

Entrepreneurial Competencies and Survival Strategies of Family-owned Restaurants in Abuja

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Abstract: *This study investigated the effect of entrepreneurial competencies (i.e., self-efficacy and innovativeness) on the survival strategies (i.e., food quality and service quality) of the unstandardised and standardised family-owned restaurants in Abuja. This is against the backdrop of the increasing presence of politicians, local and international business men and women, staff of the various embassies, visitors on religious missions, and the changes in their demographics and eating lifestyles which are increasingly necessitating the formation and expansion of the restaurant industry in Abuja. In addition, the survival and development of this industry seems to be unprecedentedly undermined by the insecurity, incompetence and uncertainties that have characterised the Nigerian business milieu. A cross-sectional research design and criterion sampling technique were adopted to collect data from the founder/CEOs, family and non-family employees, and customers via questionnaire. The generated data were subjected to linear regression analysis. It was found that the effects of self-efficacy and innovativeness on food quality and service quality were significant and positive. Restaurateurs and restaurant workers who have high levels of self-efficacy can overcome the challenges associated with starting and running a restaurant business by offering their customers good quality food via quality service and in a secured and decorated environment. Hence, capacity building on the preparation of assorted quality foods, the requisite skills for service delivery and security consciousness are advocated.*

Keywords: Family-owned restaurants, Self-efficacy, Innovativeness, Food quality, Service quality

Introduction

Restaurants are recession-proof businesses due to man's need for food on a daily basis (Jantasri & Srivardhana, 2019). Restaurants serve meals prepared outside the home. They are globally very competitive and highly patronised with high failure rate. Hence, restaurants require entrepreneurial competencies to survive. However, the survivability of restaurants is increasingly threatened by competition, crises and insecurity (Akunne & Adeniji, 2021; Jemal, 2021). Entrepreneurial competencies such as self-efficacy and innovativeness enhance the survivability of enterprises (Boone, 2020; Kim *et al.*, 2021). Survival strategies such as food quality and service quality are unique individual and organisational efforts that are employed to tolerate, reduce, master and minimise stressful events or manoeuvre their ways out of trying periods (Kusno *et al.*, 2019; Suhartanto *et al.*, 2018). Increase in self-efficacy engenders increase in food-handling practices (van Rijen *et al.*, 2021), while Kim *et al.* (2021) affirms that innovativeness in service industries is showcased via food quality, service quality and the decoration of the business premises (Jantasri & Srivardhana, 2019).

Based on the resource-based view and the resource dependent theory, the preparation of good quality food and the offering of good quality service is associated with learning from within and outside the restaurant. In other words, learning the best practices from the high performing restaurants on meal preparation and how to serve customers better in properly decorated environment help the focal restaurants to improve the method and process of preparing, storing and serving foods and drinks (Jantasri & Srivardhana, 2019; Klongthong *et al.*, 2020; Majid *et al.*, 2018). The improvement in quality is necessitated by the changing business premises, tastes and preferences for foods and drinks which are made known to the restaurants via customers' feedback. A poorly prepared and stored food and drink in unkempt environment may be injurious to the health of customers, while a poorly served food and drink in a poorly decorated environment may result to bad impression and dissatisfaction on the part of the customers and loss of patronage to the restaurant (Akunne & Adeniji, 2021; Gupta *et al.*, 2017).

Consequently, an open communication channel between firms and their customers is required. This communication allows customers to express their opinion concerning the firms' products and/or services. To the firms, it serves as channels for gathering feedbacks on their offerings to their customers. The feedback serves as a pool of knowledge for (re)designing product and/or service in the future to meet customers' dynamic needs. Thus, customer feedback represents customer interaction, comments and position concerning a firm's products and/or services. A good customer feedback can be viewed as key in product and/or service quality improvement (Gupta *et al.*, 2017; Okolo *et al.*, 2021). However, owing to the level of family involvement and embeddedness in family businesses such as family restaurants, the role of customer feedback in restaurants have not been sufficiently brought to the

fore by family business researchers. The eating and drinking places outside the home that are owned, managed and controlled by a family represent family-owned restaurants (Agbim & Igwe, 2019; Agbim *et al.*, 2022).

Researchers have previously related self-efficacy to food quality (e.g., Cain, 2021; van Rijen *et al.*, 2021) and service quality (e.g., Kusno *et al.*, 2019; Ismatullah *et al.*, 2020). Further, few studies in extant literature have reported the existence of association between innovativeness and service quality (Jantasri & Srivardhana, 2019; Truong *et al.*, 2020). However, studies that focused on the contributions of self-efficacy and innovativeness to food quality and service quality of family-owned restaurants in an insecurity and risks characterised business environment seems non-existent. Moreover, most of the studies in extant literature seem to have used innovation and not innovativeness and did not bring to the fore the import of customer feedback in the survivability of restaurants in turbulent environment (Gupta *et al.*, 2017; Okolo *et al.*, 2021).

Customers are the most valuable assets in any business; as such, the success and survivability of businesses like restaurants largely depends on their customers. This makes the feedback of customers pertinent in the survival of restaurants (Jantasri & Srivardhana, 2019). In addition to the gap in literature, the restaurant industry in Nigeria is dominated by family-owned restaurants. The restaurant industry in Abuja, the capital city of Nigeria is characterised by the closing down, remodelling, modernisation and creation of new standardised and unstandardised restaurants (Agbim *et al.*, 2022). Specifically, as the old restaurants are failing and closing down, new and more innovative ones are being opened. The contributing factors to the closure are insecurity, kidnapping, assassination, banditry, activities of unknown gunmen and religious crisis (Iheonu & Ichoku, 2021). The insecurity situation is stifling business activities, particularly among restaurants by increasing the cost of doing business through increased expenditure on security and declining patronage as a result of infrequent visits of customers to the restaurants (Agbim & Kaluma, 2022).

The nefarious activities associated with insecurity are carried out in restaurants at nights. As such, existing and would-be customers of these restaurants for fear of their lives are increasingly reducing their patronage of the restaurants; particularly at nights. Further, these old, existing and underperforming restaurants are characterised by inadequately trained waiters and waitresses, poorly designed procedure for serving meals, poorly decorated business premises, and inability to offer assorted, nutritious and delicious food to the satisfaction of their customers. This is evident from the complaints of the customers on the tastelessness of the meals and the absence of their desired foods on the menu of the restaurants. Despite the negative consequences of the Nigerian business environment on businesses; some restaurant businesses seem to have continued to report greater returns on investment.

It can thus be argued that for the surviving restaurants, self-efficacy and innovativeness of the restaurateurs are somewhat interplaying with the food quality and service quality of the family-owned restaurant businesses in Abuja. Relying on customer feedback as a source of resources from the external environment, this study seeks to answer the question: does self-efficacy and innovativeness contribute to the survival of the standardised and unstandardised family-owned restaurants in Abuja through food quality and service quality? The choice of the standardised and unstandardised family-owned restaurants is premised on their commonplaceness in Abuja. Again, most of the restaurateurs started with unstandardised restaurants before developing their standardised restaurants; hence majority of the restaurateurs own both standardised and unstandardised restaurants. The rest of this paper is organised around four sections. The first dwells on literature review and hypothesis development. The second section deals on research method, while the third and fourth sections focuses on the results and discussion, and conclusion respectively.

Literature Review

Entrepreneurial Competencies

Entrepreneurial competencies represent the characteristics of entrepreneurs that foster the creation of new ventures, and the survival and growth of existing businesses (Ramayah *et al.*, 2019; Tehseen *et al.*, 2019). Entrepreneurial competencies are individual's innate and acquired skills and knowledge that brings about the survivability of a firm using available resources within and outside the firm. Entrepreneurial competencies such as self-efficacy and innovativeness can facilitate the identification of opportunities and the formation, development and survivability of firms (Kaluarachchige *et al.*, 2021; Khalil *et al.*, 2021; Widayani *et al.*, 2017).

Self-efficacy

Self-efficacy is the self-awareness of and self-confidence in one's mental and physical abilities to achieve improved performance. It is developed through prior social, cognitive and physical accomplishments as well as through learning, as opposed to personality and traits (Njele, 2019). High self-efficacy is needed by entrepreneurs to succeed and survive when carrying out entrepreneurial tasks in a business environment that is characterised by uncertainties. Even when entrepreneurs fail in their businesses, self-efficacy help them to recover, and to be resilient. Self-efficacy and innovativeness help entrepreneurs to develop products and services of higher quality (Khalil *et al.*, 2021; Srimulyani & Hermanto, 2021; Widayani *et al.*, 2017).

Innovativeness

Innovation is birthed via innovativeness. Innovativeness is the willingness and tendency to achieve desired innovation. It is also viewed as the culture of openness to new ideas. It is manifest in the behaviours of workers, and the strategies, activities and processes of an organisation. The resultant effect of innovativeness is usually changing quality of services and products. More broadly, innovativeness is seen as willingness to learn, adopt and apply new ideas and knowledge to achieve improved performance. Carmona-Lavado (2012) notes that innovativeness cut across food, service, interaction process and physical environment. Food innovativeness refers to new menus, new taste, new methods of preparing and preserving food. Service innovation suggest new ways of dishing and delivering food, and the manners and dress codes of the waiters/waitresses (Kim *et al.*, 2021; Senbabaoglu, 2017). The interaction process of innovativeness represents new customer service, new and trained staff and the way in which staff respond to the queries of the customers. Physical environment innovativeness depicts new restaurant effects like the interior decoration, type of tables and chairs, type of plates, glass cups, knives, forks, spoons, napkins, tablecloth and trays (Jantasri & Srivardhana, 2019; Truong *et al.*, 2020).

Survival Strategies

Strategy represent direction for achieving a goal. Thus, survival strategies are the psychological and physical efforts made by a firm to reduce the effects of business environmental factors on the operations of a firm. They can be changed in relation to the dynamism of the business environment (Marina *et al.*, 2018; Nwokolo & Onuoha, 2021; Stroe *et al.*, 2018). Owing to the significant role of entrepreneurs in today's business milieu that is characterised by uncertainties, it is important for every entrepreneur or manager to develop strategies for survival and/or achieving improved firm performance. The commonly employed survival strategies in restaurant businesses include food quality and service quality (Akunne & Adeniji, 2021; Mustapha, 2020; Tešić, 2020).

Food Quality

Food is a generic term for what consumers eat and/or drink. Man consume food because it is healthful, nutritious and tasteful. Healthful, nutritious and tasteful foods increase customer satisfaction. These characteristics depict food quality. Food quality is the overall performance of food. Thus, Nwokorie and Ayogu (2020) notes that in restaurant business, the quality of food is high when it is nutritious, delicious, tasteful and visually attractive. Other determinants of food quality are menu diversity, temperature, size of portion, service quality, appeal, loyalty, safety, customers' restaurant choice, experience of customers, comfortability of the atmosphere and freshness of the food. The quality of food does not influence the customers' level of satisfaction and repeat patronage only, it equally arguments the customers' intention to tell others about the restaurant and the image of the restaurant (Zhong & Moon, 2020).

Service Quality

Service represents a set of activities that are more or less intangible in nature. It occurs when service provider(s) and their goods interact with their customers to provide solution to the customers' needs. Services are intangible, inseparable, heterogeneous, and non-storable. Service quality refer to the outcome of the comparison between service expectations and actual performance (Akunne & Adeniji, 2021; Chow *et al.*, 2007). The outcome is measured on the basis of its reliability, responsibility, security, empathy and tangible elements. Apart from food quality, rebuy intention among customers of restaurants is fostered by service speed and service quality. Superior service quality can improve customers' satisfaction and loyalty, and the success, profit and survivability of restaurant businesses (Majid *et al.*, 2018; Njele, 2019; Suhartanto *et al.*, 2018). Employees' self-efficacy and service quality). Service quality and development of a good relationship with customers enhances the success and survival of restaurant businesses. Umar *et al.* (2018) avers that the survival rate of restaurants that continuously improve their service standards is higher than that of those who maintain old service standards. Service quality is a critical factor in the selection of restaurants by customers.

Family-owned Restaurant

Firms that prepare and serve foods and drinks outside the home are referred to as restaurants. Therefore, eating and drinking places outside the home that are owned, managed and controlled by a family are referred to as family-owned restaurants. The structure and culture of families, makes family-owned restaurants unique. In restaurant businesses, food can be served in the restaurant (sit-in) or as take-away. Akunne and Adeniji (2021) affirm that restaurants can be classified as unstandardised and standardised. The unstandardised are the unregistered small food retail outlets that offer their customers informal but fast table services. Examples include the traditional food vendors, cafeterias and mama-puts. The standardised restaurants are the registered, formalised and modern large food retail outlets with business names and organisational structures. These include the single-branch eateries and chained quick service restaurants. Family-owned restaurant businesses are globally commonplace with unprecedented increase in non-family employees and retention of traditional employees; the family. In Nigeria, they are one of the highest employers of labour. Despite their operational outcomes, the survivability of family-owned restaurants is increasingly being threatened by environmental uncertainties (Majid *et al.*, 2018).

Hypothesis Development

Firms gain valuable insights from customer feedback on how best to meet customers' needs. Specifically, firms learn how their customers feel about their products and/or services through customer feedback mechanism (Okolo *et al.*, 2021). Consequently, most service firms are increasingly measuring the attitudes, beliefs and perceptions of their customers (Milner & Furnham, 2017). In firms such as restaurants, the restauranters and their workers employ self-efficacy and innovativeness (Cain, 2021; Truong *et al.*, 2020) as competencies to adapt and/or adopt survival strategies like food quality and service quality (Akunne & Adeniji, 2021; Majid *et al.*, 2018). This is because quality is essential in the food industry (Affum & Wang, 2019). As reported by Cain (2021), self-efficacy and improved food choice quality are variables that can influence customers' feedback. Corroborating Cain's assertion, van Rijen *et al.* (2021) averred that safe food-handling increases as the self-efficacy of those involved is increased. Kusno *et al.* (2019) empirically affirmed that self-efficacy of taxpayers and services quality of taxation are indirectly related to taxpayer's compliance. Further, service quality can be improved by increasing the leaders' self-efficacy (Ismatullah *et al.*, 2020), while Oladipo and Soyemi (2021) found that personnel's self-efficacy influences service delivery in university libraries in Lagos state, Nigeria.

Fundamentally, the quality of the food and the service delivery quality which is made known to the restauranteur and the workers via customers' feedback may be influenced based on the self-efficaciousness and innovativeness of the restauranteur and the workers. The improvement in quality or otherwise can occur irrespective of the nature of the business milieu (Agbim & Kaluma, 2022; Akunne & Adeniji, 2021; Gupta *et al.*, 2017; Iheonu & Ichoku, 2021). In support of the preceding assertion, Erlina and Muda (2018) notes that self-efficacy is positively and significantly related to work quality of internal auditor. Again, self-efficacy associates with service quality positively and significantly (Yusoff *et al.*, 2023). Kim *et al.* (2021) affirmed that brand innovativeness impact food quality. In the same vein, Senbabaoglu (2017) added that the effect of service innovativeness on service quality is positive. However, customers stop patronising a restaurant when they are dissatisfied with the service quality and food quality (Akunne & Adeniji, 2021; Majid *et al.*, 2018).

It can be inferred that some of the previous studies are not situated in the restaurant industry. Specifically, studies on the effect of self-efficacy on food quality and service quality of restaurants during the period of uncertainties are somewhat uncommon. Additionally, there is a rarity of studies that have investigated the effect of innovativeness on food quality and service quality of restaurants operating in perturbatious business environment. Further, none of these studies seems to have made recourse to customer feedback as a source of resources that influences the innovativeness status of a firm. Owing to the commonplaceness of family-owned standardised and unstandardised restaurants in Abuja, and the lack of survivability of most restaurants amidst the prevailing insecurity in the capital city, we accordingly hypothesised that:

- H₀₁:** Self-efficacy has no significant effect on the food quality of the standardised and unstandardised family-owned restaurants in Abuja.
- H₀₂:** Self-efficacy has no significant effect on the service quality of the standardised and unstandardised family-owned restaurants in Abuja.
- H₀₃:** Innovativeness has no significant effect on the food quality of the standardised and unstandardised family-owned restaurants in Abuja.
- H₀₄:** Innovativeness has no significant effect on the service quality of the standardised and unstandardised family-owned restaurants in Abuja.

Research Method

A cross-sectional research design was adopted for this study. The population of the study is made up of all the registered unstandardised and standardised restaurants with the Federal Capital Territory Authority and the six area councils in Abuja [Abaji, Abuja Municipal Council (AMAC), Bwari, Gwagwalada, Kuje and Kwali]. Criterion sampling technique was adopted to select the respondents. The criteria are that: (i) the restaurant is either unstandardised or standardised; (ii) one or more of the founder/CEO's family member works in the restaurant; (iii) some of the workers are non-family members; (iv) the restaurant was established before 2020 or modernised (or remodelled) within 2020; (v) the restaurant should have at least one loyal customer; and (vi) the restaurant is not moribund. Hence, the target population is 229 respondents. This is made up of 84 founder/CEOs, 19 family employees, 42 non-family employees and 84 loyal customers.

Since the target population is small, census method was employed. Thus, the target population is equal to the sample size. Further, we argue that food quality and service quality are better evaluated from the perceptions of the customers. As such, the respondents rather than the family are adopted as the unit of analysis. Four item statements were employed to measure self-efficacy. The items are "This restaurant has confidence in its ability to mobilise and utilise available resources for business success", "This restaurant has confidence in its ability to produce new ideas that will be useful to the business", "This restaurant has confidence in its ability to share trustworthy and valuable knowledge amongst the staff", and "This restaurant has confidence in its abilities to achieve success

through cooperation". The four measures of innovativeness are "This restaurant shows great aptitude for new ideas when new market opportunities are discovered", "This restaurant is willing to develop and maintain favourable relationships with leading restaurateurs and restaurants", "This restaurant has a working environment that encourages the staff to try out something new", and "This restaurant is not reluctant about adopting and implementing new ideas".

Further, the four measures employed to assess food quality are "This restaurant serves delicious and visually attractive foods", "Healthful foods increases customers' satisfaction", "Customers frequently patronise restaurants that serve nutritious and tasteful foods", and "Customers are attracted to this restaurant because of the size of their portion and the freshness of their foods". The following item statements were employed to measure service quality "The waiters/waitresses can be relied on to deliver the requested food and with an accurate bill", "The waiters/waitresses show utmost respect, patience and service skills when dealing with their customers", "The technology deployed for service delivery show that the restaurant has good understanding of the emotions and choices of their customers", and "The security gadgets and personnel deployed within and around the restaurant show the restaurant understands that customers preserve security as an integral part of service quality".

We argue that customer feedback is the source of the resources that define the innovativeness of restaurants. Hence, the measures of customer feedback were adapted and incorporated into the measures of innovativeness. The validity of the questionnaire was confirmed by three lecturers in the Department of Entrepreneurial Studies, Veritas University, Abuja, while the reliability was confirmed by the Cronbach's alpha value of .722. Three sets of questionnaire were developed due to the three categories of respondents, that is, the founder/CEOs, family and non-family employees, and the loyal customers. All the variables in the questionnaire were measured on a 5-point Likert scale that ranged from strongly agree (5) to strongly disagree (1). Autocorrelation was assessed on the basis of Durbin-Watson value of 2.000, while collinearity was tested using Variance Inflation Factor (VIF) and tolerance. The threshold values that are higher than .40 for tolerance and less than 2.500 for VIF were adopted for the study. The study hypotheses were subjected to linear regression analysis at 5% level of significance.

Results

Out of the 229 copies of questionnaire that were administered, 221 were retrieved, while only 217 were properly completed and useable. The analysis of the workers by gender, marital status and highest educational qualification showed that 61.7% are female, 59.4% are single and 57.1% were holders of general certificate in education/senior secondary school certificate examination (GCE/SSCE) and ordinary national diploma/national certificate in education (OND/NCE) respectively. Further, concerning the loyal customers, 73.8%, 70.2%, and 58.4% of them were male, married, and have first and/or postgraduate degrees respectively.

Table 1 showed that self-efficacy significantly influenced food quality ($R = .688$, $R^2 = \text{Adjusted } R^2 = .473$) and explained 47.3% of the total variation in food quality (standard error = .438). There is no autocorrelation in the errors of the regression model (The Durbin-Watson value is 1.995) and the data has no collinearity problem (tolerance = .760, VIF = 1.040). Hence, self-efficacy is important in facilitating food quality. As shown by Fisher's coefficient [$F(2, 15) = 5.068$, $P = 0.002$], the difference in the effect of self-efficacy on food quality is significant. Further, the effect of self-efficacy on food quality was significant and positive ($\beta = 1.352$, $t = 9.538$, $P < .05$). Thus, we rejected H_{01} and concluded that self-efficacy had significant and positive effect on the food quality of the standardised and unstandardised family-owned restaurants in Abuja.

Table 1: Significance of the Regression of Food quality on Self-Efficacy

Model	Unstandardised Coefficients		Standardised Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	2.435	.282		13.379	.000		
Self-Efficacy	1.364	.313	1.352	9.538	.002	.760	1.040

$R = .688$, $R^2 = .473$, $\text{Adj. } R^2 = .473$; Std. Error = .438; Durbin-Watson = 1.995

$F(2, 15) = 5.068$, $P = 0.002$

Predictors: (Constant), Self-Efficacy

Dependent Variable: Food quality

Source: SPSS Output, 2022

It is evident from Table 2 that self-efficacy and service quality are strongly related ($R = .790$). As such, self-efficacy can significantly influence and explain the total variance in service quality ($R^2 = \text{Adj. } R^2 = .624$, standard error = .435). Again, there is no autocorrelation in the errors of the regression model (Durbin-Watson = 2.000) and the data has no collinearity problem (tolerance =

1.000, VIF = 1.000). This implies that self-efficacy can help restaurateurs to achieve improved service quality. Fisher's coefficient [F (1, 16) = 6.068, P = 0.000] reveal that the difference in the effect of self-efficacy on service quality is significant.

Further, the effect of self-efficacy on service quality is significant and positive ($\beta = .291$, $t = 3.198$, $P < .05$). Therefore, we rejected H_{02} and concluded that self-efficacy had significant and positive effect on service quality of the standardised and unstandardised family-owned restaurants in Abuja.

Table 2: Significance of the Regression of Service Quality on Self-Efficacy

Model	Unstandardised Coefficients		Standardised Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	3.324	.283		11.746	.000		
Self-Efficacy	.275	.330	.291	3.198	.000	1.000	1.000

R = .790, R² = .624, Adj. R² = .624; Std. Error = .435; Durbin-Watson = 2.000

F (1, 16) = 6.068, P = 0.000

Predictors: (Constant), Self-efficacy

Dependent Variable: Service quality

Source: SPSS Output, 2022

It can be inferred from Table 3 that: a strong relationship exists between innovativeness and food quality (R = .798); innovativeness made a significant contribution to food quality (R² = adjusted R² = .637, standard error = .425); there is no autocorrelation in the errors of the regression model (Durbin-Watson statistics = 1.876); and the data has no collinearity problem (tolerance = .682, VIF = 1.304). This implied that innovativeness significantly contributed to food quality. It is evident from Fisher's coefficient [F (4, 13) = 4.745, P = 0.003] that the difference in the effect of innovativeness on food quality was significant. Further, the effect of innovativeness on food quality was significant and positive ($\beta = .344$, $t = 6.158$, $P < .05$). Therefore, we rejected H_{03} and concluded that innovativeness had significant and positive effect on the food quality of the standardised and unstandardised family-owned restaurants in Abuja.

Table 3: Significance of the Regression of Food Quality on Innovativeness

Model	Unstandardised Coefficients		Standardised Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	4.593	.214		7.681	.000		
Innovativeness	.351	.401	.344	6.158	.003	.682	1.304

R = .798, R² = .637, Adj. R² = .637; Std. Error = .425; Durbin-Watson = 1.876

F (4, 13) = 4.745, P = 0.003

Predictors: (Constant), Innovativeness

Dependent Variable: Food quality

Source: SPSS Output, 2022

Table 4 revealed that innovativeness influenced service quality (R = .708) significantly (R² = adjusted R² = .501, standard error = .411). Again, there was no autocorrelation in the errors of the regression model (Durbin-Watson = 1.987) and the data had no collinearity problem (tolerance = .893, VIF = 1.211). Fisher's coefficient [F (1, 16) = 5.143, P = 0.013] depicted that there was a significant difference in the effect of innovativeness and service quality. Further, the effect of innovativeness on service quality was significant and positive ($\beta = .142$, $t = 8.500$, $P < .05$). Therefore, we rejected H_{04} and concluded that innovativeness made significant and positive effect on the service quality of the standardised and unstandardised family-owned restaurants in Abuja.

Table 4: Significance of the Regression of Service Quality on Innovativeness

Model	Unstandardised Coefficients		Standardised Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	3.698	.204		12.164	.001		

Innovativeness	.153	.381	.142	8.500	.013	.893	1.211
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$R = .708$, $R^2 = .501$, Adj. $R^2 = .501$; Std. Error = .411; Durbin-Watson = 1.987

$F(1, 16) = 5.143$, $P = 0.013$

Predictors: (Constant), Innovativeness

Dependent Variable: Service quality

Source: SPSS Output, 2022

Discussion

The results of the study are somewhat similar to that of Ismatullah *et al.* (2020) who affirmed that self-efficacy influences service quality and Cain (2021) who found that self-efficacy improves food choice quality. Also, Oladipo and Soyemi (2021) empirically established that self-efficacy influences service delivery. On the effect of innovativeness on the survival strategies, Senbabaoglu (2017) reported that service innovativeness is positively related to service quality, while firms that are characterised by innovativeness offer innovative products and services are more competitive in the marketplace (Kim *et al.*, 2021). The similarity in results can be attributed to the relatedness of area of study and the import of self-efficacy and innovativeness in the survival and performance of businesses such as restaurants in uncertain environment. Ivkov *et al.* (2016) observed that the uncertainties in the restaurant business environment and the challenges in starting and running the business are increasingly occasioned by the changes in the demographics of the population, tastes and preferences of the customers, and the restaurant market, and insecurity. Due to the invisibility of some of these changes, most restaurants face a decrease in market share and/or close down. The loyal customers lost by one restaurant/restauranteur are gained by the modernised or new restaurants. This situation has been linked to competencies, and quality of food and service delivery (Putri *et al.*, 2019).

However, research has shown that self-efficacy and innovativeness are needed to employ food and service quality as strategies for business survival and success in an environment that is characterised by uncertainties and crisis (Putri *et al.*, 2019). Self-efficacy influences the working life of restaurant workers and the survival of the restaurant business positively. It enhances a restauranteur's motivation, the time and efforts deployed into the business and the negative experiences; particularly in periods of uncertainties (Mustapha & Fakokunde, 2021; Putri *et al.*, 2019). As such, restauranteurs and restaurant workers who have high levels of self-efficacy can overcome the challenges associated with starting and running a restaurant business by offering their customers good quality food via quality service and in a secured environment from criminals based on customers' feedback, and knowledge garnered from other internal and external environmental factors. Firms view the positive or negative feedback of customers as resources that can be employed to avoid past mistakes in product offerings and services delivery (Okolo *et al.*, 2021).

This further ensures that the loyalty of the existing and potential customers, and the survival of the restaurant is sustained. Irrespective of the height of the self-efficacy, the survival of the restaurant requires some form of risk-taking that can be eased through innovativeness (Putri *et al.*, 2019; Teng *et al.*, 2019). Customers patronise restaurants on the basis of their innovativeness in food, services and decorations (Jantasri & Srivardhana, 2019). Restauranteurs use innovativeness to attract and maintain potential customers (Jantasri & Srivardhana, 2019). Innovativeness influences and stimulates customers through their five senses when they being served and consuming the restaurants' food to perceive the food, services and environment of a restaurant to be of high quality, while the level of satisfaction they obtained derives them to revisit either alone or with their family and friends. This revisit represents more patronage, sales, profit and survivability to the restaurants (Truong *et al.*, 2020).

In line with the resource-based view and the resource dependence theory, self-efficacy and innovativeness enhances food quality and service quality through learning and knowledge sharing among and between the founder/CEOs, workers and customers of a focal restaurant, and that of other restaurants (Lee *et al.*, 2016; Matson, 2021; van Rijen *et al.*, 2021). Consumers through their feedback can contribute to the improvement of food quality and (re)designing of service quality of restaurants. Good quality food and service help to argument the customers' preferences for a restaurant's food. Innovativeness facilitates the satisfaction of existing customers' needs, attraction of new customers, and retention of loyal customers. Customers revisit and promote the services of restaurants when they are satisfied with the quality of food and service they receive (Gupta *et al.*, 2017; Mustapha & Fakokunde, 2021; Ukorebi, 2018; Yuan, 2019). Thus, to achieve repeat patronage, survivability and improved performance of restaurants, restauranteurs and their workers must combine innovativeness that is born out of customer feedback with self-efficacy that is triggered via in-house training and retraining to deliver quality food via quality services.

Conclusion

Entrepreneurial competencies (i.e., self-efficacy and innovativeness) will exert influence on the survival strategies (i.e., food quality and service quality) of the unstandardised and standardised family-owned restaurants in Abuja. The practical implication is that for any unstandardised and standardised family-owned restaurant in Abuja to survive in the prevailing uncertain and insecure business environment, the founder/CEOs, and family and non-family employees must not only be self-efficacious and willing to be open to

new ideas, but must be seen to be so. In addition, the customers must be involved in the process of innovativeness via their feedbacks. Theoretically, the results imply that internally sourced knowledge from workers and externally garnered knowledge via customer feedback are resources that argument the survivability of restaurant businesses in turbulent environments.

The results of this study are interpreted in the light of the following limitations. First, the withdrawn information by the respondents which constitute a methodological bias was overcome by using 5% level of significance and criterion sampling technique. Second, the examination of the effect of the entrepreneurial competencies on survival strategies (which are to a large extent intangible assets) suggests exclusion of tangible assets like the waiters/waitresses. This limitation was taken care of by including well trained and dressed waiters/waitresses in the questionnaire. Third, the study is limited to the standardised and unstandardised family-owned restaurants in Abuja. This affects the generalisability of the results for the whole of Nigeria. This limitation was overcome by restricting the discussion of the results to only Abuja. To ensure the generalisation of the results, further studies can be carried out in other geopolitical zones of Nigeria or other parts of the world. Also, to make-up for the withdrawn information, further studies can employ triangulation method. Further studies can focus on the effects of entrepreneurial competencies, survival strategies or customers' feedback to customers' loyalty and satisfaction.

Consequently, the study recommends constant capacity building as a way of further improving the dexterity of the workers on the preparation of assorted foods. This is because these capacities and the attendant confidence can enhance the quality of the foods. Training and retraining on the requisite skills for service delivery is advocated. High level of dexterity in service delivery can further enhance the service quality. Again, the workers should be encouraged to be open to acquiring and trying out new ideas from customer feedback and other sources. Particularly, new ideas that are related to service delivery and preparation of foods that cut across different cultural antecedents. Such knowledge can enhance service delivery and facilitate the introduction of new meals. This is necessary since it takes a satisfied customer to rebuy, bring their family and friends, and to be loyal to the restaurant.

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