31-35	34	31.8
	36-40	39	43.8
	41 and above	11	10.3
Respondents Experience	Below 5 years	12	11.2
	6-10 years	43	40.2
	11 and above	52	48.6
Status of Respondents	Director of Finance/Deputy	31	29.0
	HRM/HR Partner	42	39.0
	Head of Production/Deputy	9	8.4
	Head of R&D/Deputy	9	8.4
	Head of Marketing/Deputy	7	6.5

Source: SPSS output (2023)

Bivariate Data Analyses (Inferential Statistics)

This section, explains upshots of the tested hypotheses using the Spearman's Rank Correlation Coefficient at 99% confidence level which was recognized as a measure for the probability for either accepting the null hypotheses or rejecting the null hypotheses. According to Irving (2005) r value that is less than 0.20 ($r < 0.20$) is the benchmark for accepting the null hypotheses, while r value that is greater than or equal to 0.20 ($r \geq 0.20$) is the index for rejecting the null hypotheses.

Consequence of Creativity on Team Competency

		Creativity	Team Competency
	Spearman's Rank Correlation	1	.899**
Creativity	Sig. (2-tailed)		.000
	N	88	88
	Spearman's Rank Correlation	.899**	1
Team Competency	Sig. (2-tailed)	.000	
	N	88	88

Source: SPSS output (2023)

As obviously specified in the correlation results between creativity and team competency. The results show a positive and significant correlation between the variables. The correlation statistic ($r = .899$, $p < 0.001$) signify that creativity can explain 89.9% of differences in team competency. This is an indication of a positive relationship between the variables. In term of strength of the relationship, the result show that creativity with ($r = 0.899$) is extremely associated to team competency. Hence the alternative hypothesis is accepted. Meaning creativity can result to resourceful team competency in manufacturing firms.

Upshot of Innovativeness on Team Competency

		Innovativeness	Team Competency
	Spearman's Rank Correlation	1	.799**
Innovativeness	Sig. (2-tailed)		.000
	N	88	88
	Spearman's Rank Correlation	.799**	1
Team Competency	Sig. (2-tailed)	.000	
	N	88	88

Source: SPSS output (2023)

As detailed in the relationship results between Innovativeness and team competency. The results demonstrate a positive and significant correlation between the variables. The correlation statistic ($r = .0.799$, $p < 0.001$) signifies that innovativeness can elucidate 79.7% of alterations in team competency. This is an indication of a strong relationship between the variables. In terms of concentration of the relationship, the result shows that innovativeness with ($r = 0.777$) is exceedingly related to team competency. Henceforth the alternative hypothesis is accepted. Meaning innovativeness can result to great team competency in manufacturing firms in Rivers State.

Discussion

This study was conducted to examine the outcome of entrepreneurial mindset on organizational effectiveness. The general results specified that entrepreneurial mindset has a significant and positive effect on organizational effectiveness using manufacturing firms in Port Harcourt.

According to the finding of the test of hypothesis, there is significant correlation between creativity as deputation of entrepreneurial mindset and team competency been measure of organizational effectiveness. This is as the result recorded $r = .0.899$, $p < 0.001$. Signifying that creativity can explicate 89.9% variation in improved team competency. Hence, hypothesis 1 as stated was not supported. This finding tally with those of Tuori and Vilén, (2011) in new models of organizational creativity such as Mumford's model (2000) which focused on creativity enhancement and considers its multiple interventions that takes into account multiple environmental levels, individual, group, organization and strategy with capabilities to enhance the ability of organizations to attain desired level that is essential to achieving profitability. The factor distinguishing creativity (Idea generation), competence as the ability that allows a firm to achieve advanced efficiency, excellence, effectiveness and growth; thereby attaining a competitive advantage over rival firms. Amabile et al. (2004), asserts that leaders who interact daily with subordinates may direct at those subordinates, influence their daily perceptions, feelings, effectiveness and performance, ultimately influencing the overall creativity of the work that they do. They further note that these tangible gesture allow management to focus on development of distinctive team competencies resulting in improved organizational effectiveness.

The finding of the test of hypothesis 2 specified that, there is significant correlation between innovativeness as proxy of entrepreneurial mindset and team competency. This is as the result recorded $r = .0.799$, $p < 0.001$. Signifying that application of entrepreneurial mindset can illustrate 79.7% variation in team competency. Thus, hypothesis 2 as stated was not supported. This finding supported those of Lumpkin and Dess (2004) who examined innovativeness involvement as the process of introducing unique change to either products or services adjudged by consumers as having added value, thereby giving the organization competitive advantage. Result of the study revealed a significant direct relationship between innovativeness and team competency. This means that significant relationship was observed in both composite and dimensional analyses of entrepreneurial mindset. Wang (2008) added that entrepreneurial and innovative characteristics are connected with improved organizational performance in today's business environment, where product and business

model life-cycles are shortened. Effective firms were characterized to hold on to employees with entrepreneurial mindset at all times. Those with high levels of entrepreneurial mindset also possessed high levels of performance which underlines organizational effectiveness and associated to their employees.

Managerial Implication

This study will allow management of manufacturing firms and other related field, take cognizant and prioritize employee with entrepreneurial mindset in their organization since they are high flyer. This will allow the attainment of creativity (idea generation), innovation, calculated risk taking, discover potentials, sustainable goals, minimization of costs, produce quality, thereby accomplishing sets goal and objectives of firms. This will similarly build good work ethics and incorporate better succession planning. This study will also enable employees build a mindset in carrying out effectiveness when performing their task upon which will reflect on firm's performance that will lead to growth and organizational effectiveness. This is in advocacy of the opinion that entrepreneurial mindset will lead to positive organizational effectiveness and thus create that space of competitive advantage for the firms.

Conclusion

This study was carried out to validate the influence of entrepreneurial mindset on the effectiveness of manufacturing firms to ascertain their performance rates. A sample size of 88 was used for this objective. The upshots of the analyses revealed that entrepreneurial mindset influence organizational effectiveness of manufacturing firm(s), thereby predicting the level of performance firm(s) are willing to accomplish. Creativity (Idea generation) as representation of entrepreneurial mindset correlates with enhanced team competency used to measure organizational effectiveness. Innovativeness as deputation of entrepreneurial mindset equally correlates with improved team competency used to measure organizational effectiveness. In regards to this outcomes, it was further concluded that of creativity (idea generation) and innovativeness within firms boost the accomplishment of set goals and objectives of firms. There are a few recommendations related to the research. In view, recommendation is that firms should consider employees with entrepreneurial mindset as a principal means of achieving their firm strategies, create an enabling workspace for them to thrive, perhaps leads to growth and achievement of organization goals, as well the development and progress in terms of entrepreneurial orientation. Also firms will be successful at a sustained form of corporate entrepreneurship since they tend to have cultures and systems in supportive of innovation, creativity and building succession plans, these logically place a firm more competitively in relative to other firm's production conundrum to compare the outcomes obtained from other firms.

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