

Understanding opportunity focus and its effects on douala micro-small enterprises sales performance

Efeutlancha Forji Angelus¹, Njong Mom Aloysius², Nkiendem Felix³

University of Bamenda, Bamenda, Cameroon^{1,2,3}

angelusforji@gmail.com¹, mom_aloys@yahoo.fr², nkiendemfelix@gmail.com³



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Abstract

Purpose: The main purpose of this study is to understand opportunity focus and its effects on the sales performance of micro-small enterprises in Douala.

Research Methodology: This study adopted a quantitative research design using a questionnaire as the primary data collection instrument. The sample size of 385 was determined using the Cochran formula for an unknown population and selected using simple random sampling. The collected data were analyzed using the ordinary least squares technique (OLS) with the help of STATA 17.

Results: The findings revealed a positive and significant effect of opportunity focus on sales performance in micro- and small-sized enterprises in Douala V, Cameroon. The results also show that younger business owners outperform their older counterparts in terms of sales performance.

Conclusions: This study provides insightful policy recommendations for micro and small businesses, newly formed NGOs, governments, and other stakeholders to bolster their competitive positions, contribute to sustainable and inclusive economic growth, and foster innovation and entrepreneurship in their sectors.

Limitations: The study is limited to micro and small-sized enterprises in the Douala Five municipality, making generalization difficult for other medium and large enterprises within and out of the Douala Five municipality since these enterprises vary in size and definitely differ in resource constraints.

Contribution: This study provides insightful policy recommendations for micro and small businesses, newly formed NGOs, governments, and other stakeholders to bolster their competitive positions, contribute to sustainable and inclusive economic growth, and foster innovation and entrepreneurship in their sectors.

Keywords: *Challenges, Overworked, Private Schools, Teachers, Underpaid*

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1. Introduction

Micro and small-sized enterprises play an important role in every society, regardless of their limited resource capacity, in facing the stiff, competitive global market (Bagale et al., 2021; Gebreyohannes, 2015). These businesses are the backbone of local economies, providing employment opportunities and contributing to community development. Their agility and innovation allow them to adapt quickly to changing market conditions (Mueti 2019). Small businesses account for

over 50% of GDP and 60% of employment in less-developed countries (Pulka & Gawuna, 2022). In middle-income nations, small businesses account for less than 30% of employment and 17% of the GDP (Pulka & Gawuna, 2022). Small businesses are key drivers of economic growth; in West Africa, only 20% of all workers reported being employed in the small business sector (Mbaye & Gueye, 2018); this highlights the potential for significant growth and impact of small businesses in developing nations.

Olannye and Edward (2016) claimed that entrepreneurial marketing strongly emphasizes taking advantage of opportunities regardless of the available resources. This strategy promotes creativity and resourcefulness among business owners in identifying prospects for expansion and achievement. According to Kusa and Danladi (2024), the relationship between entrepreneurial passion and success is both fully and partially mediated by entrepreneurial skills. This suggests that while passion is important for driving entrepreneurial endeavors, possessing the necessary skills is also crucial for achieving success in the business world (Hartanto, 2020). Entrepreneurs who combine their passion with a strong skill set (skills to scan the business environment and create more business opportunities) are more likely to see positive outcomes in their ventures. Entrepreneurial marketing allows organisations to adjust quickly to changing market conditions by emphasizing innovation and agility (Anoke, Ngozi, Uchechukwu, & Joyce, 2022). A company's success depends on its ability to recognize and pursue marketing opportunities. The extent to which a firm's resources and competencies match its market potential is determined. This enables companies to recognize opportunities for improvement and to build on their strengths. Ultimately, entrepreneurial marketing aids businesses in remaining competitive and thriving in changing circumstances. The ability of a business to recognize the right opportunity and successfully use its unique advantages to seize it determines its level of success. Businesses may remain competitive and succeed in the long run by constantly looking for new opportunities and being willing to take measured risks (Yadav & Bansal, 2021).

Studies have established several significant relationships between opportunity-focused and business enterprise performance. Putta (2023) studied different dimensions of entrepreneurial marketing (EM). The study revealed that the most influential independent variable on the financial performance was the opportunity focus (18.7%) on the financial performance of small and medium-scale enterprises. Hacioglu, Eren, and Celikkan (2012) investigated the relationship between the seven dimensions of entrepreneurial marketing and firm innovation performance. Their study found that the three dimensions of entrepreneurial marketing, namely, opportunity-focused, value creation, and risk-taking, have positive and insignificant relationships with firm innovative performance. Sadiku-Dushi, Dana, and Ramadani (2019) established a link between Opportunity focus as a dimension of entrepreneurial marketing and the sales performance of small enterprises; they found that opportunity recognition dimensions of EM exhibit significant positive effects on firm competitive advantage.

According to Kilenthong, Hultman, and Hills (2016), opportunity-focused and creative thinking are crucial instruments that help entrepreneurial businesses turn ideas into reality. However, entrepreneurial marketers differentiate themselves by fostering a culture of innovation, encouraging out-of-the-box thinking, and creating unique value propositions. An opportunity-focused mindset allows entrepreneurs to remain agile and adapt to the ever-evolving business landscape, ensuring long-term success and growth (Becherer et al., 2012).

Opportunities are perceived as goals that exist outside of the entrepreneur and, as such, remain in an experience stream outside of the entrepreneur, waiting to be discovered and taken advantage of. According to Alvarez and Barney (2014), entrepreneurs position themselves for competitive advantage and sustainable growth by concentrating on seeing and seizing the right opportunities. This proactive approach involves constantly scanning the environment for potential opportunities and being prepared

to act swiftly when they arise. By focusing on identifying and capitalizing on the right opportunities, entrepreneurial marketers stay ahead of their competitors and drive long-term success. This proactive mindset allows them to adapt quickly to changes in the market and innovate their products and services accordingly.

AlMulhim (2023) posited that firms' opportunity recognition abilities have a positive impact on sales performance based on the following premises: First, opportunity recognition reflects the firm's ability to seek innovative solutions to customer problems, which in turn increases customer satisfaction, sales volumes, and eventually firm performance. Second, to identify new opportunities, firms are constantly looking for new market needs, new market needs, or new fits between supply and demand (Ardichvili, Cardozo, & Ray, 2003). As a result, market needs are better served, and the firm's sales volume is increased. Third, opportunity recognition often leads to the birth of new business ideas, product services and process business models or management techniques. As firms pursue these opportunities, their problem-solving skills and decision-making capabilities are enhanced.

Researchers such as Hsieh, Nickerson, and Zenger (2007), Edelman and Yli-Renko (2010), Cohen and Winn (2007), and Leonidou and Leonidou (2011) (AlMulhim, 2023) have shown that the availability of opportunities tends to correlate with rates of environmental change, indicating a need for marketers to engage in heightened levels of both action search and discovery. This suggests that companies must actively seek new opportunities and adapt quickly to changing environmental conditions to remain competitive in the market. Further, exploiting Opportunity entails learning and ongoing adaptation by marketers before, during, and after implementing an innovative concept (Shen, Sha, & Wu, 2020). Opportunities represent unnoticed market positions that are sources of sustainable profits. They are derived from market imperfections, where knowledge of these imperfections and how to exploit them distinguishes entrepreneurial marketing.

The entrepreneurial opportunity mindset acknowledges the interface between entrepreneurship and marketing and makes decisions before pursuing customer value and competitive advantage (Jones et al., 2018). It identifies and exploits new market opportunities through creative and innovative marketing strategies (Usadha, Supartha, Riana, & Surya, 2022). An entrepreneurial opportunity-focused mindset recognizes the importance of understanding customer needs and preferences and adapting to changing market trends to promote products and services effectively. By combining an entrepreneurial proactiveness mindset with marketing expertise, entrepreneurs with Opportunity altitudes aim to drive business growth and success by delivering unique value propositions to target customers before their competitors do (Polas & Raju, 2021).

In Cameroon, the unhealthy entrepreneurship ecosystem has made it very difficult for entrepreneurs to create, grow, and develop their startups easily and quickly, reducing their role and impact on society and the economy. The overall business environment has deteriorated in Cameroon, as the nation's ranking fell by ten places between 2014 and 2015, from 148th to 158th. However, this decline does not provide sufficient information on the mechanisms or pitfalls that encourage or hinder business development in Cameroon (Kurpayanidi, 2018). This unhealthy entrepreneurship ecosystem in Cameroon is characterized by a lack of access to funding and financial resources, limited government support, and a challenging regulatory environment combined with political instability. These have limited the ability of entrepreneurs to be proactive in business decision-making, especially in micro- and small-sized enterprises with limited resources (Ács et al., 2016).

In addition, developing countries are turning their attention to their entrepreneurship ecosystem, with the primary step being to create a conducive business environment and economic space for private enterprises, both local entrepreneurs and foreign direct investors. This has not been the case in Douala Five municipality, Cameroon, as only minimal effort has been made in policy to promote entrepreneurship and promulgate micro and small-sized enterprises (MSEs). With little effort being put in place, the system's obstacles, such as the country's tax policy, overshadow these efforts. The lack of adequate attention to characterized marketing practices, such as proactiveness, has reduced the sales performance of micro and small-sized enterprises. Many scholars have examined how small and

medium-sized enterprises' competitive advantage can be enhanced using the dimensions of entrepreneurial marketing (Moşteanu & Mesue, 2023; Nwekeala, 2023; Otika, Ejiofor, & Olise, 2019; Stephen, Ireneus, & Moses, 2019); however, few have explained or linked the contributions of proactiveness to the sales performance of micro and small enterprises in Douala V Municipality, Cameroon. Therefore, this study focuses on the following central research question: How does proactiveness affect the sales performance of micro and small enterprises in Douala V Municipality, Cameroon?

In this light, the paper noticed a dearth of research on the effect of Opportunity focused on sales performance in emerging markets in developing countries based on their literature review. The scientific relevance of this study is twofold. First, it adds to the limited studies on opportunity-focused dimensions of entrepreneurial marketing. Second, it applies only to micro- and small-sized enterprises, which face limited resource capacity. Therefore, based on this contention, this study developed the following central research objective:

1.1 Research Objective

To examine the effect of Opportunity focused on the sale performance of Micro and small enterprises in Douala v Cameroon

2. Literature review

Putta (2023) established a relationship between opportunity focus and the financial performance of SMEs. A positive relationship exists between opportunity focus and financial performance. This result is in line with the a priori expectation that $\beta_2 > 0$. This means that a unit increase in opportunity-focused results in a corresponding increase in SME financial performance by 0.187 units. The t- t-value is 7.642 (more significant than the tabular value of 1.96). The p-value was less than $\alpha = 0.05$ ($p = 0.000$). All these statistical results support the hypothesis of the significant role of Opportunity in achieving financial performance for Pune SMEs.

Fatoki (2019) investigated the effect of opportunity-focused entrepreneurial marketing (EM) on the performance. Performance was measured using both organizational and personal criteria. This study adopted a quantitative research approach. A cross-sectional survey method was used for data collection. Data were collected from small business owners through a survey. A self-administered questionnaire was used to collect data from the participants. Convenience and snowball sampling methods were used. Descriptive statistics and multiple regression analyses were used for data analysis. Cronbach's alpha was used to measure the reliability. This study showed significant positive relationships between opportunity-focused EM and organizational and personal performance.

Ouragini and Lakhal (2023) examined the impact of entrepreneurial marketing on firm performance. In addition to the same relationship, we integrated large companies into our sample. To respond to the main objective, they conducted quantitative research using a survey that included 328 SMEs and large firms from different sectors in the region of Sousse, Tunisia. Descriptive and multiple regression analyses were performed using STATA software. They found that the overall performance of RMs is positively associated with different EM dimensions.

Liliyan (2020) determined the level of entrepreneurial marketing carried out by SMEs and contributed to the literature and conceptual models on the effect of entrepreneurial marketing on marketing performance. The sample in this study was SMEs in the handicraft sector in Rembang, Central Java, Indonesia. A total of 200 samples were studied. Purposive sampling was used. The sample criteria were MSMEs that had been running a business for at least 3 (three) years. This is because in measuring the dimensions of marketing performance, there are several indicators of the level of achievement of marketing performance each year, at least for a minimum of three years; the marketing performance of these SMEs can be seen through data analysis using regression modeling. The results show that entrepreneurial marketing significantly affects SMEs' marketing performance in Rembang's handicraft sector.

Al Mamun and Fazal (2018) examine the effect of opportunity-focused, risk-taking propensity, proactiveness, and autonomy on entrepreneurial competency and performance among micro-enterprises in Kelantan, Malaysia. Adopting a cross-sectional design, the authors collected data from 403 micro-entrepreneurs registered under “Majlis Amanah Rakyat” and “Majlis Agama Islam dan Adat Istiadat.” The findings revealed that opportunity focus, proactiveness, and autonomy positively influence entrepreneurial competencies. Additionally, autonomy and entrepreneurial competencies positively affect microenterprise performance. Entrepreneurial competencies were found to mediate the relationships between creativity, innovativeness, autonomy, and micro-enterprise performance.

Becherer et al. (2012) examine how entrepreneurial marketing dimensions (proactiveness, opportunity-focusedness, leveraging, innovativeness, risk-taking, value creation, and customer intensity) are related to qualitative and quantitative outcome measures for SME and entrepreneurs (including company success, customer success, financial success, satisfaction with return goals, satisfaction with growth goals, excellence, and the entrepreneur's standard of living). Three successful outcome variables (financial, customer, and substantial company success) emerged from the factor analysis. A separate factor analysis identified satisfactory growth and return goals. Stepwise regression revealed that entrepreneurial marketing affects outcome variables, particularly value creation. The implications for entrepreneurs and areas for future research are discussed.

Mort, Weerawardena, and Liesch (2012) examine the processes of EM, which justifies using the case study method. In total, nine born-global firms located in Australia's three most populous states, Queensland, New South Wales, and Victoria, were selected for the study. The firms were drawn from the high-tech and low-tech industry sectors and included online businesses to capture maximum theoretical variation. The analysis identified four key entrepreneurial marketing strategies: opportunity creation, customer intimacy-based innovative products, resource enhancement, and legitimacy. These core EM strategies are identified by mapping them to enhanced performance.

H₀: Opportunity Focus has no significant effect on the sales performance of micro and small-sized enterprises in Douala V municipality, Cameroon.

H₁: Opportunity Focus significantly affects the sales performance of micro and small enterprises in Douala V, Cameroon.

3. Research methodology

3.1 Area of the Study

Douala is the largest city in Cameroon and its economic capital. It is also the capital of the Littoral Region of Cameroon. Home to Central Africa's largest port and its major international airport, Douala International Airport (DLA), it is the commercial and economic capital of Cameroon and the entire CEMAC region, comprising Gabon, Congo, Chad, Equatorial Guinea, the Central African Republic, and Cameroon. Consequently, it handles most of the country's major exports, such as oil, cocoa, coffee, timber, metals and fruits. As of 2015, the city and its surrounding area had an estimated population of 5,768,400; the city sits on the estuary of the Wouri River, and its climate is tropical (Ngon et al., 2014).

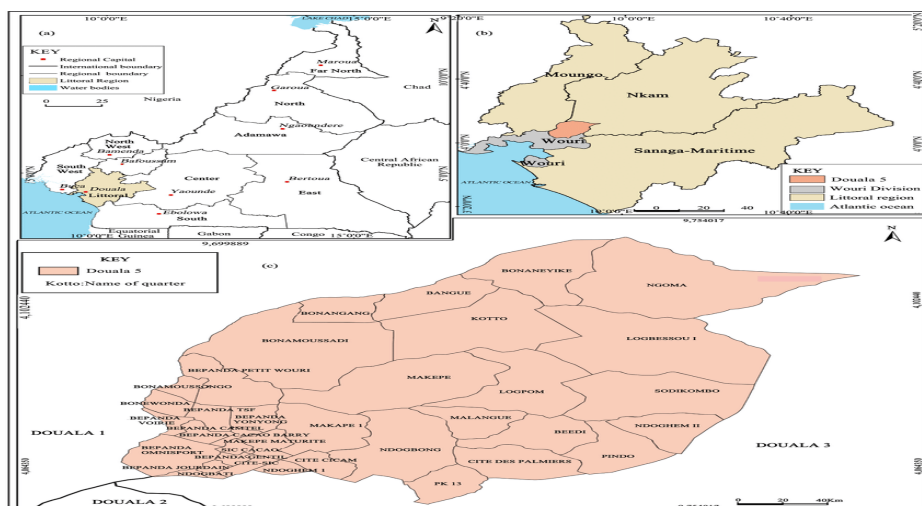


Figure 2. Location of the Douala V Municipality

Source: Renz (2018)

Douala five (V), located in the inter-tropical zone in the Gulf of Guinea in the Wouri estuary between latitude 4°3' and 4°7' North and longitude 9°42' and 9°48' East, Douala V has a tropical humid climate. The annual rainfall is more than 4000 mm, with temperatures ranging between 24 °C and 27 °C; hence, it is characterized by wet and dry seasons. Created by Decree No. 093-321 of 25th November 1993, Douala V has an estimated surface area of 21,000 hectares with a population density of 145 persons/km². It is the second largest Municipality after Douala III, bounded by the Nsape Drainage Basin to the North, Douala II and the Wouri River to the West, and Douala III to the East and South (Ngon Ngon et al., 2014).

3.2 Research Design

This study used a quantitative research design (Bambale, 2014). A quantitative design was more suited for this study, considering the larger sample size for potential data. It will transform numerical data into usable statistics to further analyze selected micro- and small-sized enterprises in Douala Five Municipality. The quantitative design allowed the study to discover the effect of proactiveness on sales performance in the case of micro and small enterprises in the Douala Five Municipality. A quantitative approach provided the insight needed to properly address the reality of proactiveness as a single aspect of entrepreneurial marketing within the context of micro- and small-sized enterprises while providing an accurate and appropriate analysis. To collect quantitative data, the study will use self-administered closed-ended questionnaires, which will be collected simultaneously (Thomas, 2014).

The study's data were collected by administering questionnaires to key informants, including micro and small-sized business owners in Douala V municipality. The questionnaire was designed to gather quantitative data on items related to opportunity focus and sales performance (Ibrahim, Ariyanti, & Iskamto, 2025). The data collected included numerical responses from the closed-ended questions; the age of the entrepreneurs, length of business operation, and number of employees were continuous variables analyzed quantitatively.

A four-point Likert scale was used to ease data processing and analysis, where one represents strongly disagree, 2 represents disagree, 3 represents agree, and four represents strongly agree. The questionnaire was used because it was easy to administer. A 5-item statement sought to measure opportunity focus in terms of turning threats into opportunities, being versed with customer complaints, an enterprise actively involved in seeking new avenues for growth, an enterprise is always looking for new opportunities to meet up with customer's demands, and regularly analyzing market data and customer insights to identify untapped sales opportunities to provide insight into the phenomenon under study. Understanding the sales performance and previous performance in terms of having a high market share relative to competitors, a wider audience, a higher growth rate, and leading distribution. We are the price leader in our industry. The enterprise has experienced increasing sales volumes and your enterprise

has experienced customer outreach in the past years. The six items were aimed at measuring sales performance, and these measurements were inspired by the work of Fatoki (2019) and Hoque (2018).

3.3 Target population

The target population comprised micro- and small-sized enterprises in Douala V municipality, Cameroon. Since they are all in Douala V municipality, Cameroon, the chosen population has homogenous characteristics.

3.3.1 Sample Size

The study used a sample size of 385 respondents, selected at 95% confidence and 0.5% margin of error, which is a fair number and yields good results. This sample was recognized as representative of the entire population (Rahi, Alnaser, & Abd Ghani, 2019). According to Boddy (2016), a sample size of more than 30% or at least 10% is normally recommended for social science research. Given the formula of an unknown population of Cochran

$$n_o = \frac{Z^2 pq}{e^2}$$

Where:

e is the desired level of precision (i.e., the margin of error), p is the (estimated) proportion of the population with the attribute in question, and q is 1 – p. Given, p = 0.5. at 95% confidence and at least 5 percent plus or minus precision. A 95 % confidence level gives us Z values of 1.96, per the standard tables, so we get. $((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385$. Therefore, a random sample size of 385 small and medium-sized enterprises in our target population should be sufficient to provide the required confidence levels.

3.3.2 Source of Data

This research focused on primary data from questionnaires distributed to the target population. Secondary data were gathered from books, journals, and previous literature covering the study topic, as well as published statements, which backed up the primary data.

3.3.3 Validity Test

Pilot testing of the research instruments was conducted using the sole proprietors of micro and small enterprises. Ten questionnaires were administered to randomly selected pilot survey respondents. After one day, the same participants were requested to respond to the same questionnaires without prior notification to ascertain any variation in their responses to the first and second tests. This was important in the research process because it assisted in the identification and correction of vague questions and unclear instructions. It is also an excellent opportunity to capture important comments and suggestions from the participants. This helped improve the validity and reliability of the instrument. This process was repeated until the researcher was satisfied that the instrument did not have any variations or vagueness.

3.4 Methods of Data Analysis

The researcher used descriptive and inferential statistics to analyze quantitative data. This study utilized SPSS version 20 software to describe the respondents. SPSS was selected to describe the respondents based on its simple user interface, broad statistical capabilities, and flexibility in handling various data formats and analytical methods. Inferential statistics were analyzed using STATA 17 and the Ordinary Least Squares (OLS) Estimation Technique since the study was to investigate the effect of opportunity focus on sales performance. A multivariate regression analysis model on the single dimensions of entrepreneurial marketing affecting the sales performance of micro and small enterprises in Douala V, Cameroon, was adopted while controlling for the age of the entrepreneur, longevity of the business, and number of employees as control variables.

$$SP = a_0 + a_1 OF + a_2 A + a_3 LB + a_4 NE + \mu \dots \dots \dots QE1$$

Where:

SP: Sale Performance

OF: Opportunity focus

A: Age of the Entrepreneur

LB: Longevity of the business

NB: Number of employees

a_0 is the intercept, and reflects the constant of the equation.

a_1 is the sensitive coefficient of each independent variable ($i=1,2,3,4$).

4. Results and disscusion

The respondents' demographic characteristics are shown in Table 1.

Table 1. Demographic Characteristics

Variable	Categories	Frequency	Percent (%)
Gender	Male	237	61.6
	Female	148	38.4
	Total	385	100.0
Marital Status	Single	156	40.5
	Married	229	59.5
	Total	385	100.0
Level of education	No Education	31	8.1
	Primary Education	28	7.3
	Secondary Education	103	26.8
	Tertiary Education	223	57.9
	Total	385	100

According to the survey, a significant proportion of the participants were male, with 61.6% of the sample, while female entrepreneurs comprised 38.4%. This shows that most of those in micro- and small-sized businesses are men. This gender disparity in entrepreneurship may be attributed to various factors, such as societal norms, access to resources, and cultural expectations. The findings further revealed that 49.5% of the participants were single. In contrast, the majority (59.5 %) of the participants were married, indicating that individuals choose to enter marriage for various reasons, such as financial stability.

Regarding education, 57.9% of the respondents were tertiary educated, followed by 26.8%, 7.3%, and 8.1% who had never attended formal schools. The sales performance of micro and small businesses is significantly impacted by demographic factors such as the gender, marital status, and educational attainment of business owners. These factors affect owners' decision-making abilities, resource accessibility, and entrepreneurial competencies.

4.1 Regression Analysis

In statistical modeling, regression analysis is a statistical process used to estimate the relationships among variables. It includes many techniques for modeling and analyzing several variables when focusing on the relationship between a dependent variable and one or more independent variables (predictors).

Table 2. Summary of Descriptive Statistics

Variable	Obs	Mean	Std. dev.	Min	Max
Sale performance	385	.7102777	.1821795	0	1
Opportunity focused	385	.532987	.2305511	0	1
Age of Entrepreneur	385	41.15844	8.506636	24	57
Longevity of business	385	6.787013	3.601409	1	12
Number of employees	385	2.890909	1.545675	1	5

The important variables in this study are summarized using descriptive statistics in Table 4. The average sales performance of small and micro businesses in Douala V, Cameroon, is 0.7102777, meaning that they typically meet 71% of their sales goals. The average opportunity focus score for the sample's entrepreneurs was 0.532987, indicating a moderate degree of opportunity-focused entrepreneurial marketing. With a minimum age of 24 and a maximum age of 57, the entrepreneurs' average age is 41.15844 years. The average age of the companies is 6.787013 years, ranging from 1 to 12. In summary, the average number of employees in micro and small firms is 2.890909, with a minimum of 1 and a maximum of 5. In addition to providing a helpful baseline for interpreting the regression analysis and its ensuing policy implications, these descriptive statistics also help understand the characteristics of the sample and the environment in which the entrepreneurial activities take place.

Table 3. Pairwise Correlation

	Sale performance	Opportunity focused	Age of entrepreneurs	Longevity of business	Number of employees
Sale performance	1.0000				
Opportunity focused	0.3924	1.0000			
Age of entrepreneurs	-0.0867	0.0370	1.0000		
Longevity of business	0.0278	0.0715	0.6906	1.0000	
Number of employees	-0.0244	0.0306	0.6066	0.7864	1.0000

The pairwise correlation matrix in Table 5 highlights the connections between the important variables of this study. The findings indicate a significant positive correlation (0.3924) between opportunity focus and sales success, indicating that more opportunity-focused entrepreneurs typically have higher sales performance. Interestingly, a negative association between sales performance and the entrepreneur's age (-0.0867) and employee count (-0.0244) indicates that younger business owners and those with fewer employees typically have more significant sales. Furthermore, the company's longevity (0.0278) does not seem to greatly influence sales performance. In addition to highlighting the significance of opportunity focus as a crucial factor influencing sales performance, these correlation results align with the regression analysis and benefit micro and small businesses in the Douala V municipality of Cameroon by bringing in younger entrepreneurs and leaner organizational structures.

Table 4. Variance Inflation Factor (VIF)

Variable	VIF	1/VIF
Longevity of the business	3.25	0.307684
Number of employees	2.68	0.373233
Age of the entrepreneurial	1.95	0.512478
Opportunity focused	1.01	0.993030
Mean VIF	2.22	

The level of multicollinearity between the independent variables in the model is shown by the variance inflation factor (VIF) analysis presented in table. High multicollinearity is often indicated by a VIF score greater than 10, which may reduce the credibility of the regression results. All of the independent variables in this instance, Opportunity focus, the entrepreneur's age, the business's longevity, and the number of employees, have VIF values significantly below the threshold of five. The model's lack of significant multicollinearity is further supported by the mean VIF of 2.22 for all variables, indicating that there is little or no correlation between the independent variables. The findings show that the model

is well-specified, and there is little chance that the regression estimates will have problems related to multicollinearity and will be reliable.

Table 5. Breusch–Pagan/Cook–Weisberg test for heteroskedasticity

Breusch–Pagan/Cook–Weisberg test for heteroskedasticity	
Assumption:	Normal error terms
Variable:	Fitted values of Sales performance
H0:	Constant variance
chi2(1) =	116.28
Prob > chi2 =	0.0000

The assumption of constant variance (homoscedasticity) of the error terms in the regression model was assessed using the Breusch-Pagan/Cook-Weisberg test for heteroscedasticity, as shown in Table 6. The alternative hypothesis (H1) suggests heteroscedasticity, whereas the null hypothesis (H0) asserts that the error terms have a constant variance. In this instance, the test statistic chi2 (1) is 116.28, and the accompanying p-value is 0.0000, which is significantly less than the typical significance threshold (0.01). This indicates that the test successfully rejected the null hypothesis of constant variance. The results offer compelling proof that the regression model's error terms display heteroscedasticity; since heteroscedasticity is a problem, the model's standard errors and confidence intervals are probably unreliable and suitable for drawing statistical conclusions. To account for the problem of heteroscedasticity, this study considered the Robust std. Err. To correct the problem.

Table 6. The effect of Opportunity focus on sales performance

Number of obs	=	385				
F(4, 380)	=	14.85				
Prob > F	=	0.0000				
R-squared	=	0.1751				
Root MSE	=	.16633				
Sale performance	Coefficient	Robust std. err.	t	P>t	[95% conf. interval]	
Opportunity Focus	.3069907	.0565588	5.43	0.000	.1957834	.418198
Age of entrepreneurs	-.0039716	.0012955	-3.07	0.002	-.0065189	-.0014244
Longevity of Business	.0090389	.0052667	1.72	0.087	-.0013167	.0193945
Number Employees	-.0075784	.0103688	-0.73	0.465	-.0279657	.0128089
cons	.6706834	.0658007	10.19	0.000	.5413044	.8000624

The findings reveal a significant positive effect between proactiveness and sales performance in micro- and small-sized enterprises. This implies that a unit increase in opportunity focus will lead to a .3069907-unit increase in sales performance in micro and small-sized enterprises. This result was statistically significant at the 1% level of significance since the p-value of 0.000 is less than the conventional value of 0.01, rejecting the null hypothesis (H0) in favor of the alternative hypothesis (H1), therefore leading to the conclusion that Opportunity focused has a statistically significant effect on sales performance in the case of micro and small-sized enterprises. This result is consistent with the findings of Putta (2023) and Sadiku-Dushi et al. (2019), who found a positive and significant effect of opportunity focused on a dimension of entrepreneurial marketing on business performance. This result is inconsistent with the findings of Hacıoglu et al. (2012), who investigated the relationship between the seven dimensions of entrepreneurial marketing and firm innovative performance. Their study found that three entrepreneurial marketing dimensions—opportunity-focused, value creation, and risk-taking—have positive but insignificant relationships with firm innovative performance.

The findings further revealed a negative and significant effect between the age of the entrepreneur and sales performance; this implies that a year increase in the age of the entrepreneur leads to a decrease in the sales performance of micro and small enterprises, all things being equal. This reveals that younger

entrepreneurs are more successful in driving sales than older entrepreneurs. The finding shows that the length of business operation has a negative and significant effect on sales performance, which means that the length of time the business has been operating has a significant effect on sales performance, holding all other factors constant. Therefore, business longevity appears to be a critical factor in determining sales performance in micro and small enterprises. When entrepreneurs have more opportunities to focus on their entrepreneurial marketing strategies, the time businesses have been operating should be given special consideration when making decisions to improve sales.

The finding further reveals that the number of employees has a negative and insignificant effect on sales performance; this means that the number of employees does not have any significant effect on sales performance, holding all other factors constant, and the number of employees is not a key factor in driving up sales performance in micro and small-sized enterprises. It should not be given special consideration when deciding how to improve the sales. This finding is similar to that of Tharu and Shrestha (2019), who found that different tests proved that bank size does not significantly influence profitability.

The Prob > F value of 0.0000, which is less than the widely accepted significance limit of 0.05, indicates that the entire model is statistically significant. This indicates that sales performance, the dependent variable, is positively and strongly correlated with the independent variables of proactivity, age of the entrepreneurs, longevity of the business, and number of employees in the enterprise. Overall, the model fits the data well. According to the R-squared value of 0.1751, 17.51% of the variation in sales performance is explained by independent variables in the model.

5. Conclusion

5.1. Conclusion

This study investigates the effect of opportunity focus on sales performance, revealing a moderate and significant relationship between the two. The findings suggest that entrepreneurs who actively seek and capitalize on opportunities in emerging markets are more likely to experience an increase in sales. This highlights the importance of opportunity-focused strategies in enhancing the sales performance of micro and small enterprises (MSEs). The study underscores the need for MSE operators to adopt an opportunity-driven approach, which can be achieved by developing skills and mindsets conducive to opportunity-seeking, providing access to market intelligence, and creating networking opportunities for MSE operators. Furthermore, the research indicates that younger business owners tend to outperform their older counterparts, emphasizing the importance of tailored support systems for entrepreneurs at various career stages.

5.2. Limitation

Despite these contributions, this study has several limitations. First, it primarily focuses on the relationship between opportunity focus and sales performance, potentially overlooking other factors influencing sales outcomes. Additionally, the study may not account for external variables, such as economic conditions or competitive dynamics, that can impact MSE performance. The sample size and geographic scope may also limit the generalizability of the findings to broader contexts or other business environments.

5.3. Suggestion

Several suggestions are proposed for future research and practice based on the findings and their limitations. Future studies should explore additional factors influencing sales performance in conjunction with opportunity focus to provide a more comprehensive understanding of the dynamics at play. Including qualitative methods to capture the nuances of entrepreneurial experiences may also be beneficial in future studies. For policymakers and business support organizations, prioritizing entrepreneurship training programs and access to market information is essential to enhance the ability of entrepreneurs to identify and leverage business

opportunities. Furthermore, creating targeted initiatives, such as offering micro- and small-enterprise tax holidays, can support their growth and sustainability. By fostering opportunity-focused strategies and addressing the unique challenges faced by MSEs, policymakers can contribute to the long-term prosperity of this vital sector and, consequently, to economic growth.

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