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## **Entrepreneurial Dynamism and Performance of Hotels in Port Harcourt**

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### **Abstract**

This study investigates the relationship between entrepreneurial dynamism and hotel performance in Port Harcourt using a quantitative research design and survey technique. The target population comprises hotels in Rivers State, from which 10 hotels were selected through non-probability sampling. A convenience sampling technique was used to draw 116 respondents from these hotels using Cochran's Formula's formula. Descriptive statistics analyzed questionnaire distribution and respondent demographics, while Pearson's correlation determined the strength and direction of variable relationships. The findings indicate a significant positive relationship between innovation and Sales Growth, with a Pearson correlation coefficient of 0.991 ( $p < 0.01$ ), explaining 98% of Sales Growth variance. Similarly, adaptability showed a strong positive correlation with Sales Growth ( $r = 0.886$ ,  $p < 0.01$ ), accounting for 78% of Sales Growth influence. Competitive aggressiveness also exhibited a significant positive relationship with Sales Growth ( $r = 0.784$ ,  $p < 0.01$ ), contributing to 61% of the Sales Growth variance. Resource mobilization had a robust positive correlation with Sales Growth ( $r = 0.942$ ,  $p < 0.01$ ), explaining 89% of the variance.

### **Keywords:**

Entrepreneur, Adaptability, Innovation, Competitive Aggressiveness, Sales Growth.

### **1. Introduction**

In today's competitive hospitality industry, the performance of hotels is crucially linked to their Sales Growth. Sales Growth not only reflects a hotel's ability to attract and retain customers but also serves as a benchmark for its overall competitiveness and success. In Rivers State, Nigeria, hotels face unique challenges that require dynamic and entrepreneurial strategies to navigate. Entrepreneurial dynamics encompass several key capabilities, including innovation, resource mobilization, competitive aggressiveness, and adaptability. Innovation enables hotels to develop unique offerings and improve service quality, thereby attracting a larger customer base and increasing Sales Growth. Resource mobilization is critical for optimizing the use of available assets, ensuring that hotels can sustain and scale their operations efficiently. Competitive aggressiveness involves proactive strategies to outperform rivals, capturing a greater portion of

the market. Adaptability allows hotels to swiftly respond to market changes and customer preferences, maintaining relevance and competitiveness.

The hotel industry in Rivers State faces a significant challenge which is maintaining and increasing Sales Growth in a highly competitive environment. Sales Growth is a critical indicator of hotel performance, reflecting the ability to attract and retain customers in a crowded market. Despite various efforts, many hotels struggle to differentiate themselves and capture a substantial portion of the market. This problem manifests in reduced occupancy rates, lower revenue, and diminished brand reputation, all of which threaten the long-term viability of hotels in the region. The symptoms of this problem are evident in the form of declining customer loyalty, inadequate service innovation, and inefficiencies in resource utilization. Hotels that fail to adopt entrepreneurial strategies often lag behind more agile competitors, leading to a loss of Sales Growth. The criticality of this issue cannot be overstated, as Sales Growth directly impacts financial stability and growth prospects. Addressing this problem requires a shift towards an entrepreneurial mindset, where dynamic capabilities such as innovation, resource mobilization, competitive aggressiveness, and adaptability are actively pursued.

Despite the recognized importance of entrepreneurial dynamics in enhancing hotel performance, there is a paucity of empirical research examining their specific impact on Sales Growth in the context of Rivers State. Existing literature often focuses on general operational improvements or customer satisfaction, with limited attention to Sales Growth as a core performance metric. This gap highlights the need for targeted studies that explore how dynamic capabilities can be leveraged to improve Sales Growth in the hospitality sector. This research aims to bridge this gap by providing empirical evidence on the relationship between entrepreneurial mindset and hotel Sales Growth. The takeoff point for this study is the application of the dynamic capabilities theory to identify and analyze the entrepreneurial strategies that can enhance Sales Growth. By focusing on innovation, resource mobilization, competitive aggressiveness, and adaptability, this research will contribute to a deeper understanding of how hotels in Rivers State can achieve and sustain competitive advantage through entrepreneurial dynamism.

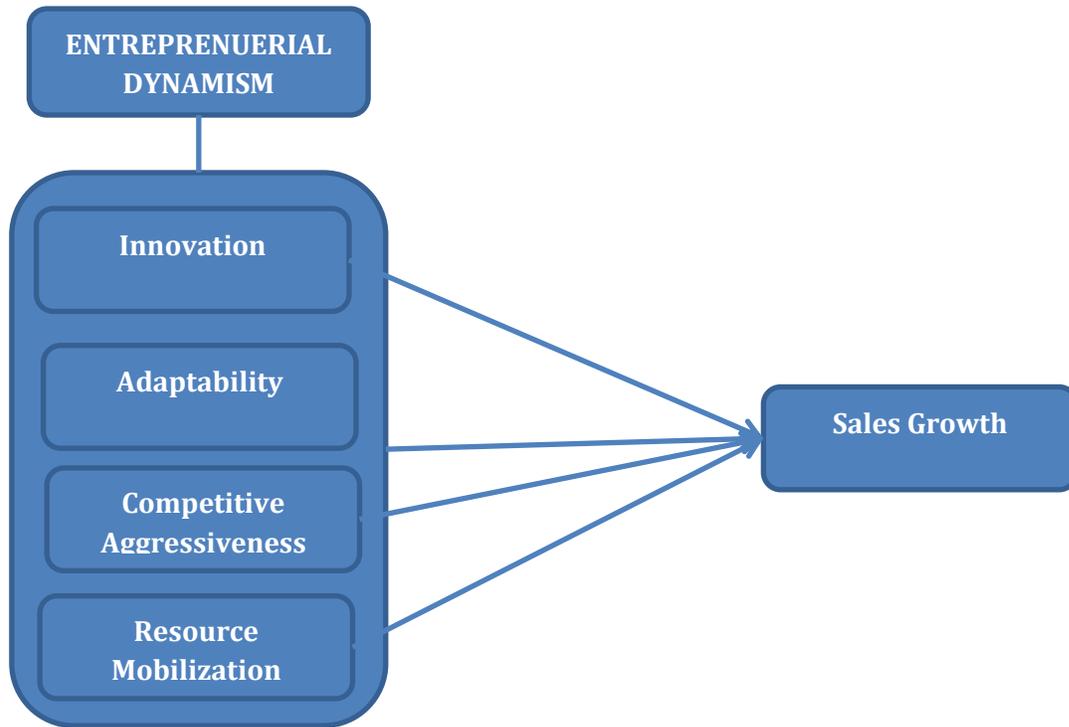
## **2. Theoretical/Literature Review**

### **Dynamic Capabilities Theory**

Dynamic capabilities theory, introduced by Teece, Pisano, and Shuen (1997), posits that a firm's ability to achieve competitive advantage lies in its capacity to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. This theory extends the resource-based view (RBV) by emphasizing the importance of not just possessing valuable resources, but also the firm's ability to dynamically adapt these resources to meet new challenges and opportunities. Dynamic capabilities encompass three main activities: sensing opportunities and threats, seizing opportunities, and maintaining competitiveness through reconfiguration (Teece, 2007). The theory highlights the strategic role of management in adapting, integrating, and reconfiguring organizational skills, resources, and functional competencies to match the requirements of a volatile environment.

The application of dynamic capabilities theory to a study on entrepreneurial dynamism and hotel performance is particularly appropriate due to the highly competitive and rapidly evolving nature of the hotel industry. Hotels must constantly innovate and adapt to changing market conditions, customer preferences, and technological advancements to maintain their competitive edge. By leveraging dynamic capabilities, hotels can enhance their

entrepreneurial dynamism—characterized by innovation, adaptability, competitive aggressiveness, and resource mobilization—thereby improving their overall performance. Research by Eisenhardt and Martin (2000) supports this view, indicating that firms with strong dynamic capabilities are better positioned to sustain competitive advantages and achieve superior performance in turbulent environments.



EDHP MODEL displaying the possible link between variables

Source: Researcher’s conceptualization

**Entrepreneurial dynamism**

Entrepreneurial dynamism is a critical factor influencing the performance and sustainability of businesses across various sectors. This concept encompasses the ability of firms to adapt to changing market conditions, innovate continually, and mobilize resources effectively. The dynamic capabilities theory, which emphasizes the importance of sensing opportunities, seizing them, and transforming the organization to address changing environments, underpins the significance of entrepreneurial dynamism. It posits that firms with strong dynamic capabilities are better positioned to achieve competitive advantage and sustain superior performance (Teece, 2007). In the context of Quick Service Restaurants (QSRs), entrepreneurial dynamism can drive significant improvements in customer satisfaction and retention by fostering a culture of innovation and responsiveness to market trends (Eisenhardt & Martin, 2000).

## **Innovation**

Innovation, a core component of entrepreneurial dynamism, involves the introduction of new products, services, or processes that enhance customer value and operational efficiency. QSRs that prioritize innovation can differentiate themselves from competitors, thereby attracting and retaining a loyal customer base. Additionally, resource mobilization, another facet of entrepreneurial dynamism, refers to the strategic acquisition and allocation of resources to support innovative initiatives. Effective resource mobilization enables QSRs to implement new ideas swiftly and scale their operations to meet increasing demand. Competitive aggressiveness, characterized by proactive and bold actions to outperform rivals, further amplifies the impact of entrepreneurial dynamism on Sales Growth and profitability (Lumpkin & Dess, 2001).

## **Adaptability**

Adaptability, the ability to modify strategies and operations in response to external changes, is also integral to entrepreneurial dynamism. In the fast-paced QSR industry, where customer preferences and market conditions can shift rapidly, adaptability ensures that firms remain relevant and competitive. By continuously monitoring the market and adjusting their offerings accordingly, QSRs can enhance their resilience and maintain a strong market position. Empirical studies have demonstrated that firms exhibiting high levels of entrepreneurial dynamism, characterized by innovation, resource mobilization, competitive aggressiveness, and adaptability, tend to achieve superior performance outcomes (Zahra & George, 2002). Therefore, fostering entrepreneurial dynamism within QSRs is crucial for sustaining growth and achieving long-term success in the competitive landscape.

## **Competitive Aggressiveness**

Competitive aggressiveness is a crucial dimension of entrepreneurial orientation that significantly impacts organizational performance. It involves a firm's proactive and intense efforts to outperform its competitors by setting ambitious market goals and aggressively pursuing them. This dimension is characterized by a firm's willingness to challenge its rivals head-on, often through bold and risky initiatives that seek to secure a competitive advantage. Competitive aggressiveness is essential for businesses operating in dynamic and highly competitive environments, where staying passive can lead to obsolescence and loss of Sales Growth. According to Lumpkin and Dess (1996), firms exhibiting high levels of competitive aggressiveness are more likely to engage in direct competition and be willing to take bold actions to outperform their rivals. This can include price wars, aggressive marketing strategies, and rapid product innovations aimed at disrupting the market and capturing a larger Sales Growth.

Research indicates that competitive aggressiveness can drive significant improvements in organizational performance. For instance, a study by Kreiser, Marino, and Weaver (2002) found that competitive aggressiveness positively influences sales growth and Sales Growth in various industries. Additionally, firms that exhibit competitive aggressiveness are more adept at responding to market changes and competitive pressures, thereby enhancing their resilience and long-term viability (Hughes & Morgan, 2007). By adopting aggressive competitive strategies, firms can create barriers for their competitors, increase customer loyalty, and improve overall market positioning. However, it is essential for firms to balance aggressive tactics with sustainable practices to avoid potential pitfalls such as market saturation and excessive resource depletion. Overall, competitive aggressiveness is a pivotal strategy for firms aiming to achieve superior performance and sustain their competitive edge in the marketplace.

## Resource Mobilization

Resource mobilization, a fundamental concept in entrepreneurship, involves the strategic acquisition, allocation, and utilization of resources to achieve business objectives and enhance competitiveness. This process is crucial for organizations, especially in dynamic and competitive environments like the Quick Service Restaurant (QSR) industry. Resource mobilization encompasses various dimensions, including financial, human, social, and physical resources. Effective mobilization enables businesses to exploit opportunities, drive innovation, and respond to market changes with agility. As noted by Barney (1991), firms that can effectively acquire and deploy resources possess a significant competitive advantage, as these resources are often valuable, rare, and difficult to imitate. In the context of QSRs, resource mobilization can involve securing funding for expansion, attracting skilled employees, leveraging social networks for market insights, and optimizing supply chains to ensure timely delivery of ingredients and products.

Empirical studies have highlighted the impact of resource mobilization on organizational performance and competitiveness. For instance, Teece, Pisano, and Shuen (1997) emphasize that dynamic capabilities, which include resource mobilization, are essential for firms to adapt, integrate, and reconfigure internal and external competences in rapidly changing environments. This capability is particularly vital for QSRs in Port Harcourt, Nigeria, where market conditions can be volatile and customer preferences rapidly evolving. By effectively mobilizing resources, QSRs can improve operational efficiency, enhance customer satisfaction, and achieve sustained growth. For example, a study by Lee, Lee, and Pennings (2001) found that firms with strong resource mobilization strategies were better positioned to innovate and respond to competitive pressures, thereby increasing their Sales Growth and overall performance. Thus, resource mobilization not only supports immediate operational needs but also fosters long-term strategic advantages in the competitive landscape of the QSR industry.

## Hotel Performance

Hotel performance is a multifaceted concept encompassing various dimensions that collectively determine a hotel's success in the competitive hospitality industry. Definitions of hotel performance often include both financial and non-financial metrics. Financial performance typically involves measures such as revenue per available room (RevPAR), average daily rate (ADR), and occupancy rates. However, a growing body of literature emphasizes the importance of non-financial performance metrics, which include customer satisfaction, service quality, employee satisfaction, and brand loyalty (Amoako-Gyampah & Boye, 2019). These non-financial metrics are crucial as they provide a more holistic view of a hotel's overall health and sustainability. For instance, customer satisfaction is closely linked to repeat business and word-of-mouth referrals, both of which are vital for long-term success (Radojevic, Stanasic, & Stanic, 2015). Similarly, high levels of employee satisfaction can lead to better service delivery and higher guest satisfaction, creating a positive feedback loop that enhances the hotel's reputation and market position (Dhar, 2015).

The importance of hotel performance cannot be overstated, particularly in the highly competitive and dynamic hospitality sector. Effective performance management enables hotels to identify areas of strength and opportunities for improvement, ensuring they can adapt to changing market conditions and customer preferences. Additionally, a strong performance in both financial and non-financial areas can significantly enhance a hotel's competitive edge. For example, superior service quality and high customer satisfaction levels can differentiate a hotel from its competitors,

fostering customer loyalty and potentially commanding higher room rates (Kandampully & Suhartanto, 2000). Furthermore, robust performance metrics provide valuable data that can inform strategic decisions, such as pricing strategies, marketing campaigns, and investment in new facilities or services. This strategic use of performance data helps hotels to optimize their operations, improve profitability, and sustain long-term growth (Phillips, Barnes, & Zigan, 2016). Therefore, understanding and effectively managing hotel performance is essential for achieving sustainable success in the hospitality industry.

## **Sales Growth**

Sales growth is a critical metric for assessing the financial health and success of businesses in the hospitality industry. Defined as the increase in sales over a specified period, it reflects the business's ability to attract and retain customers, adapt to market changes, and innovate its service offerings. In the context of the hospitality industry, sales growth can be influenced by various factors such as customer satisfaction, service quality, marketing strategies, and competitive positioning. According to Kotler et al. (2017), sustained sales growth in the hospitality sector often indicates a strong market presence and effective management practices that align with customer needs and preferences.

The hospitality industry is characterized by its dynamic and competitive nature, where businesses must continuously evolve to meet changing customer expectations and market conditions. Studies have shown that factors such as service quality, customer loyalty programs, and effective online marketing can significantly impact sales growth in this sector (Jones et al., 2018). For instance, improved service quality leads to higher customer satisfaction, which in turn fosters repeat business and positive word-of-mouth, both of which are crucial for sales growth. Furthermore, the adoption of digital marketing strategies, including social media engagement and personalized email campaigns, has been found to enhance brand visibility and attract new customers, thereby contributing to sales growth (Kim & Kim, 2020).

Empirical research supports the notion that innovative practices and strategic investments are vital for driving sales growth in the hospitality industry. A study by Chen and Peng (2019) revealed that hotels that invest in technology, such as customer relationship management (CRM) systems and mobile applications, experience higher sales growth due to improved customer interactions and streamlined operations. Additionally, leveraging big data analytics allows hospitality businesses to gain insights into customer behavior and preferences, enabling them to tailor their services and marketing efforts more effectively. Consequently, these strategic initiatives not only enhance customer experiences but also drive sales growth by meeting and exceeding customer expectations (Law et al., 2020).

## **Empirical Review: The relationship between entrepreneurial dynamism and hotel performance**

### **Innovation and Sales Growth**

A study by Hult, Hurley, and Knight (2004) examined innovativeness: Its antecedents and impact on business performance" focused on the service industry in Europe. This research adopted a mixed-methods approach, combining both qualitative and quantitative data collection techniques. The sample consisted of 300 service firms selected through purposive sampling. Using structural equation modeling for analysis, the study found that entrepreneurial innovation positively impacts sales growth. The authors concluded that innovative firms in the service industry could better

differentiate their offerings, enhance customer satisfaction, and ultimately achieve higher sales growth compared to their less innovative counterparts

In the hospitality sector, a notable study by Ottenbacher (2007) evaluated innovation management in the hospitality industry: Different strategies for achieving success. investigated the effect of innovation on sales growth among hotels in Germany. The study employed a case study research design, with data gathered through semi-structured interviews and surveys from a sample of 150 hotels, selected using convenience sampling. Data were analyzed using thematic analysis and correlation analysis. The findings revealed a strong positive correlation between entrepreneurial innovation and sales growth, suggesting that hotels that implemented innovative practices such as unique service offerings and advanced technology integration saw significant improvements in their sales performance (Ottenbacher, 2007).

Based on these empirical reviews, the following null hypothesis can be proposed for the hotel industry in Rivers State:

H<sub>01</sub>: There is no significant relationship between entrepreneurial innovation and sales growth in hotels located in Rivers State, Nigeria.

### **Adaptability and Sales Growth**

In a study conducted by Lumpkin and Dess (2001), on linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle," the authors examined small and medium-sized enterprises (SMEs) in the manufacturing industry in the United States. Using a quantitative research design, the study employed a random sampling method to select 500 SMEs. Data were collected through structured questionnaires and analyzed using regression analysis. The findings revealed that entrepreneurial adaptability significantly contributes to sales growth, particularly in dynamic and competitive environments

Another relevant study by Gibb and Scott (2007), on strategic awareness, personal commitment and entrepreneurial adaptability: Evidence from UK SMEs," focused on SMEs in the service industry in the United Kingdom. This study utilized a mixed-methods research design, combining both quantitative and qualitative approaches. A purposive sampling technique was used to select 200 SMEs. The quantitative data were analyzed using correlation analysis, while qualitative data were subjected to thematic analysis. The study found that SMEs with higher levels of entrepreneurial adaptability experienced greater sales growth, primarily due to their ability to respond swiftly to market changes and customer demands .

In a more recent study by Evers et al. (2012) which examined the role of entrepreneurial adaptability in small business success: Evidence from the Irish Retail Sector," the authors investigated the retail industry in Ireland. Employing a cross-sectional research design, the study used stratified random sampling to select 300 retail businesses. Data were collected via surveys and analyzed using structural equation modeling. The findings indicated a positive relationship between entrepreneurial adaptability and sales growth, suggesting that adaptable entrepreneurs are better equipped to identify and exploit new market opportunities, thereby driving sales growth (Evers et al., 2012).

Based on these empirical reviews, a null hypothesis can be formulated for the hotel industry in Rivers State as follows:

H<sub>02</sub>: There is no significant relationship between entrepreneurial adaptability and sales growth in the hotel industry in Rivers State.

### **Competitive Aggressiveness and Sales Growth**

A relevant study is by Kreiser et al. (2010) in their work "Aggressiveness and entrepreneurial orientation: The moderating impact of organizational culture" focused on the service industry in Europe. The researchers used a cross-sectional survey design with a sample of 150 service firms, employing convenience sampling. The data were analyzed using structural equation modeling (SEM), revealing that competitive aggressiveness positively affects sales growth, especially in firms with an organizational culture that supports risk-taking and proactivity. The findings suggest that service firms that aggressively pursue market opportunities and challenge competitors can significantly enhance their sales performance.

Further, a study by Moreno and Casillas (2008) on entrepreneurial orientation and growth of SMEs: A causal model" examined small and medium-sized enterprises (SMEs) in Spain. The researchers utilized a longitudinal research design, collecting data from 200 SMEs over five years through random sampling. Using path analysis, the study demonstrated a positive causal relationship between competitive aggressiveness and sales growth. The results indicated that SMEs that engaged in competitive actions, such as aggressive pricing and marketing strategies, experienced higher sales growth rates compared to less aggressive firms. This study underscored the importance of competitive aggressiveness in driving the growth and success of SMEs in the Spanish market

Based on the review of these empirical studies, a null hypothesis can be formulated for the hotel industry in Rivers State:

H<sub>03</sub>: There is no significant relationship between entrepreneurial competitive aggressiveness and sales growth in hotels in Rivers State.

### **Resource Mobilization and Sales Growth**

A study by Ahmad and Naimat (2015) examined the role of entrepreneurial finance prudence on Sales growth in SMEs" focused on small and medium enterprises (SMEs) in Jordan. Using a quantitative research design, the authors employed a stratified random sampling method to select 200 SMEs. Data were collected through structured questionnaires and analyzed using multiple regression analysis. The study found a significant positive relationship between entrepreneurial resource mobilization and sales growth, highlighting that SMEs with efficient resource mobilization strategies experienced higher sales growth compared to those that did not prioritize such strategies.

In another study by Li, Zhang, and Wang (2018), on entrepreneurial resource planning, mobilization and firm performance in the manufacturing sector," the researchers explored the manufacturing industry in China. The study adopted a mixed-methods research design, combining quantitative surveys and qualitative interviews. A total of 300 manufacturing firms were selected using a purposive sampling method. The data were analyzed using structural equation modeling (SEM) to test the hypothesized relationships. The findings indicated that entrepreneurial resource mobilization significantly enhances sales growth and overall firm performance. The study emphasized the importance of strategic resource allocation and management in driving business growth in the manufacturing sector.

A more recent study by Muthoni and Karanja (2021), on impact of entrepreneurial resource mobilization on sales growth in the hospitality industry in Kenya," examined the hospitality industry in Nairobi. The researchers used a quantitative research design and collected data from 150 hotels using convenience sampling. Descriptive and inferential statistics, including Pearson's correlation and regression analysis, were employed to analyze the data. The results demonstrated a strong positive correlation between resource mobilization and sales growth. The study concluded that hotels that effectively mobilize their resources, such as human capital, financial assets, and technological tools, are more likely to experience substantial sales growth.

Based on these empirical reviews, a null hypothesis can be stated for the hotel industry in Rivers State:

$H_{04}$ : There is no significant relationship between entrepreneurial resource mobilization and sales growth in hotels in Rivers State, Nigeria.

## **Methodology**

The present study adopts a quantitative research design utilizing a survey technique to measure the relationship between entrepreneurial dynamism and hotel performance in Port Harcourt. This approach allows for the collection and analysis of numerical data to identify patterns, correlations, and potential causal relationships between the variables of interest. The quantitative design is particularly suited for this study as it enables the measurement of entrepreneurial dynamism's impact on hotel performance using statistical tools.

The target population for this study comprises hotels located in Rivers State, Nigeria. To select a representative sample, a non-probability sampling method was employed. Specifically, 10 hotels were chosen using this technique, ensuring that the selection process was manageable and practical given the constraints of time and resources. From these 10 selected hotels, a total of 270 respondents were drawn using a convenience sampling technique. This approach facilitated the easy and quick selection of respondents who were readily available and willing to participate in the study. To refine the sample size, Cochran's Formula was applied, resulting in a sample size of 161 respondents. This formula helps in determining the optimal sample size needed to achieve reliable and valid results.

To ensure proportional representation of respondents from each hotel, Bowley's formula was used to distribute the sample size of 161 among the 10 hotels. This method ensured that the sample was proportionately allocated based on the size of each hotel's staff or guest population, thus enhancing the representativeness of the sample.

Data collection involved both primary and secondary sources. Primary data were gathered through the administration of structured questionnaires on a four point likert scale to the respondents. These questionnaires were designed to capture detailed information on various aspects of entrepreneurial dynamism and hotel performance. Secondary data were sourced from relevant academic journals, industry reports, and other publications to provide contextual background and support for the primary data findings. Descriptive statistics were employed to analyze the distribution of questionnaires and the demographic characteristics of the respondents. This included measures of central tendency (mean, median, mode) and measures of dispersion

(range, variance, standard deviation) to summarize and describe the basic features of the data collected.

To determine the strength and direction of relationships between variables, correlation analysis using Pearson’s correlation coefficient was conducted. Pearson's correlation coefficient ranges from +1 to -1, with +1 indicating a strong positive relationship, -1 indicating a strong inverse relationship, and 0 indicating a weak or no relationship. This statistical tool was used to assess the degree to which changes in entrepreneurial dynamism are associated with changes in hotel performance.

Ethical considerations were meticulously observed throughout the study. Informed consent was obtained from all participants, ensuring that they were fully aware of the purpose of the study and their rights as respondents. Confidentiality of the respondents' information was strictly maintained, and the data collected were used solely for research purposes.

In summary, this study employs a robust quantitative research design with well-defined sampling and data collection methods. By leveraging descriptive and correlation analysis, it aims to uncover significant relationships between entrepreneurial dynamism and hotel performance, providing valuable contributions to the literature on hospitality management in Port Harcourt, Nigeria..

**Analysis and Discussion of Findings**

**Table 1:Correlations between Innovation and Sales Growth**

		<b>Innovation</b>	<b>Sales Growth</b>
<b>Innovation</b>	Pearson Correlation	1	.991**
	Sig. (2-tailed)		.000
	N	116	116
<b>Sales Growth</b>	Pearson Correlation	.991**	1
	Sig. (2-tailed)	.000	
	N	116	116

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Since the p-value or “r” calculated (0.000) is less than the level of significance or “r” tabulated (0.05), we accept the null hypothesis and accept the alternative thereby concluding that there is a significant relationship between innovation and Sales Growth in hotel industry in Port Harcourt. Furthermore, the result showed a strong positive and significant relationship between the two constructs with an r value of 991 which translate to an r square value of 98. This implies that 98% of Sales Growth can be traced to the innovativeness of hotels. This finding collaborates the finding of Hult, Hurley, and Knight (2014) which found that entrepreneurial innovation positively impacts sales growth. The authors concluded that innovative firms in the service industry could

better differentiate their offerings, enhance customer satisfaction, and ultimately achieve higher sales growth compared to their less innovative counterparts

**Table 2 Correlations between Adaptability and Sales Growth**

		Adaptability	Sales Growth
<b>Adaptability</b>	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.001
	N	116	116
<b>Sales Growth</b>	Pearson Correlation	.886*	1
	Sig. (2-tailed)	.001	
	N	116	116

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Since the p-value or “r” calculated (0.000) is less than the level of significance or “r” tabulated (0.05), we accept the null hypothesis and accept the alternative thereby concluding that there is a significant relationship between adaptability and Sales Growth in hotel industry in Port Harcourt. Furthermore, the result showed a strong positive and significant relationship between the two constructs with r value of 886. the implies that with an r2 value derived from the r value, 78% of Sales Growth can be driven by the adaptability of hotels to meet their customers needs. This is in line with the finding of Lumpkin and Dess (2011) The findings revealed that entrepreneurial adaptability significantly contributes to sales growth, particularly in dynamic and competitive environments.

**Table 3. Correlations between Competitive Aggressiveness and Sales Growth**

		Competitive Aggressiveness	Sales Growth
<b>Competitive Aggressiveness</b>	Pearson Correlation	1	.784**
	Sig. (2-tailed)		.000
	N	116	116
<b>Sales Growth</b>	Pearson Correlation	.784**	1
	Sig. (2-tailed)	.000	
	N	116	116

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Since the p-value or “r” calculated (0.000) is less than the level of significance or “r” tabulated (0.05), we accept the null hypothesis and accept the alternative thereby concluding that there is a significant relationship between competitive aggressiveness and Sales Growth in hotel industry in Port Harcourt. Furthermore, the result showed a strong positive and significant relationship between the two constructs with r value of 784 of which if squared gives us 61% influence of competitive aggressiveness on Sales Growth. This revelation is in line with the revelation of Kreiser et al. (2010). The findings suggest that service firms that aggressively pursue market opportunities and challenge competitors can significantly enhance their sales performance.

**Table 4. Correlations between Resource Mobilization and Sales Growth**

		Resource Mobilization	Sales Growth
<b>Resource Mobilization</b>	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	116	116
<b>Sales Growth</b>	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	116	116

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Since the p-value or “r” calculated (0.000) is less than the level of significance or “r” tabulated (0.05), we accept the null hypothesis and accept the alternative thereby concluding that there is a

significant relationship between resource mobilization and Sales Growth in hotel industry in Port Harcourt. Furthermore, the result showed a strong positive and significant relationship between the two constructs. This implies that with a  $r$  value of .942 which translates to a  $r^2$  value .887 which results to 89% means that Sales Growth can be influenced by resource mobilization at that level. This supports the earlier findings of Ahmad and Naimat (2015). The study found a significant positive relationship between entrepreneurial resource mobilization and sales growth, highlighting that SMEs with efficient resource mobilization strategies experienced higher sales growth compared to those that did not prioritize such strategies.

## Conclusion

The analysis reveals significant relationships between entrepreneurial dynamics—innovation, adaptability, competitive aggressiveness, and resource mobilization—and Sales Growth in the hotel industry in Port Harcourt. Specifically, innovation exhibited the strongest correlation ( $r = .991$ ,  $r^2 = 98\%$ ), indicating its critical role in driving Sales Growth. Adaptability ( $r = .886$ ,  $r^2 = 78\%$ ), competitive aggressiveness ( $r = .784$ ,  $r^2 = 61\%$ ), and resource mobilization ( $r = .942$ ,  $r^2 = 89\%$ ) also showed strong positive correlations with Sales Growth. These findings align with existing literature, affirming the importance of these dynamics in enhancing Sales Growth and overall performance in competitive and dynamic environments.

## Recommendations

**Encourage Innovation:** Hotels should prioritize innovative strategies, products, and services to enhance Sales Growth. This could include adopting new technologies, creative marketing approaches, and continuous improvement processes.

**Enhance Adaptability:** Developing mechanisms to quickly respond to market changes and customer needs is essential. Hotels should invest in market research and customer feedback systems to stay agile and responsive.

**Promote Competitive Aggressiveness:** Hotels should adopt proactive and aggressive competitive strategies, such as market penetration pricing, strategic partnerships, and aggressive marketing campaigns, to capture and retain Sales Growth.

**Improve Resource Mobilization:** Effective utilization and mobilization of resources—financial, human, and material—should be a priority. Hotels should optimize resource allocation to ensure maximum efficiency and effectiveness in operations.

## Study Implications

**Theoretical Implications:** The study extends the dynamic capabilities theory by empirically validating the significant impact of entrepreneurial dynamics on Sales Growth in the hotel industry. This underscores the relevance of these capabilities in sustaining competitive advantage in a rapidly changing environment.

**Managerial Implications:** Hotel managers can leverage these findings to formulate strategies that emphasize innovation, adaptability, competitive aggressiveness, and efficient resource mobilization. By focusing on these areas, managers can enhance their hotel's Sales Growth and overall performance.

**Policy Implications:** Policymakers and industry regulators can use these insights to develop policies and support programs that encourage innovation and entrepreneurial activities within the hotel industry. This could involve providing incentives for innovation, facilitating access to resources, and promoting competitive practices.

By integrating these recommendations and understanding the study implications, hotels in Port Harcourt and similar environments can improve their Sales Growth and achieve sustained growth and competitiveness.

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