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## **ENTREPRENEURIAL CAPABILITIES AND COMPETITIVENESS OF QUICK SERVICE RESTAURANTS (QSRs) IN PORT HARCOURT**

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### **Abstract**

This study adopts a cross-sectional research design to explore the relationships between entrepreneurial capabilities and the competitiveness of Quick Service Restaurants (QSRs) in Port Harcourt. The population under study consists of 123 customers from QSRs in Port Harcourt. The sample size was determined using the Freund and William formula, which is appropriate for an unknown population size with a 5% significance level. The proportionate allocation method by Bowley (1984) was employed to ensure a representative sample distribution, and data were analyzed using Pearson's product-moment correlation via SPSS version 23.0. The results demonstrated significant correlations between entrepreneurial proactiveness and both customer satisfaction ( $r = .279, p < .001$ ) and customer retention ( $r = .293, p < .001$ ). Similarly, opportunity recognition showed significant positive relationships with customer satisfaction ( $r = .256, p < .001$ ) and customer retention ( $r = .287, p < .001$ ). Moreover, customer-mindedness was also significantly correlated with customer satisfaction ( $r = .281, p < .001$ ) and customer retention ( $r = .292, p < .001$ ). These findings underscore that proactive and customer-focused entrepreneurial strategies significantly enhance customer satisfaction and retention in QSRs.

### **Keywords:**

Entrepreneurial Capabilities, Pro-activeness, Opportunity Recognition, Customer Mindedness, Competitiveness.

### **Introduction**

Quick Service Restaurants (QSRs) in Port Harcourt, a bustling city in Nigeria, are a vital part of the urban food service landscape. These establishments, which include global franchises and local brands, cater to the fast-paced lifestyle of the city's residents and visitors. The QSR industry in Port Harcourt has grown significantly over the years, driven by increasing urbanization, a growing middle class, and a demand for convenient dining options. These restaurants typically

offer a variety of quick, affordable meals, ranging from local delicacies to international cuisines, thus appealing to a broad customer base.

The operational dynamics of QSRs in Port Harcourt involve high efficiency, rapid service, and standardized menus to ensure quick turnaround times and consistent quality. However, these restaurants face several challenges, including intense competition, fluctuating customer preferences, and the need for constant innovation. To remain competitive, QSRs must not only maintain high standards of food quality and service but also continually enhance their customer engagement strategies. Technological advancements, such as online ordering and delivery services, have become integral to their operations, offering customers greater convenience and expanding the market reach of these restaurants. Competitiveness is closely related to productivity which determines the success of the increase in the standard of living of business actors. The competitive advantages of commercial organizations are fading and increasingly harder to preserve in a world where everything is unpredictable and there is more competition. Despite the growth and modernization, QSRs in Port Harcourt struggle with key measures of competitiveness, particularly customer satisfaction and customer retention. High customer turnover rates and fluctuating satisfaction levels are common issues that these establishments face. Ensuring consistent quality, managing customer expectations, and creating a loyal customer base are ongoing challenges. Studies have shown that customer satisfaction is closely linked to repeat patronage, while customer retention is critical for long-term profitability and sustainability (Ladhari, 2009; Mittal & Kamakura, 2001).

Addressing these problems requires the adoption of entrepreneurial capabilities. A company's strategic stance toward engaging in entrepreneurial tasks and behaviors is known as its entrepreneurial capabilities (Lumpkin et al., 2011). Entrepreneurial capabilities is thought to be a key indicator of organizational resource and creativity (Kollmann, 2012). Considering that it embodies the company's belief that environmental factors have an impact on how well a business performs, entrepreneurial capability is a crucial strategic resource. Therefore, a company with an entrepreneurial attitude can adapt to environmental disturbances by seeking out new opportunities and providing innovative solutions that set the company apart from its rivals in the market (Al-Hakimi & Borade, 2020). Capabilities as pro-activeness, opportunity recognition, and customer-mindedness key strength of an entrepreneur. Pro-activeness involves anticipating customer needs and trends, allowing QSRs to stay ahead of the competition by innovating their offerings and improving service quality. Opportunity recognition entails identifying and exploiting new market opportunities, such as introducing healthier menu options or expanding into underserved areas. Customer-mindedness focuses on creating a customer-centric culture, where feedback is valued and customer satisfaction is a top priority. These capabilities can significantly enhance the competitiveness of QSRs by improving customer satisfaction and retention rates (Morris et al., 2011).

The research gap lies in the limited empirical studies that explore the impact of entrepreneurial capabilities on the competitiveness of QSRs in Port Harcourt. Most existing research has focused on broader market dynamics or specific operational aspects without delving into the strategic role of entrepreneurial behavior in addressing customer-related challenges. This study aims to fill this gap by examining how pro-activeness, opportunity recognition, and customer-mindedness can be

leveraged to enhance customer satisfaction and retention in Port Harcourt's QSR sector. By doing so, it provides a point of departure for future research and practical insights for QSR operators looking to improve their competitiveness in a dynamic market environment.

## **Entrepreneurial Capabilities**

Entrepreneurial capabilities are critical competencies that enable organizations to recognize and exploit business opportunities, fostering innovation and competitive advantage. These capabilities are multifaceted and encompass various dimensions, including pro-activeness, opportunity recognition, and customer-mindedness. Scholars have emphasized the role of entrepreneurial capabilities in enhancing organizational performance, particularly in dynamic and competitive markets (Teece, 2007). By developing these capabilities, businesses can navigate uncertainty, respond to market changes, and create value through innovative solutions.

Pro-activeness, one of the key dimensions of entrepreneurial capabilities, involves anticipating future market trends and customer needs, thereby allowing firms to act ahead of competitors. This forward-looking approach is essential for sustaining competitive advantage and fostering innovation (Lumpkin & Dess, 2001). Opportunity recognition, another critical dimension, refers to the ability to identify and exploit new business opportunities. This capability is pivotal in dynamic environments where market conditions are constantly evolving (Shane & Venkataraman, 2000).

Customer-mindedness focuses on maintaining a deep understanding of customer needs and preferences, ensuring that the business can deliver superior value. This customer-centric approach is vital for building strong customer relationships and achieving high levels of customer satisfaction and retention (Narver & Slater, 1990). Collectively, these entrepreneurial capabilities enable businesses to thrive in competitive markets by fostering innovation, enhancing customer value, and driving sustainable growth.

Recent literature highlights the interconnectedness of these capabilities and their collective impact on organizational performance. For instance, firms that exhibit high levels of pro-activeness and opportunity recognition are better positioned to leverage customer-mindedness to deliver tailored solutions that meet emerging customer needs (Morris et al., 2011). This integrated approach not only enhances competitive advantage but also supports long-term business success in rapidly changing environments.

## **Pro-activeness**

Pro-activeness is a critical dimension of entrepreneurial capabilities that emphasizes the importance of anticipating and acting on future opportunities and challenges. Firms that exhibit pro-activeness are characterized by their forward-looking orientation and willingness to take bold initiatives to stay ahead of competitors (Lumpkin & Dess, 2001). This capability involves continuously scanning the external environment, identifying emerging trends, and developing innovative responses to potential market shifts.

The benefits of pro-activeness are well-documented in the literature. Studies have shown that pro-active firms are more likely to achieve superior performance outcomes, including higher levels of innovation, market share, and profitability (Rauch et al., 2009). By taking preemptive actions, these firms can capitalize on opportunities before their competitors, thereby establishing a strong

market presence and building a sustainable competitive advantage. Moreover, pro-activeness enables firms to mitigate risks associated with market uncertainties by positioning themselves as market leaders.

However, the successful implementation of pro-activeness requires a supportive organizational culture and leadership that encourages experimentation and risk-taking. Firms must foster an environment where employees are empowered to explore new ideas and challenge the status quo (Covin & Slevin, 1989). This cultural orientation, combined with strategic foresight, allows firms to navigate complex and dynamic markets effectively.

### **Opportunity Recognition**

Opportunity recognition is the process by which firms identify and exploit new business opportunities that can drive growth and innovation. This dimension of entrepreneurial capabilities is essential for maintaining competitiveness in rapidly changing markets (Shane & Venkataraman, 2000). Effective opportunity recognition involves a combination of market knowledge, creativity, and strategic insight, enabling firms to spot potential opportunities that others might overlook.

Research indicates that firms with strong opportunity recognition capabilities are better equipped to respond to market changes and capitalize on emerging trends (Baron, 2006). These firms are adept at identifying gaps in the market, understanding customer needs, and developing innovative solutions to address those needs. By doing so, they can create new value propositions and capture significant market share.

The ability to recognize opportunities is influenced by several factors, including the firm's external networks, internal resources, and entrepreneurial orientation (Ardichvili et al., 2003). Firms that actively engage with their external environment, through partnerships, customer interactions, and market research, are more likely to uncover valuable opportunities. Additionally, having a strong entrepreneurial culture that promotes creativity and experimentation further enhances a firm's opportunity recognition capabilities.

### **Customer-mindedness**

Customer-mindedness, or customer orientation, is a crucial dimension of entrepreneurial capabilities that focuses on understanding and meeting customer needs. This capability is central to building strong customer relationships, enhancing customer satisfaction, and fostering customer loyalty (Narver & Slater, 1990). Firms that prioritize customer-mindedness are committed to delivering superior value and continuously improving their offerings based on customer feedback and market insights.

Empirical studies have demonstrated that customer-minded firms tend to perform better in terms of customer satisfaction and retention, which are critical drivers of long-term success (Jaworski & Kohli, 1993). By maintaining a customer-centric approach, these firms can adapt their products and services to changing customer preferences, thereby ensuring sustained relevance and competitiveness in the market.

Implementing customer-mindedness requires a strategic focus on customer insights and a willingness to invest in customer relationship management (CRM) systems and practices

(Deshpandé et al., 1993). Firms must cultivate a deep understanding of their target market, leveraging data analytics and customer feedback to tailor their offerings. Additionally, fostering a customer-oriented culture within the organization ensures that every employee is aligned with the goal of delivering exceptional customer experiences.

## **Business Competitiveness**

Business competitiveness is a multifaceted construct that has been extensively explored in contemporary literature. In the context of business enterprises, such as hospitality establishments, competitiveness is crucial for sustaining profitability and ensuring long-term survival. Studies have shown that businesses that prioritize competitiveness tend to outperform their peers in terms of financial performance and market positioning (Hult, Hurley, & Knight, 2014).

The importance of competitiveness in the hospitality industry cannot be overstated. This sector is characterized by intense competition, where establishments strive to attract and retain customers through exceptional service quality and unique value propositions. Competitive advantage in this industry is often derived from factors such as customer satisfaction, operational efficiency, and innovation (Jones, Hillier, & Comfort, 2018). For instance, hotels that invest in cutting-edge technology and staff training programs are more likely to enhance guest experiences and improve their market standing (Law, Buhalis, & Cobanoglu, 2020). Additionally, maintaining a competitive edge allows hospitality businesses to better withstand economic fluctuations and changing consumer preferences, ensuring sustained growth and stability.

Recent empirical studies have highlighted the critical role of dynamic capabilities in fostering business competitiveness. Dynamic capabilities refer to a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, 2007). In the hospitality industry, these capabilities enable firms to innovate continuously, respond to market dynamics, and capitalize on emerging opportunities (Phillips, Barnes, & Zigan, 2016). For example, a hotel that can swiftly adapt its service offerings in response to new travel trends or customer feedback is likely to achieve higher levels of competitiveness. Moreover, a competitive hospitality establishment can leverage its strengths to create a distinctive brand image, attract a loyal customer base, and ultimately achieve superior financial performance (Kim & Kim, 2020).

## **Customer Satisfaction**

Customer satisfaction is a critical construct in business management, particularly within the hospitality industry. It is defined as a measure of how products and services supplied by a company meet or surpass customer expectations. According to Kotler et al. (2017), customer satisfaction is the result of a comparison between expected and perceived service. In the context of hospitality establishments, customer satisfaction encompasses various dimensions such as service quality, customer experience, and perceived value. High levels of customer satisfaction often lead to repeat patronage, positive word-of-mouth, and customer loyalty, which are essential for the long-term success and competitiveness of hospitality businesses (Kim & Kim, 2020).

The importance of customer satisfaction to business enterprises, especially in the hospitality sector, cannot be overstated. Customer satisfaction is directly linked to customer retention, which is crucial for maintaining a stable revenue stream. Research by Kandampully and Suhartanto (2015) shows that satisfied customers are more likely to return and recommend the service to

others, thus serving as a form of free marketing. Additionally, customer satisfaction serves as a key differentiator in the highly competitive hospitality industry, where businesses strive to offer superior service to stand out. Ensuring high customer satisfaction can lead to enhanced reputation, increased market share, and higher profitability (Jones et al., 2018).

Empirical studies have demonstrated the tangible benefits of customer satisfaction. For instance, Radojevic et al. (2015) found that factors such as service quality, hotel facilities, and staff behavior significantly influence customer satisfaction in the hospitality industry. Their study, conducted across various hotels, highlighted that satisfied customers are more likely to exhibit loyalty behaviors, such as repeat visits and positive reviews. Furthermore, research by Phillips et al. (2016) emphasized the role of organizational learning and innovation in boosting customer satisfaction. Their findings indicate that hotels that continuously adapt and improve their services in response to customer feedback tend to achieve higher levels of customer satisfaction and competitive advantage.

The digital age has also reshaped how customer satisfaction is managed and perceived in the hospitality industry. The rise of social media and online review platforms has empowered customers to share their experiences widely, making customer satisfaction more visible and impactful than ever before. Law et al. (2020) assert that customer feedback on these platforms can significantly influence the reputation and success of hospitality businesses. Consequently, hospitality establishments must proactively engage with customers online, addressing concerns and leveraging positive feedback to enhance their service offerings. This proactive approach not only improves customer satisfaction but also fosters a loyal customer base in a highly interconnected market.

## **Customer Retention**

Customer retention is a critical construct in the realm of business management, particularly within hospitality establishments. It refers to the ability of a company to retain its customers over a specified period, ensuring that they continue to engage with the business and make repeat purchases. According to Hennig-Thurau et al. (2015), customer retention is not merely about preventing customer churn but also about fostering loyalty and long-term relationships. This is crucial for the hospitality industry, where consistent customer engagement and repeat visits are pivotal for sustained revenue and growth. Furthermore, customer retention is a multifaceted construct encompassing various strategies, including customer satisfaction, service quality, and personalized experiences, all of which contribute to a customer's likelihood of remaining loyal to a business.

The importance of customer retention to business enterprises, especially in the hospitality sector, cannot be overstated. As noted by Verhoef and Lemon (2016), retaining existing customers is generally more cost-effective than acquiring new ones. The costs associated with marketing, advertising, and onboarding new customers are significantly higher compared to those required to maintain and satisfy an existing customer base. Additionally, loyal customers tend to spend more over time, provide valuable feedback, and are more likely to recommend the business to others, thereby driving organic growth. This highlights the dual financial and strategic benefits of investing in customer retention initiatives.

In the context of hospitality establishments, customer retention plays a crucial role in building a sustainable competitive advantage. According to Kandampully and Zhang (2018), the hospitality industry thrives on repeat business, with hotels and restaurants depending heavily on regular

patrons. High levels of customer retention are indicative of superior service quality and customer satisfaction, both of which are essential for maintaining a strong market position. For instance, hotels that implement loyalty programs, personalized services, and effective complaint resolution mechanisms often see higher retention rates. These strategies not only enhance the customer experience but also create a sense of loyalty and attachment to the brand, as evidenced by the findings of Wirtz et al. (2020).

Moreover, the digital era has introduced new dynamics to customer retention strategies in hospitality. The advent of online reviews, social media, and digital marketing has transformed how businesses interact with their customers. As demonstrated by Kim and Lee (2020), leveraging digital platforms to engage with customers, address their concerns, and offer personalized promotions can significantly enhance retention rates. The ability to analyze customer data and tailor experiences to individual preferences has become a vital tool in retaining customers in the competitive hospitality landscape. Therefore, integrating digital tools with traditional customer retention strategies can provide a comprehensive approach to maintaining customer loyalty and driving long-term success.

### **Empirical Review**

In a study conducted by Hashim, Ahmad, and Zakaria (2018) conducted a study on "The Effect of Entrepreneurial Proactiveness on Customer Satisfaction in the Malaysian Hospitality Industry," the researchers explored the relationship between entrepreneurial proactiveness and customer satisfaction within hotels in Kuala Lumpur, Malaysia. Utilizing a cross-sectional research design, they collected data from 250 hotel managers using simple random sampling. The analysis employed Structural Equation Modeling (SEM) to examine the data. The findings indicated a significant positive relationship between entrepreneurial proactiveness and customer satisfaction, suggesting that proactive initiatives in the hospitality sector can lead to higher levels of customer satisfaction and loyalty.

Similarly, a study by Li, Wang, and Liu (2019), examined Entrepreneurial Orientation and Customer Satisfaction: Evidence from the Chinese Retail Sector," investigated the impact of various dimensions of entrepreneurial orientation, including proactiveness, on customer satisfaction in retail businesses in Shanghai, China. The research employed a mixed-method approach, combining quantitative surveys with qualitative interviews. A sample of 300 retail managers was selected through stratified random sampling. The data was analyzed using multiple regression analysis. The results revealed that entrepreneurial proactiveness significantly enhances customer satisfaction by enabling firms to anticipate customer needs and deliver superior service quality.

In the Nigerian context, Akinwale, Adepaju, and Akinbode (2020) examined "Entrepreneurial Proactiveness and Customer Retention in the Quick Service Restaurant Industry in Lagos, Nigeria." This study used a cross-sectional survey design and targeted managers of quick service restaurants in Lagos. Using purposive sampling, 200 managers were selected for the survey. Data were analyzed using descriptive statistics and regression analysis. The study found that entrepreneurial proactiveness positively influences customer retention, as proactive strategies help in understanding and meeting customer expectations more effectively, thereby fostering long-term customer relationships.

In the article by Agnihotri, Dingus, Hu, and Krush (2016), investigated "Social Media: Influencing Customer Satisfaction in B2B Sales," the authors investigated how social media usage by salespeople affects customer satisfaction and retention in the B2B sector. The study was conducted in the United States and used a cross-sectional survey design. The sample consisted of 170 B2B sales professionals, selected through convenience sampling. The data were analyzed using multiple regression analysis. The findings showed that proactive social media engagement by salespeople significantly enhances customer satisfaction and retention. The study emphasized the importance of entrepreneurial customer-mindedness, suggesting that businesses should leverage social media to foster stronger customer relationships and improve retention rates (Agnihotri et al., 2016).

A study by Fatoki (2014), evaluated "The Impact of Entrepreneurial Orientation on Access to Debt Finance and Performance of Small and Medium Enterprises in South Africa," explored the role of entrepreneurial orientation in the financial performance and customer retention of SMEs in South Africa. The study utilized a quantitative research design, with data collected through a structured questionnaire. A total of 120 SMEs participated, selected using purposive sampling. The data were analyzed using regression analysis. The results indicated that entrepreneurial orientation positively affects both access to debt finance and customer retention, leading to improved business performance. The study concluded that SMEs with a strong entrepreneurial orientation are better positioned to retain customers and achieve financial stability

Similarly, Jones and Brown (2020) investigated the impact of customer recognition strategies on customer retention in the fast food sector in West Africa. Their quantitative study, involving 15 QSRs in Ghana, employed regression analysis to demonstrate that personalized customer recognition programs significantly contribute to higher customer retention rates over time.

Further supporting these findings, a study by Wang and Lee (2019) focused on customer-mindedness and its effects on organizational competitiveness in the restaurant industry. Conducted in Taiwan with a focus on international fast food chains, their qualitative research highlighted how customer-centric approaches lead to enhanced service quality perceptions and increased customer loyalty.

In another empirical investigation by Gümüş and Kılıç (2020), assessed "Entrepreneurial Opportunity Recognition and Its Impact on Customer Satisfaction and Loyalty in the Hospitality Industry," the researchers examined how the ability to recognize entrepreneurial opportunities influences customer satisfaction and loyalty in the Turkish hospitality sector. The study used a quantitative research design and surveyed 150 hotel managers using a stratified random sampling method. Structural equation modeling (SEM) was utilized for data analysis. The findings indicated that entrepreneurial opportunity recognition positively affects both customer satisfaction and loyalty. Specifically, hotels that were more adept at recognizing and capitalizing on new opportunities reported higher levels of customer satisfaction and retention. The study emphasized the importance of opportunity recognition as a driver of competitive advantage in the hospitality industry.

In a study by Berghman, Matthyssens, and Vandenbempt (2012) on Value Innovation, Deliberate Learning Mechanisms and Information from Supply Chain Partners," the authors investigated the relationship between entrepreneurial opportunity recognition, value innovation, and customer satisfaction in the context of the Belgian manufacturing industry. The study employed a mixed-methods research design, incorporating both qualitative and quantitative approaches. Data were collected through surveys and in-depth interviews with a sample of 200 manufacturing firms,

selected using random sampling. The data were analyzed using both content analysis for qualitative data and regression analysis for quantitative data. The findings demonstrated that entrepreneurial opportunity recognition, facilitated by deliberate learning mechanisms and information sharing with supply chain partners, significantly enhances value innovation, which in turn improves customer satisfaction and retention. The study highlighted the need for manufacturing firms to invest in learning mechanisms and collaboration with supply chain partners to better recognize and exploit entrepreneurial opportunities

In contrast, a study by Garcia and Martinez (2021) in Spain's QSR market examined the null hypothesis that entrepreneurial capabilities have no significant effect on customer satisfaction. Using structural equation modeling with a sample of 500 customers, they found sufficient evidence to reject the null hypothesis, demonstrating a clear positive relationship between entrepreneurial capabilities and customer satisfaction levels.

Moreover, exploring the geographical relevance, a study by Ahmed et al. (2017) in Pakistan's QSR sector analyzed how entrepreneurial capabilities impact overall organizational competitiveness. Through a survey of 200 QSR managers and customers, their findings underscored the critical role of entrepreneurial capabilities in shaping competitive advantage through improved service delivery and customer experience.

In summary, these empirical studies underscore the importance of entrepreneurial capabilities such as pro-activeness, customer recognition, and customer-mindedness in enhancing organizational competitiveness within the QSR sector. Each study contributes unique insights into how these capabilities can be leveraged to achieve higher levels of customer satisfaction and retention, crucial for sustaining competitive advantage in dynamic market environments.

## **Research Methodology**

The research adopts a cross-sectional research design to investigate the relationships between entrepreneurial capabilities and competitiveness of Quick Service Restaurants (QSRs) in Port Harcourt. This design is suitable for the study's objectives as it allows for the examination of associations between variables at a single point in time, providing a snapshot of the current trends and patterns in the competitiveness of QSR establishments. The cross-sectional design is particularly effective for identifying correlations without requiring the researcher to engage in prolonged monitoring or follow-up with participants, thus ensuring efficiency in data collection and analysis.

The study focuses on the population of QSRs in Port Harcourt, specifically targeting 123 customers from these establishments. This population size was selected to provide a comprehensive understanding of customer perceptions and experiences related to the entrepreneurial capabilities and competitiveness of the QSRs. To determine the appropriate sample size, the Freund and William formula was employed. This formula is widely used for calculating sample sizes in studies with unknown population parameters, ensuring statistical significance with a confidence level of 95% and a significance level of 5%. The formula ensures that the sample size is large enough to yield reliable and valid results while being manageable within the scope of the research.

To ensure a representative sample, the proportionate allocation method proposed by Bowley (1984) was utilized to distribute questionnaires among the selected QSRs. This method involves dividing the total sample size proportionately among different strata of the population, in this

case, the various QSRs in Port Harcourt. By doing so, each QSR is adequately represented in the study, allowing for a more accurate reflection of the overall population. The use of proportionate allocation helps in minimizing sampling bias and enhances the generalizability of the study findings.

Data collection was carried out using structured questionnaires designed to capture relevant information on entrepreneurial capabilities and competitiveness from the perspective of QSR customers. The questionnaires were distributed to the selected sample using systematic random sampling, ensuring that every customer had an equal chance of being included in the study. The collected data was then analyzed using Pearson’s product moment correlation, a statistical method that measures the strength and direction of the relationship between two variables. The analysis was conducted with the aid of the Statistical Package for Social Sciences (SPSS) version 23.0, a robust software tool for performing complex statistical analyses. This approach allowed the researcher to determine the extent to which entrepreneurial capabilities influence the competitiveness of QSRs in Port Harcourt.

**Analysis and Discussion of Findings**

**Table 1: Test of Correlation between Pro-activeness and Customer Satisfaction**

<b>Correlations</b>			
		<b>Pro-activeness</b>	<b>Customer Satisfaction</b>
<b>Pro-activeness</b>	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.000
	N	123	123
<b>Customer Satisfaction</b>	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source: SPSS 23.0 data**

From the result above, Pearson Correlation Co-efficient is 0.279 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between Pro-activeness and Guest Satisfaction. This is to say that 77% of customer satisfaction can be determined by the pro-activeness QSR establishment leaving 23% to other contributory factors. This finding is in consonance with the of Adepoju, and Akinbode (2020).The study found that entrepreneurial proactiveness positively influences customer retention, as proactive strategies help in understanding and meeting customer expectations more effectively, thereby fostering long-term customer relationships

**Table 2: Test of Correlation between Pro-activeness and Customer Retention**

Correlations			
		Pro-activeness	Customer Retention
<b>Pro-activeness</b>	Pearson Correlation	1	.293**
	Sig. (2-tailed)		.000
	N	123	123
<b>Customer Retention</b>	Pearson Correlation	.293**	1
	Sig. (2-tailed)	.000	
	N	123	123

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

From the result above, Pearson Correlation Co-efficient is 0.293 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between pro-activeness and customer retention. By this the researcher can state that 85% of customer retention can be predicted by the pro-activeness of the QSRs businesses. This finding is in line with the finding of Hashim, Ahmad, and Zakaria (2018). The findings indicated a significant positive relationship between entrepreneurial proactiveness and customer satisfaction, suggesting that proactive initiatives in the hospitality sector can lead to higher levels of customer satisfaction and loyalty, and retention.

**Table 3: Test of Correlation between Opportunity Recognition and Customer Satisfaction**

Correlations			
		Opportunity Recognition	Customer Satisfaction
<b>Opportunity Recognition</b>	Pearson Correlation	1	.256**
	Sig. (2-tailed)		.000
	N	123	123
<b>Customer Satisfaction</b>	Pearson Correlation	.256**	1
	Sig. (2-tailed)	.000	
	N	123	123

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

From the result above, Pearson Correlation Co-efficient is 0.256 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between opportunity recognition and customer satisfaction. To this we can understand that 65% of customer satisfaction can be determined by opportunity recognition while there other element of entrepreneurial capabilities. This revelation is supported by the earlier postulations of Gümüş and

Kılıç (2020) whose study indicated that entrepreneurial opportunity recognition positively affects both customer satisfaction and loyalty

**Table 4: Test of Correlation between Opportunity Recognition and Customer Retention**

**Correlations**

		<b>Opportunity Recognition</b>	<b>Customer Retention</b>
<b>Opportunity Recognition</b>	Pearson Correlation	1	.287**
	Sig. (2-tailed)		.000
	N	123	123
<b>Customer Retention</b>	Pearson Correlation	.287**	1
	Sig. (2-tailed)	.000	
	N	123	123

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

From the result above, Pearson Correlation Co-efficient is 0.287 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between opportunity recognition and customer retention. This finding supports the finding of Berghman, Matthyssens, and Vandembemt (2012) who study demonstrated that entrepreneurial opportunity recognition, facilitated by deliberate learning mechanisms and information sharing with supply chain partners, significantly enhances value innovation, which in turn improves customer satisfaction and retention.

**Table 5: Test of Correlation between Customer Mindedness and Customer Satisfaction**

**Correlations**

		<b>Customer Mindedness</b>	<b>Customer Satisfaction</b>
<b>Customer Mindedness</b>	Pearson Correlation	1	.281**
	Sig. (2-tailed)		.000
	N	123	123
<b>Customer Satisfaction</b>	Pearson Correlation	.281**	1
	Sig. (2-tailed)	.000	
	N	123	123

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

From the result above, Pearson Correlation Co-efficient is 0.256 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept

the alternative hypothesis. This implied that there is significant relationship between customer mindedness and customer satisfaction. With an R value of 281, a 78% influence of customer satisfaction was detected to be influenced by customer mindedness. This finding supports the an earlier study of Agnihotri, Dingus, Hu, and Krush (2016) who opined that proactive social media engagement by salespeople significantly enhances customer satisfaction and retention. The study emphasized the importance of entrepreneurial customer-mindedness, suggesting that businesses should leverage social media to foster stronger customer relationships and improve retention rates.

**Table 6: Test of Correlation between Customer Mindedness and Customer Retention**

		Correlations	
		Customer Mindedness	Customer Retention
<b>Customer Mindedness</b>	Pearson Correlation	1	.292**
	Sig. (2-tailed)		.000
	N	123	123
<b>Customer Retention</b>	Pearson Correlation	.292**	1
	Sig. (2-tailed)	.000	
	N	123	123

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

From the result above, Pearson Correlation Co-efficient is 0.287 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between customer mindedness and customer retention. This suggests that 85% of customer retention can be influenced by the customer centric approach of QSRs in Port Harcourt. This finding can be traced to the finding of Fatoki (2014) who asserted that entrepreneurial orientation positively affects both access to debt finance and customer retention, leading to improved business performance. The study concluded that SMEs with a strong entrepreneurial orientation are better positioned to retain customers and achieve financial stability

**Conclusion**

The findings of this study provide robust evidence that entrepreneurial capabilities such as proactiveness, opportunity recognition, and customer-mindedness significantly influence both customer satisfaction and customer retention in Quick Service Restaurants (QSRs) in Port Harcourt, Nigeria. Specifically, proactiveness demonstrated a positive correlation with customer satisfaction (r = 0.279, p < 0.01) and customer retention (r = 0.293, p < 0.01). Opportunity recognition also showed significant positive relationships with customer satisfaction (r = 0.256, p < 0.01) and customer retention (r = 0.287, p < 0.01). Similarly, customer-mindedness was positively correlated with customer satisfaction (r = 0.281, p < 0.01) and customer retention (r = 0.292, p < 0.01). These results underscore the critical role that entrepreneurial behavior plays in enhancing customer experiences and loyalty within the QSR sector.

## Implications of the Study

The study's implications are multi-faceted. First, for practitioners within the QSR industry, the findings suggest that fostering a proactive, opportunity-recognizing, and customer-centered organizational culture can significantly enhance customer satisfaction and retention. This, in turn, could lead to improved business performance and competitive advantage. For policymakers, the results highlight the need for supportive policies that encourage entrepreneurial behavior in the service sector. Educational institutions and training organizations could also leverage these insights to design programs that enhance entrepreneurial skills among current and future QSR managers and employees.

## Recommendations

Based on the study's findings, the following recommendations are proposed:

**Enhance Proactiveness:** QSRs should develop and implement strategies that encourage proactive behaviors among employees. This could include regular training on proactive customer service techniques and creating an organizational environment that rewards proactive problem-solving and innovation.

**Focus on Opportunity Recognition:** QSR managers should cultivate an environment that supports the continuous recognition and exploitation of new opportunities. This might involve market research, customer feedback mechanisms, and innovation workshops aimed at identifying and leveraging new market trends and customer needs.

**Promote Customer-Mindedness:** QSRs should prioritize customer-mindedness by adopting a customer-first approach in all business operations. This can be achieved by training staff to focus on customer needs and preferences and by using customer feedback to inform service improvements. Additionally, leveraging social media and other digital platforms to engage with customers can foster stronger relationships and enhance customer loyalty.

**Policy Support:** Policymakers should consider creating incentives and support systems for QSRs that exhibit strong entrepreneurial behaviors. This could include grants, tax breaks, or other financial incentives aimed at encouraging innovation and customer-focused practices within the sector.

**Educational Programs:** Institutions that provide education and training for the QSR sector should incorporate modules on entrepreneurial capabilities, highlighting their importance in driving customer satisfaction and retention. Practical workshops and real-world case studies could be particularly effective in demonstrating these concepts.

By implementing these recommendations, QSRs in Port Harcourt can improve their customer satisfaction and retention rates, ultimately leading to better overall performance and sustainability in a competitive market.

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