

The Effect of Entrepreneurial Orientation on Electronic-Taxi Service Provider's performance in Addis Ababa.

ABSTRACT

The main aim of conducting this study was to assess the Effect of Entrepreneurial Orientation on Electronic-Taxi Service Provider's performance in Addis Ababa. The study used the four dimensions of entrepreneurial orientation practices such as Innovativeness, Proactiveness, Risk takings, and Competitive Aggressiveness as independent variables and organization performance as a dependent variable. The general objectives of the study were to assess the effect of Entrepreneurial Orientations on the firm's performance on electronic taxi service providers in Addis Ababa. Pearson's bivariate correlation analysis, Spearman's rho correlations, and multiple regression were used to test the hypothesis. Thus, entrepreneurial orientation has a positive effect on e-taxi service providers' organization performance in the four dimensions of EO that are tested in this research. From the analyses, it is confirmed that EO has a positive and strong statistically significant ($p < 0.01$) effect on organizations' performance. The findings further indicate that there exists linear and positive significant ranging from considerable to a strong relationship was found between independent variables and dependent variables. This informs that the universal positive influence of EO on firm performance holds here in the e-taxi service provision context too.

Keywords: Entrepreneurial Orientation, Innovativeness, Proactiveness, Risk-taking, Competitive Aggressiveness, organization Performance

1. Background of the Study

Entrepreneurial orientation defines the strategic processes that firms use to attain a competitive advantage. EO is an organizational level concept; it is directly related to strategic management, and strategic decision processes (Jeffrey G. Covin & Dennies P. Selvin, 1991); and (Lumpkin and Dess, 1996). Thus, EO is often measured as a key notion specifically on the performance of business companies that involves solid entrepreneurial behavior to be competitive within the market.

The main components of EO, originality, pro-activeness, risk-taking, autonomy and competitive aggressiveness are the main dimensions of entrepreneurial orientation in which the firm's entrepreneurial behavior is explained. Accordingly, an Entrepreneurial firm is a firm which encompasses risky activities, proactively innovate something, and competing with others (Miller, 1983).

According to (Hisrich, R.D. and M.P. Peters, 1992) stated that entrepreneurship becomes the method of "creating one thing totally different useful by devoting the required time and energy, assumptive the incidental to money, psychological, risks, and receiving the ensuing rewards of financial and private satisfaction." Furthermore, EO is the processes, practices, and decision-making styles that lead to the new result (Lumpkin and Dess, 1996). Researchers argued that an entrepreneurial firm may not have all the EO dimensions at the same time and that the dimensions may not relate to each other.

Additional clarify (McGrath and MacMillan) this mixture of innovative behavior and strategic orientation by the process of the common characteristics of habitual entrepreneurs. These common characteristics (i.e. conjointly referred to throughout this paper as entrepreneurial orientation) hold to search and make new opportunities through the incidence of innovative, proactive, risk-taking, and competitive aggressiveness behavior. The primary and usually recognized conceptualization of entrepreneurial orientation was developed by (Miller, 1983), who claimed that the firm develops an entrepreneurial orientation if it consistently exhibits product market innovations, takes risks, and behaves proactively.

Given this truth, various researchers have used this entrepreneurial orientation conceptualization to concentrate on a firm-level risk-taking, originality, and proactiveness (e.g. (Covin, J., & Slevin, D., 1991); (Zahra, 1993) ((James W. Carland, Frank Hoy, Wiliam R. Boulton, & JO ANN C. Carland, 1984); Gartner 1985; Stewart 1996).

Ride-hailing service in Ethiopia is a recent phenomenon, in which travelers use transportation services based on Mobile taxi booking App (MTB) electronically particularly in the capital city, Addis Ababa. The demand for the service becomes growing from time to time for the last seven years in the city. Since the service providers give the service through technology-based and low-cost services consumer preference becomes higher and higher. Etta Taxi, ZayRide, Zlucy, Taxi, and Ride taxi-hailing services are some of the common platforms that are dominating the market

in Addis Ababa. Subsequently, entrepreneurial behavior as a prospective driver for meter-taxi providers and their performance and finding out the effect significantly in the Ethiopian business setting would be relevant and timely. Thus, this study will investigate the effect of EO on the electronic-taxi service provider firm's performance.

2. Statement of the Problem

Entrepreneurial orientation (EO) is a firm's ability to become a pioneer, take risks, and proactively pursue market opportunities (Wiklund, J. and Shepherd, D., 2005). It captures the entrepreneurial aspects of decision-making designs, methods, and practices of the firm. (Lumpkin and Dess, 1996). Currently, Entrepreneurial activities are becoming more and more vital to a firm's business performances in which it becomes crucial towards getting a competitive advantage in business and business operations (Wiklund and Shepherd, 2003). Scholars have theorized and studied that the occurrence of firm-level entrepreneurial behaviors, i.e., the tendency to engage in relatively high levels of risk-taking, innovativeness, competitive aggressiveness, proactiveness, and autonomous behaviors is positively related to organizational performance, its profitability, and growth (Covin & Slevin, 1991; Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003; Wiklund & Shepherd (2005); Amran Awang et. al. (2009); Sok, Snell, Lee, Sok (2017); Pratono & Mahmood (2016)). Studies also showed that the positive and significant effect of EO on firm performance (Rauch et al., (2009) Wang, 2008; Sahoo, S. & Yadav, S., 2017; Wales, 2016). Furthermore, other studies indicated that firms that adopt EO performed better than firms that do not adopt (Covin & Slevin, 1989; Wiklund & Shepherd, 2003; Belgacem, 2015; Rigtering, Kraus, Eggers, & Jensen, 2014). However, the magnitude of this relationship seems to vary across studies. On the contrary other studies showed that there is no positive relationship between EO and performance, suggesting that the EO-performance relationship may be more complex than a universal linear relationship (Andersen, 2010) ; (Hughes, M., & Morgan, R.E., 2007).

In addition to the above findings others study specified the link between entrepreneurial orientation (EO) and firm performance with the omission of various unidentified variables and it needs to be investigated in different business contexts (Covin, J., & Slevin, D., 1991); (Lee & Chu, 2017); (Lumpkin, G., & Dess, G., 2001) 16(5). These indicate that EO is a powerful thought in business performance and that needs more and more studies in numerous contexts for wide-ranging

generalizability for better business performance. Therefore, this study tries to check the effect of entrepreneurial orientation on electronic-taxi service providers' performance in Addis Ababa.

The hypothesis of the Study

Having the theoretical and empirical arguments that are explained in the literature of the thesis, the following hypotheses are proposed: The relationship between the independent variable (Entrepreneurial Orientation) and the dependent variable (e-taxi service provider enterprises' performance) is assessed; -

H1: D1: Entrepreneurial orientation "Innovation" will positively relate to firm performance in that firms with a higher level of Innovation will have higher performance.

H2: D2 Entrepreneurial orientation "Risk -Taking" will positively relate to firm performance in that firms with a higher level of Risk-taking will have higher performance.

H3:D3: Entrepreneurial orientation "Proactiveness" will positively relate to firm performance in that firms with a higher level of proactiveness will have higher performance.

H4:D4: Entrepreneurial orientation "Competitive Aggressiveness" will positively relate to firm performance in that firms with a higher level of Innovation will have higher performance.

3. Research design and methodology

Research Approach

This study applied a mixed approach which is appropriate to investigate the effect and relationship between the variables in line with the main objective of the research which is planned to test through the developed hypothesis. Since it is appropriate for this study because it is the easiest and economical method of obtaining information through different mechanisms. This approach is upon values of reason, truths, and validity, and there is a focus purely on facts measured empirically on variables using quantitative methods survey, and qualitative method key informant interview and statistical analysis of the data (Thorpe & Jackson, 2008).

Research Design

The study used an explanatory research design that describes the underlying relation between independent and dependent variables that pertains to the research problem. Since this study intends to assess the effect of independent variables over the dependent variable, the method is suitable and helpful in examining the relationship and conclude from the findings. (John Adams, Hafiz T.A. Khan, Robert Raeside, and David White, 2007) .

Moreover, the study utilized cross-sectional in the sense that all relevant data was collected at a single point in time which is obtaining information from a cross-section of a population at a single point in time is a reasonable strategy for pursuing many types of research (Janet, 2006).

Sample Size

Thus, from the target population of 100,000 e-taxi service providers, the study selected 398 respondents as a sample by using a convenience sampling technique. The sample size for this study was, therefore, 398 which is considered representative and also large enough to allow for precision, confidence, and generalizability of the research findings.

4. EMPIRICAL RESULTS & DISCUSSIONS

A total of 398 questionnaires were distributed to respondents who give e-taxi service in Addis Ababa. All the questionnaires were returned with full information successfully. Hence, the questionnaire, which is coded and analyzed, had represented a 100% response rate. This high response rate increases confidence for the generalization of the study findings.

The samples of this study have been classified according to five demographic background information collected during the survey. The purpose of the demographic analysis in this research was to describe the characteristics of the sample such as the number of respondents' proportion of males and females" in the sample, range of age, academic qualification of respondents, the responsibility of the respondent, and year of service in the area.

Accordingly, the respondents were asked to indicate their sex, age, educational level, responsibility, and service years. Thus, the sex distribution shows that 354 of the respondents were male which is 88.9 % and 44 of the respondents were female which is 11.1 %. This implies that the majority of the respondents in the e-taxi service provision given by male service providers

since the data is collected from employees of the technology providers and drivers who give a taxi service through technology (App based) in the city. However, 44(11.1) of the respondents were female which implies the service providers given by females too.

According to the survey result the age of respondents, 143 of them (35.9%) fall under the age interval between 31-40 followed by 129 respondents those are 32.4% fall under 25-30 age group, 80 respondents which are 20.1 % are under 41-50 the remaining 35, 8, and 3 respondents those who are 8.8%, 2% and 0.8% of the respondents fall under the age group of 18-24, 51-60, and 60+ respectively.

This implies that the majority of the service providers are those who are under the age of 25-40 which is 68.3 % that indicates the service is provided by the younger peoples. This also indicates the working-age group of the country involved in e-taxi service provision in the city of Addis Ababa.

Regarding the educational level of the respondent were asked to indicate their educational level and the response of this showed that the majority of the respondents 165 (41.5%) completed secondary education, followed by vocational training 143 (35.9%), primary education level 3.8% and 18.8% are Bachelor degree and above. This indicates that most of the respondents (308) are at secondary and vocational education levels (about 82.8%) and only a few of them pass through higher education.

The respondents were asked to indict their responsibility and the service year they have in e-taxi service provision. Regarding the responsibility of the respondents indicates that 379 about 95.2% of the respondents were drivers (service providers), the remaining 12 about 3% of them were other (office employees) and 7 about 1.8 % of them were managers of the technology providers.

Concerning the service years of the respondents, 34.4% of the respondents fall under 3-5 years of e-taxi service in the city. This is followed by 27.4 % and 16.8% of them fall under the service years of 1-2 years of service and less than one service year respectively. The remaining 14.6 % and 6.8% of the respondents fell under the age of 6-8 years and more than eight years of service respectively.

Descriptive Statistics

Concerning the perceptions of the respondents on the effect of Entrepreneurial Orientations on the Organization performance in Addis Ababa e-taxi service providers there were eighteen statements categorized in EO (innovativeness, proactiveness, Risk-taking, and Competitive Aggressiveness) on the organization performance of e-taxi service providers in Addis Ababa and the results are a summary of a five-point Likert scale containing mean, standard deviation (SD) and Skewness.

The results indicated that Entrepreneurial Orientation with a mean value of ($m=3.80$). Furthermore, organization performance within the premises of the EO effect is significant consequently respondents' have in general have a positive perception towards EO on performance.

Correlation Analysis

The two variables such as the number of years in the service, and age of the respondents, with a very low correlation coefficient, and their association is statistically significant since their p-value is ($P=-0.142, -0.192, p<0.01$ p-values) respectively. Whereas Entrepreneurial Orientation and the organization's performance, are with very high correlation coefficient which indicates the large effect of one variable over the other and their association is statistically significant.

However, the most significant element in this correlation analysis is the relationship between the dependent variable and other explanatory variables. Both the level and direction of their association allows for other higher-level analyses in the research. Thus, as a rule, a strong correlation between dependent and independent variables is recommended. In general correlation coefficients greater than 0.7 are considered as high correlation.

The table below shows, Electronic taxi service provider organizations' performance, and Entrepreneurial Orientation construct strong and positively correlated ($r=0.711, P<0.01$). Specifically, each dimension of EO such as Innovation medium ($r=0.50, P<0.01$), Proactiveness substantial ($r=0.658, P<0.01$), Risk-taking medium ($r=0.480, P<0.01$) and competitive Aggressiveness substantial ($r=.657, P<0.01$) of the correlation coefficient's respectively (Dennis Howitt & Duncan Cramer, 2004). These indicate the two dimensions (Innovativeness, and Risk

Takings) have a moderate/medium effect degree of positive correlation whereas Proactiveness and Competitive Aggressiveness has a substantial degree of positive correlation.

Consequently, the correlation coefficient implies that there is a positive correlation between the dependent and the independent variable. Once strong associations between dependent and independent variables are confirmed from the correlation analysis, further regression analysis can be conducted to make inferences out of their relationship. Whereas service years of the respondent and age of the respondent negatively related to organizational performance in which there is no negligible relationship found among them at ($r = -.142, -.192, p < 0.01$) respectively.

IJSER

		Organizational Performance	Service Year of the Respondent	Age of the Respondent	Innovativeness (D1)	Proactiveness (D2)	Risk Taking (D3)	Competitive Aggressiveness (D4)	Entrepreneurial Orientation (EO)
Organizational Performance	Pearson Correlation Sig. (2-tailed) N	1 398							
Service Year of the Respondent	Pearson Correlation Sig. (2-tailed) N	-.142** .005 398	1 398						
Age of the Respondent	Pearson Correlation Sig. (2-tailed) N	-.192** .000 398	.393** .000 398	1 398					
Innovativeness (D1)	Pearson Correlation Sig. (2-tailed) N	.507** .000 398	-.102* .043 398	-.002 .974 398	1 398				
Proactiveness (D2)	Pearson Correlation Sig. (2-tailed) N	.658** .000 398	-.179** .000 398	-.153** .002 398	.653** .000 398	1 398			
Risk Taking (D3)	Pearson Correlation Sig. (2-tailed) N	.480** .000 398	-.110* .029 398	.007 .883 398	.387** .000 398	.507** .000 398	1 398		
Competitive Aggressiveness (D4)	Pearson Correlation Sig. (2-tailed) N	.657** .000 398	-.248** .000 398	-.280** .000 398	.474** .000 398	.693** .000 398	.578** .000 398	1 398	
Entrepreneurial Orientation	Pearson Correlation Sig. (2-tailed) N	.711** .000 398	-.200** .000 398	-.139** .005 398	.771** .000 398	.878** .000 398	.749** .000 398	.855** .000 398	1 398

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

* . Correlation is significant at the 0.05 level (2-tailed).

The table above illustrates the correlation coefficient, denoted by R , becomes 0.724 at a 5% significance level. To be precise, R (the multiple correlation coefficient) shows the relationship between the study variables. Thus, the finding indicates that there was a strong relationship between the variables under consideration. The R squared is the coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable and the findings in the above table revealed that the value of R squared was 0.524. It shows a 52.4% variation on the performance of the organization emanates from EO (Competitive Aggressiveness, Innovativeness, Risk-Taking, and Proactiveness dimensions). In fact, it is a strong explanatory power of regression and the remaining unexplored variables may explain the variation in performance of agents.

The regression model summary presents how much of the variance in organization performance is explained by the predictor variables. The adjusted R square indicates 52% of the variation in organization performance is explained by the combined effect of the four predictor variables, i.e. Innovativeness, Proactiveness, Risk-taking, and Competitive Aggressiveness.

The ANOVA tells us whether the overall model is statistically significant and is good at predicting the outcome variable. (F) Value is (107.952) at 0.000 p-value which indicates that the regression model is fit and significant. This implies if we take the four predictor variables together as a group, they predict the organization's performance significantly.

The coefficient table indicates the level of effect each variable has on the dependent variable. The highest beta value of Time $\beta = 0.245$ indicates that the variable "Competitive Aggressiveness" has relatively a strong degree of importance for Organization performance followed by Proactiveness with the value of $\beta = 0.243$ than any other variables in the study. Innovativeness and Risk-taking variables and their degree of importance beta values are $\beta=0.089$, and $\beta=0.071$ respectively regarding the organization performance. Therefore, all the predictor variables are statistically significant and have a positive impact on Organization Performance since their p-value is < 0.05 . Standardized coefficient (Beta value) indicates the degree of importance each variable has towards organization performance as a result, the affecting variables can be ranked in the following order based on their contribution.

Competitive Aggressiveness comes first with the highest standardized beta value ($\beta = 0.345$), followed by Proactiveness ($\beta = 0.303$) and Innovativeness ranked third with beta value ($\beta = 0.113$),

the Furth one is Risk-Taking with beta value ($\beta=.083$). Besides, the beta value on the coefficients table indicates the level of effect or impact each variable has on the dependent variable. If we consider Competitive Aggressiveness, the one with the highest standardized beta value, for every additional standard deviation (SD) of competitiveness that the organization arises, one would expect a gain of 0.345 SD points on the organization performance achieved, other variables are held constant. If we use the unstandardized beta value, the expression will be as follows: for action to be aggressively competitor by the one would expect a 0.245 unit increase in organization performance. Therefore, from among the four variables, Competitive Aggressiveness contributes to the strongest unique effect on organization performance. Thus, e-taxi service providers should focus on keeping it's on competitiveness, Proactiveness, Innovativeness, and Risk-Taking respectively.

H1: D1: Entrepreneurial orientation "Innovation" will positively relate to firm performance in that firms with a higher level of Innovation will have higher performance.

In the regression analysis, entrepreneurial orientation dimension one "Innovation" has been introduced to see the direct effect of EO on e-taxi service organizations' performance. Consistent with the initially proposed hypothesis, EO" Innovativeness" have a positive and statistically significant effect on e-taxi service provider organization performance (standardized $\beta = 0.113$, $p<0.01$). These statistics supported hypothesis 1 which posits entrepreneurial orientation "Innovativeness" is positively related to e-taxi service provider organizations' performance in those organizations with a higher level of Innovativeness achieve higher performance compared to those with lower entrepreneurial behavior.

The positive and significant universal effect of EO on organization performance in this study is consistent with prior empirical researches as mentioned in a meta-analysis on EO-performance relationship by Rauch et al., (2009) and in other findings (Zahara & Garvis, 2000, Wang, 2008; Sahoo, S. & Yadev, S., 2017; Wales, 2016,).

As indicated in the above Table calculated significance value 0.01 was less than the critical value of 5% significance. As well as per the correlation data there was a strong relationship between the independent variable (Innovativeness) and the dependent variable (organizational performance) because the calculated correlation coefficient 0.456** shows that there was a strong and positive relationship between the two variables. As a result, the first hypothesis "Entrepreneurial orientation

"Innovation" will positively relate to firm performance" in that firms with a higher level of Innovation will have higher performance" was not rejected. This implying that there is a positive significant relationship between Innovativeness and organizational performance in e-taxi service providers in Addis Ababa. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

H2: D2 Entrepreneurial orientation "Risk -Taking" will positively relate to firm performance in that firms with a higher level of Risk-taking will have higher performance.

Entrepreneurial orientation dimension two "Risk Taking" has been introduced to see the direct effect of EO on e-taxi service organizations' performance. Consistent with the initially proposed hypothesis, EO "Risk-Taking" has a positive and statistically not significant effect on e-taxi service provider organization performance (standardized $\beta = 0.083$, $p < 0.01$). These statistics supported hypothesis 2 which posits entrepreneurial orientation "Risk Taking" is positively related to e-taxi service provider organizations performance in those organizations with a higher level of Risk-taking achieve higher performance compared to those with lower entrepreneurial behavior. The positive and significant universal effect of EO on organization performance in this study is consistent with prior empirical researches as mentioned in a meta-analysis on EO-performance relationship by Rauch et al., (2009) and in other findings (Wang, 2008; Sahoo, S. & Yadev, S., 2017; Wales, 2016).

As indicated in the above table calculated significance value 0.01 was less than the critical value of 5% significance. As well as per the correlation data there was a strong relationship between the independent variable (Risk Takings) and the dependent variable (organizational performance) because the calculated correlation coefficient 0.480** shows that there was a strong and positive relationship between the two variables. As a result, the second hypothesis "Entrepreneurial orientation "Risk Taking" will positively relate to firm performance" in that firms with a higher level of risk Taking will have higher performance was not rejected. This implying that there is a positive significant relationship between risk-taking and organizational performance in e-taxi service providers in Addis Ababa. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

H3:D3: Entrepreneurial orientation "Proactiveness "will positively relate to firm performance in that firms with a higher level of proactiveness will have higher performance.

Entrepreneurial orientation dimension three "Proactiveness" has been introduced to see the direct effect of EO on e-taxi service organizations' performance. Consistent with the initially proposed hypothesis, EO" Proactiveness" has a positive and statistically significant effect on small enterprises' performance (standardized $\beta = 0.303$, $p < 0.01$). These statistics supported hypothesis 3 which posits entrepreneurial orientation "Proactiveness" is positively related to e-taxi service provider organizations' performance in those organizations with a higher level of Proactiveness achieve higher performance compared to those with lower entrepreneurial behavior.

The positive and significant universal effect of EO on organization performance in this study is consistent with prior empirical researches as mentioned in a meta-analysis on EO-performance relationship by Rauch et al., (2009) and in other findings (Miler, 1983, Hughes & Morgan, 2007, Lumpkin & Des 1996, Wang, 2008; Sahoo, S. & Yadev, S., 2017; Wales, 2016).

As indicated in the above-calculated significance value 0.01 was less than the critical value of 5% significance. As well as per the correlation data there was a strong relationship between the independent variable (Proactiveness) and the dependent variable (organizational performance) because the calculated correlation coefficient 0.602** shows that there was a strong and positive relationship between the two variables. As a result, the third hypothesis "Entrepreneurial orientation "Proactiveness" will positively relate to firm performance" in that firms with a higher level of proactiveness will have higher performance was not rejected. This implying that there is a positive significant relationship between Proactiveness and organizational performance in e-taxi service providers in Addis Ababa. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

H4:D4: Entrepreneurial orientation "Competitive Aggressiveness" will positively relate to firm performance in that firms with a higher level of Innovation will have higher performance.

Entrepreneurial orientation dimension Four "Competitive Aggressiveness" has been initiated to see the direct effect of EO on e-taxi service organization performance. Consistent with the initial proposed hypothesis, EO" Competitive Aggressiveness" has positive and statistically significant effect on small enterprises' performance (standardized $\beta = 0.345$, $p < 0.01$). These statistics

supported hypothesis 4 which posits entrepreneurial orientation "Competitive Aggressiveness" is positively related to e-taxi service provider organizations performance in those organizations with a higher level of Competitive Aggressiveness achieve higher performance compared to those with lower entrepreneurial behavior.

The positive and significant universal effect of EO on organization performance in this study is consistent with prior empirical researches as mentioned in a meta-analysis on EO-performance relationship by Rauch et al., (2009) and in other findings (Wang, 2008; Sahoo, S. & Yadev, S., 2017; Wales, 2016).

As indicated in the table above calculated significance value 0.01 was less than the critical value of 5% significance. As well as per the correlation data there was a strong relationship between the independent variable (Competitive Aggressiveness) and the dependent variable (organizational performance) because the calculated correlation coefficient 0.480 shows that there was a strong and positive relationship between the two variables. As a result, the first hypothesis "Entrepreneurial orientation "Competitive Aggressiveness" will positively relate to firm performance" in that firms with a higher level of risk Taking will have higher performance was not rejected. This implying that there is a positive significant relationship between risk-taking and organizational performance in e-taxi service providers in Addis Ababa. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

5. Conclusion

From the correlation analysis, it is concluded that there is a strong association between entrepreneurial orientation and organizational performance. In line with each hypothesis, the findings of the regression analysis have shown that each dimension of entrepreneurial orientation explains reasonable variation in organization performance with a positive relationship and it is statistically significant. It is, therefore, concluded that entrepreneurial orientation strategic posture in e-taxi service provision plays a substantial role in their performance. This direct effect relationship is also supported by other literature (Rauch, Wiklund, Lumpkin, & Frese, 2009; Covin J. S., 1990; De Clercq, Dimov, & Thongpapanl, 2010).

The direct effect analysis in regression with entrepreneurial orientation, Innovativeness, Proactiveness, Risk takings, and Competitive Aggressiveness independently explained moderate variations in performance indicating that they are strong predictors of performance.

Consequently, major discoveries made in the study are that Entrepreneurial Orientations has a significant positive effect on organization performance in Addis Ababa e-taxi service providers. This discovery attributes a rapid increase in organization performance to the effect of Innovativeness, Proactiveness, Risk Takings, and Competitive Aggressiveness.

References

- Andersen. (2010). A critical examination of the EO-performance relationship. *International Journal of Entrepreneurial Behaviour and Research*, 309–328.
- Andreas Rauch, Johan Wiklund, G.T. Lumpkin, & Michael Frese. (2009). Entrepreneurial Orientation and Business Performance. *ENTREPRENEURSHIP THEORY and PRACTICE*, 761-787.
- Camp, W. G. (2001). Formulating and Evaluating Theoretical Frameworks for Career and Technical Education Research. *Journal of Vocational Educational Research*, 26(1), 27-39.
- Carland, J.W., F. Hoy, W.R. Boulton, and J.C. Carland. (1984). Differentiating entrepreneurs from small business owners: A conceptualization. *Academy of Management Review* 9(2):, 354-359.
- Cools, E. & Van den Broeck, H. . (2008). The hunt for the Heffalump continues: Can trait and cognitive characteristics predict entrepreneurial orientation. *Journal of Small Business Strategy*, 18(2): 23-41.
- Covin and Slevin. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 75-87.
- Covin, J., & Slevin, D. (1991). A Conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*, 7-25.
- Covin, J.G. & Wales, W.J. . (2012). The measurement of entrepreneurial orientation. *Entrepreneurship Theory and Practice*, 36(4): 677-702.
- Covin, J.G., & Slevin, D.P. . (1988). The influence of organizational structure on the utility of an entrepreneurial top management style. *Journal of Management Studies*. , 25(3), 217-234.
- Darlington. (1968). Multiple Regression in Psychological research and practices. *Psychological Bulletin*, 69(3), 161-182.

Dave Ketchen & Jeremy Short. (n.d.). Entrepreneurial Orientation. In D. K. Ketchen, Strategic Management: Evaluation and Execution.

Dennis Howitt & Duncan Cramer. (2004). An Introduction to Statistics in Psychology. London,: Sage Publications.

Hisrich, R.D., and M.P. Peters. (1992). Entrepreneurship, Starting, developing, and managing a new enterprise. Boston.

Hughes, M., & Morgan, R.E. (2007). Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*, 651–661.

James W. Carland, Frank Hoy, Wiliam R. Boulton, & JO ANN C. Carland. (1984). Differentiating Entrepreneurs From Small Business Owners. *The Academy of Management Review*, 354-359.

Janet. (2006). *Essentials of Research Methods. A Guide to Social Science Research*. USA: Blackwell Publishing.

Jeffrey G. Covin & Dennies P. Selvin. (1991). A Conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*. *Entrepreneurship Theory and Practice*, 16 (1)7-25.

John Adams, Hafiz T.A. Khan, Robert Raeside, and David White. (2007). *Research Methods for Graduate Business & Social Science Students*. California, Sage.

Kothari., C. (2004). *Research Methodology: Methods and Techniques*. (2nd edition ed.). Delhi: New Age International Limited Publishers.

Lee & Chu. (2017). The effects of entrepreneurial personality, background, and network activities on venture growth. *Journal of Management Studies*.

Lumpkin and Dess. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 135-172.

Lumpkin, G., & Dess, G. . (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5), 429-451.

Lumpkin, G.T., & Dess, G.G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5) 429-451.

M. Filser, & F. Eggers. (2014). Entrepreneurial orientation and firm performance: A comparative study of Austria, Liechtenstein, and Switzerland. 45(1), 55-65.

McGrath and MacMillan. (n.d.).

- Miller. (1983). reflection on EO research and some suggestions for the future. *Management Science*, 770-791.
- Miller. (1983). The Correlates of Entrepreneurship in Three Types of Firms. *Management Science*, 29(7),770-791.
- Peshkin. (1993). The Goodness of Qualitative Research. *Educational Researcher*, 22(2), 23-29.
- Rauch, A., Wiklund, J., Lumpkin, G. & Frese, M. . (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3): 761-787.
- Stevens, J. (2009). *Applied Multivariate Statistics for the social sciences* (Vol. 5th ed.). New York: NY: Routledge.
- Venkatraman and Vasudevan Ramanujam. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *The Academy of Management Review*, 11(4), 801-81.
- Wales. (2016). Entrepreneurial orientation: A review and synthesis of promising research directions. *International Small Business*, 34(1), 3–15.
- Wales. (2016). Entrepreneurial orientation: A review and synthesis of promising research directions. . *International Small Business Journal*, 3–15.
- Wales, W.J., Gupta, V.K., & Mousa, F.T. . (2013). Empirical research on entrepreneurial orientation: An Assessment and suggestions for future research. *International Small Business*, 4(31), 357–383.
- Wiklund and Shepherd. (2003). Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 1307– 1314.
- Wiklund, J. & Shepherd, D.A. (2005). Entrepreneurial orientation and small business performance: A configuration approach. *Journal of Business Venturing*, 20(1): 71-91.
- Wiklund, J. and Shepherd, D. . (2005). Entrepreneurial Orientation and Small Business Performance: *Journal of Business Venturing*, 71-91.
- Wiklund, J., Davidsson, P., Audretsch, D.B. & Karlsson. (2011). The future of entrepreneurship research. *Entrepreneurship Theory and Practice*, 35(1): 1-9.
- Yu-Ming Zhai, Wan-Qin Sun, Sang-Bing Tsai, ID, Zhen Wang, Yu Zhao, and Quan Chen. (2018). An Empirical Study on Entrepreneurial Orientation, Absorptive Capacity, and SMEs' Innovation Performance: A Sustainable Perspective. *Journal of Sustainability*.
- Zahra. (1993). A conceptual model of entrepreneurship. *Entrepreneurship Theory & Practice*, 5-21.