

## **Business Commitment, Business Capability, Towards Performance through Commercial Competitiveness Development**

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DOI: 10.56201/ijssmr.vol.11no1.2025.pg.425.440

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### **Abstract**

*Ibiso Table Water is one of the best table water in the Port Harcourt industrial area; however, the market movement is indirectly impacted by the emergence of multiple competitors from the neighborhood and different modern-style table water that are supplied by wholesalers from outside the Port Harcourt industrial area. The purpose of this study is to ascertain how table water entrepreneurs' business performance is impacted by the industry's competitiveness, business commitment, and business capability. A quantitative research methodology is the kind of study being conducted. A table water company in the Diobu neighborhood of Port Harcourt, Rivers State, was the subject of the study. The cluster random sampling method, which was based on the Krejcie and Morgan tables, produced a total of 357 samples. Techniques for gathering data that makes use of a Likert scale. Using data analysis methods and the path analysis feature of the SmartPLS 3.0 software, it was discovered that business capability and commitment had no significant impact on the development of competitiveness, while business capability and commitment had a significant impact on performance. According to the findings, table water producers' business acumen was still insufficient for increasing the industry's competitiveness.*

**Keywords:** *Business Performance, Competitiveness Development, Business Commitment, and Business Capability*

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## Introduction

Up until 2016, the industrial sector of table water production—which is typically developed by small and medium-sized businesses—was able to boost GDP growth through its output. The national table water production increased by an average of 10–15 percent annually during that year (BPS – National Food and Drugs Administration Commission, Rivers State, 2019). Nevertheless, over the last three years, the average increase in table water production has not kept pace with the country's demand for table water. Production has started, and the growth rate in Nigeria itself is thought to have reached 12–24%. In Port Harcourt, table water has long been a part of the locals' cultural life. Some people in rural communities continue to produce table water, a practice that has been known since the 1950s. Every cultural ceremony, including weddings and traditional celebrations, uses table water as one of the products. As a result, table water and its manufacturing process are rich in local knowledge that conveys moral lessons and cultural values. Ibis Table Water is one of the primary table water-producing regions in Port Harcourt, also referred to as Diobu. 312 billion bags of table water and 1.5 million water bottles were sold by Ibis Table Water in 2019. However, the amount of table water produced at the Ibis table water production factory has decreased over the past five years, from 64,071,000 bags in 2015 to 45,867,000 bags in 2016, 27,267,015 bags in 2017, 35,141,060 bags in 2018, and 12,104,800 bags in 2019. The industry's financial performance will be impacted indirectly by the drop in table water production. The sustainability of the domestic table water industry may also be impacted by the rise of multiple competitors for table water production throughout Nigeria. Since performance explains how well an entrepreneur's efforts are working, it is one of the most important dependent variables for researchers in practically every area of business and management (Aminu, I. Shariff and M. (2015). The definition of performance is always dependent on the viewpoint of the individual defining it, even though there is no universally accepted definition (Naala, M., Ibrahim, N. & Mahmood (2016). Numerous researchers have examined business performance in various literatures, with a focus on the factors that contribute to performance as well as how it can arise and persist (Pollack, J. M. M.W. Rutherford. Seers, A. Coy, A. E. & Hanson (2016). The increase in business profits is a measure of entrepreneurial performance (Ahmad, Ramayah, Wilson, & Kummerow, 2012b). Measures that are both monetary and non-monetary are used to assess performance factors. Some researchers also define performance in terms of turnover, sustainability, and growth. As stated by Naala, M., Ibrahim, and N. Falola, H., O., & Mahmood, 2016). Salau, O. P. M. A. Olokundun. Ibiidunni, A. Oludayo and S. (2018).

The ability of business owners or organizations to achieve their objectives—such as high profits, high-quality products, favorable financial outcomes, long-term viability, and a sizable market share—while implementing pertinent action plans is known as business performance. Some experts have suggested that business performance measurement should incorporate both financial and non-financial dimensions (Kashemi, M.A). However, business performance can be risky if it solely emphasizes the financial aspect without paying attention to other aspects (Jogarathnam, 2017). R.M, Adel. Abdal, H. R. G. Aliklayah, MdotB. H. Moghaddan, H. K. and Nadimi (2013)). As a result, the balanced scorecard (BSC) keeps track of three non-financial perspectives: internal processes, customers, and learning and growth, in addition to financial metrics (Gorondutse, A. H. & Hilman, 2013), and these are the most widely used, least contested, and most widely applied. as

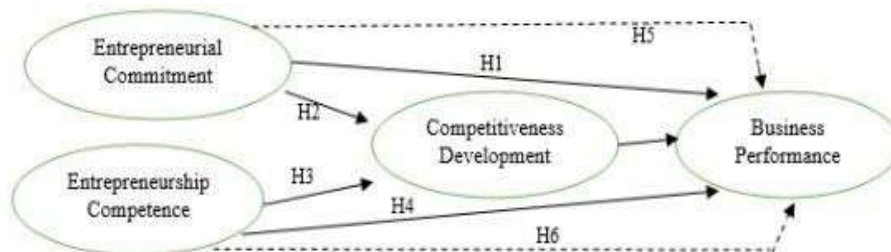
a tool for measuring performance (Kashemi, MdotA. R.M, Adel. Abdal, H. R. G. Aliklayah, MdotB. H. Moghaddan, H. K. In order to manage a silk business successfully, a business actor needs to have special qualities in the field of entrepreneurship as well as creative and innovative abilities to find and develop a variety of ideas, choices, and options for entrepreneurs. This is because business performance will be impacted by the presence of ideas or creativity in the development of business units. As a result, having an entrepreneurial spirit that encourages someone to want to manage a business unit professionally is essential. Muhammad, Alama, and Ramli (2017) support this by pointing out that changes in small and medium-sized businesses can be attributed to shifts in individual traits like behavior, age, education, and competence. Entrepreneurial commitment has a greater impact on entrepreneurship than entrepreneurial intentions (Crant, 1996 in Schlee, Stewart, & Summers, 2013) (Erikson, 2012).

To grow the business in line with the established goals, entrepreneurship commitment is crucial (Parente, R., & Feola, 2013). Time, effort, and resources—including financial, intellectual, emotional, and interpersonal—are the first steps in committing to entrepreneurship (Parente, R., & Feola, 2013). Engagement with the organization, attachment, willingness to work, and a strong desire to try new things are all signs of commitment in organizational behavior (Meyer & Herscovitch, 2001 in (Robert & Vandenberghe, 2021). In the context of entrepreneurial activities, Tasnim, R., and Singh (2016) have highlighted that entrepreneurial commitment is composed of seven distinct indicators that impact three components of commitment: i) affective commitment is shaped by the entrepreneur's spirit, values, and personality; ii) normative commitments are shaped by the norms, responsibilities, and truths that entrepreneurs internalize; and iii) sustainability commitment is influenced by the entrepreneur business investment because there aren't any other options (Tasnim, R., and Singh, 2016). Affective and normative commitments have a synergistic effect on the desire to commit to entrepreneurship, according to a study that examined 400 startups. Higher levels of entrepreneurial commitment are required because the results show that entrepreneurs have a strong emotional attachment to their company's success. According to Tasnim, R., and Singh (2016), the entrepreneur's responsibilities stem from internalizing norms and receiving benefits that promote retaliation or accepting responsibility, which positively impacts the development of entrepreneurial commitment (Tasnim, R., Yahya, S., & Zainuddin, 2014). Additional indicators of the factors influencing entrepreneurial commitment can be found in the literature on entrepreneurial intentions, as entrepreneurial commitment can be thought of as a complement to entrepreneurial intentions (Erikson, 2012; Krueger, Reilly, & Carsrud, 2012). Together with the government's lack of interest in fostering the development of this silk fabric, the emergence of a variety of modern-style cloth products that are diverse and wholesale from outside the region, such as Java, Kalimantan, and others, has indirectly caused the Wajo silk market to move slowly and sluggishly. However, since entrepreneurs face a number of internal and external obstacles, building a sustainable business is challenging. The failure rate for small businesses in Indonesia is 78 percent, whereas nearly 80 percent of new businesses fail in their first year (Shabiya, 2018). This is because MSME businesses face many internal and external obstacles. Limitations include things like capital, human resources, legal considerations, accountability, business climate, infrastructure, and market access (Indonesia, 2015).

Since most MSME owners also act as personnel organizers and business managers, human resources are an essential component of business performance. Managers need to have administrative administration, communication, and planning and organizing skills in order to boost a company's success. To compete both domestically and abroad, a company needs to have entrepreneurial skills (Ng and Kee, 2013). In general, capability refers to an individual's ability or capacity to carry out different job-related tasks. Competence is the ability a person possesses to meet all work requirements for the accomplishment of organizational objectives (Riyanti, B. P. D., C. Sandroto. W. DW, 2017). According to Rowley, J., Mitchelmore, S. & Shiu, 2014), capabilities can be divided into four main groups: concept relationship skills (interpersonal skills, logical thinking, written communication); business and management skills (business operational skills, finance and budgeting skills); human relations skills (organizational representation skills, leadership skills); and entrepreneurial skills (idea generation, recognition, and exploitation of opportunities). Entrepreneurial skills (such as idea generation, opportunity recognition, and exploitation); business and management skills (such as finance and budgeting skills, business operational skills, and leadership skills); human relations skills (such as delegation); and conceptual and relationship skills (such as written communication, logical thinking, and interpersonal skills) are the four categories of capabilities. According to this study, an individual's capacity to perform their duties using their knowledge, abilities, and attitudes is a sign of their entrepreneurial capability. The majority of management literature has long used the term capability. Natural and unnatural capabilities are the two categories into which these abilities can be separated. Meutia (2012) emphasizes that three traits—attitudes, social roles, and self-image—make up natural capability. Unnatural capability or learned skills are abilities that are obtained through theoretical and practical learning and are required when a task arises. Knowledge, abilities, and experience are all included in this. Accordingly, entrepreneurship competence is a basic quality that enables a person to perform tasks in the most effective manner (Lazar N, 2015; Yasin, N. A. Yasin, N.; Ridjal, S., & Jufri, 2019. A. S., Ridjal, and Jjufri (2019). The six components of entrepreneurial capability are relationship, opportunity, organizing, conceptual, commitment, and strategy, according to Man, Lau, and Snape (2018). According to Ahmad, Ramayah, Wilson, and Kummerow (2012a), entrepreneurs need to comprehend the behavior linked to nine capabilities in order to measure their entrepreneurship capability: strategy, commitment, conceptual, opportunity, organizing & leading, relationship, learning, and pers.

Data from the Ministry of Commerce and Industry (2018) shows that Nigerian MSMEs only make up 0.8 percent of the global supply chain. Up to 379 million micro, small, and medium-sized businesses (MSMEs) have recently used online platforms to market their goods, according to the Ministry of Commerce and Industry (2018). This figure only represents 6% of Nigerian MSMEs' total membership (62.29 million). Due to limited access to market information, which leads to a lack of market orientation and weak global competitiveness, this presents a challenge for product marketing. One kind of strategy that can support a company's ongoing existence is its capacity to maintain its competitiveness. It also describes an organization's capacity to defend itself against its competitors. This ability, which results from significant management choices, aids the company in differentiating itself from competitors and preserving its market share (Muhammed, H. A. A. Sari, D., Febrian, and Kartini, D., 2016). To improve their company's success, managers must take

competitiveness into account. Since achieving maximum performance is the ultimate goal of starting a business, competitiveness is seen as crucial to increasing business success (Yasin & Nurjaya, 2021). MSMEs are at a standstill because they lack the market intelligence necessary to clearly and specifically guide their business development (Edelia & Aslami, 2022; Sedyastuti, 2018). Small and medium-sized businesses (SMEs) in Nigeria are not very competitive because of this. Many MSMEs face both external and internal obstacles. As a result, small and medium-sized businesses lack the ability to compete and raise economic growth and employee wages. Competitiveness has two characteristics when viewed through the lens of competitive strategy: resource-based and industry-based (Hartmann, E. & Herb, 2015). Competitiveness is an organizational function that is internally and externally oriented by proactively responding to all opportunities and its business target market, according to Muhardi (2007) in (Rinandiyana, Kurniawati, & Kurniawan, 2016). Location, cost, the caliber of services or goods, and advertising all have an impact on competitiveness. Competitiveness in this context refers to the strategic benefits of developing goods and services in a market that rivals in a given market share cannot copy. Porter (1986) defined four characteristics that determine a country's competitiveness: (1) Strategy, Structure, and Rivalry; (2) Condition Factor; (3) Related and Supporting Industry; and (4) Demand Conditions. These characteristics form the basis of the commonly used competitiveness measurement (Sridadi, 2013). The availability of the resources and knowledge required to gain a competitive edge in a specific industry; (ii) information that influences perceptions; and (iii) are the four components of a company's defense against competition, and (iv) the assistance businesses require to guarantee investment and innovation. The table water production sector must be able to grow by enhancing industrial competence through innovation and creativity, a strong work ethic, and initiatives to boost competition in order to produce novelty in the form of concepts that are more valuable than they were previously. This study intends to examine the business performance of table water in the Ibis table water factory from the perspectives of entrepreneurial commitment, entrepreneurial competence, and silk industry competitiveness, taking into account the background and conditions mentioned above.



**Figure 1: Conceptual Framework**

**Source:** Tri Sulkarnain Ahmad, Srifatmawati Ahmad, Afriyani and Afriyani, 2022

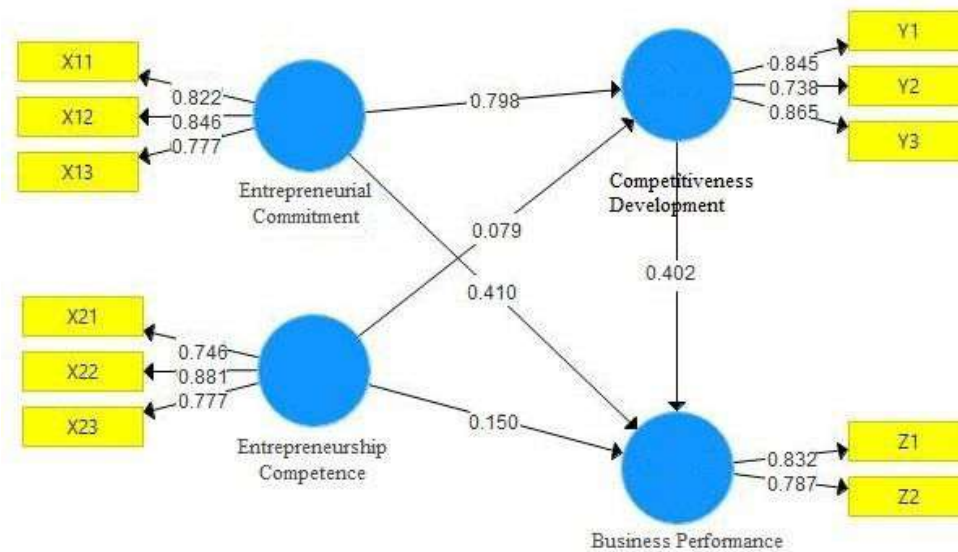
## Methodology

With a particular type of research, namely research intended to test a theory or hypothesis in order to confirm or reject the theory or hypothesis based on prior research findings, this study uses a quantitative research approach. A table water factory in Diobu, Port Harcourt, Rivers State, was the subject of the study. Cluster random sampling was the sample technique used in this study. 357 Silk Entrepreneurs were included in the sample after sample numbers were determined using a table of sample numbers based on population numbers by Krejcie and Morgan in (Sekaran Uma; Bougie Roger, 2016). A questionnaire instrument featuring a Likert scale was used for the data collection technique. With SmartPLS 3.0 software, data analysis methods employ path analysis. The Partial Least sq\ (PLS) method was employed for data analysis in this investigation. PLS is a component- or variance-based model of structural equation modeling (SEM). Performance is the dependent variable in this study, while business commitment, entrepreneurship capability, and competitiveness development are independent variables. Affective, sustainable, and normative metrics are used to gauge business commitment. Three indicators—skills, knowledge, and experience—build entrepreneurial capability. Three indicators are used to build competitiveness development: market share, price, risk of failure, and performance. Two of these indicators are financial, and the other is non-financial. This study's hypothesis is that: (1) business commitment significantly affects performance; (2) business commitment significantly affects the development of competitiveness; (3) business commitment significantly affects performance; (4) business capability significantly affects the development of competitiveness; (5) business commitment significantly affects business performance through the development of competitiveness; and (6) business capability significantly affects performance through the development of competitiveness.

A T statistic value above 1, 96 (for a significance level of 0.05) indicates that the construct has good discriminant validity. Figure 2 and Table 1 below show the loading factor of all indicators of the four constructs above 0.5, which is necessary. These variables are business commitment, entrepreneurial capabilities, competitiveness development, and business performance.

Measurement Model (Outer Model)

Measurement Model (Outer Model)



**Figure 2:** SEM-PLS Measurement Model (Outer Model)

**Table 1:** Outer Loadings (Mean, STDEV, T-Value)

	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>X11 &lt;- Affective</b>	0.822	0.822	0.021	41.244	0.000
<b>X12 &lt;- Sustainable</b>	0.846	0.837	0.018	51.682	0.000
<b>X13 &lt;- Normative</b>	0.777	0.772	0.042	23.613	0.000
<b>X21 &lt;- Skills</b>	0.746	0.745	0.032	24.684	0.000
<b>X22 &lt;- Knowledge</b>	0.881	0.881	0.016	74.760	0.000
<b>X23 &lt;- Experience</b>	0.777	0.787	0.029	29.017	0.000
<b>Y1 &lt;- Market</b>	0.845	0.845	0.017	51.547	0.000
<b>Y2 &lt;- Risk of</b>	0.738	0.739	0.055	16.262	0.000
<b>Y3 &lt;- Price</b>	0.865	0.866	0.027	51.337	0.000
<b>Z1 &lt;- Financial</b>	0.832	0.833	0.037	31.549	0.000
<b>Z2 &lt;- Non</b>	0.787	0.788	0.028	41.482	0.000

Source: PLS data processing (2025)

Testing the Structure Model (Inner Model) Table 2 below lists the measurement values for composite (CR), Cronbach alpha (CA), and discriminant reliability (AVE). If the AVE value exceeds 0.5, the variable is deemed reliable; if the Cronbach alpha value exceeds 0.6, it is deemed good; and the composite value (CR) must exceed 0.7. All of the variable's items are deemed reliable for measurement based on these criteria. When evaluating the impact of competitiveness development, entrepreneurship competency, and entrepreneurial commitment on performance, the R-square is 0.827, or 82.7 percent. This indicates that 92.7% of the variables of business

commitment, entrepreneurship capability, and competitiveness development have an impact on performance.

**Table 2:** R-Square and Cronbachs Alpha

	AVE	Composite Reliability	R Square	Cronbachs Alpha (CA)
Business Commitment	0.657	0.856		0.729
Entrepreneurship Capability	0.656	0.848		0.728
Competitive Development	0.672	0.848	0.771	0.758
Business Performance	0.642	0.854	0.827	0.735

**Source:** PLS data processing (2025)

**Table 3.** Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Business Commitment	0.410	0.412	0.096	4.210	0.000
Business Commitment	0.798	0.814	0.062	17.298	0.000
Entrepreneurship Capability	0.150	0.242	0.077	2.190	0.037
Business Performance	0.079	0.079	0.043	<b>1.467</b>	<b>0.118</b>
Entrepreneurship Capability	0.402	0.382	0.084	5.172	0.000
Competitive Development	0.323	0.309	0.054	4.787	0.000
Business Commitment	0.032	0.035	0.031	<b>1.366</b>	<b>0.141</b>
Entrepreneurship Capability					
Competitive Development					
Business Performance					

**Source:** PLS data processing (2025)

The research hypothesis is addressed by comparing the T-statistic and T-table values; if the T-statistic is greater than the T-table, the hypothesis is accepted. Business commitment has a significant impact on performance, (2) business commitment has a significant impact on the development of competitiveness, (3) business commitment has a significant impact on performance, (4) business capability has no significant effect on the development of competitiveness, (5) business commitment has a significant impact on performance through the



development of competitiveness, and (6) business commitment has no significant impact on performance through the development of competitiveness. The T-table's value is 1.96.

### **Business commitment has a significant effect on performance**

According to the study's findings, the business performance of table water entrepreneurs at Ibis Table Water Factory is significantly impacted by their dedication to entrepreneurship. No matter how successful the entrepreneur is, he will undoubtedly reach the path of business failure if he does not put forth a lot of effort, be tenacious, and have a strong commitment to the table water production business that they have been working on for a long time. As a result, table water entrepreneurs believe that dedication is crucial to enhancing their company's performance. According to this study, table water entrepreneurs in the Ibis factory in the Diobu neighborhood of Port Harcourt have a strong commitment to growing their business. A number of their traits and characteristics suggest that a successful entrepreneur needs to possess a number of qualities, such as the ability to persevere under pressure, have a positive attitude when confronted with obstacles, be patient when trying, be prepared to work through difficulties, and be willing to make sacrifices. Consistent with studies by Murnieks, C. Y. Mosakowski, E. and Cardon (2014) that the degree of success of an entrepreneur's business endeavors is determined by their level of commitment, and Fisher, R., Maritz, A. & Lobo (2016), which emphasize the significance of entrepreneur dedication in business growth. The manufacturers of table water in Port Harcourt's Diobu neighborhood constantly strive to offer customers the best products at different price points based on the design and intricacy of the table water's production. The cost of table water produced in the Diobu area of Rivers State is typically higher than that of table water produced by machines because the producers of table water there continue to use the traditional method. Because they believe that this is one of the aspects of table water production in the Diobu area of Port Harcourt that needs to be preserved and is much safer for the environment, these entrepreneurs continue to produce table water using the traditional method. Diobu business owners in Port Harcourt are known for their excellent business management, which is understandable given that they constantly strive to uphold moral business practices.

### **Business commitment has a significant impact on the development of competitiveness.**

Researchers discovered in this study that the growth of competitiveness is significantly impacted by business commitment as well. The producers of table water in Port Harcourt's Diobu neighborhood consistently strive to increase the caliber of their output and expand their market share in order to strengthen their business commitment. They are attempting to compete with entrepreneurs from outside Port Harcourt who sell table water. They must always be dedicated to being successful entrepreneurs in order to expand the market. They must be able to read the risk of failure, be cautious when examining market availability, and be able to set product prices as sensibly as possible. The findings of this study support those of Cuckovic and Bartlett (2014), who claim that a policy intended to boost competitiveness must include business commitment. Furthermore, the emergence of competitiveness for regional economic growth is necessary for the existence of entrepreneurial dynamics, as revealed by Acs & Amorós (2008) in Álvarez, Urbano,

& Amorós (2014). Weaving in the Ibis table water in Port Harcourt's Diobu neighborhood has long been the mainstay of the steady water trade and industry. They have been able to implement various innovations for the competitiveness strategy of the table water industry, such as creating products with Bugis characteristics, like making casual bags, packaging bags, and table water for everyone, even though they continue to follow the traditional pattern of production using the gedogan method or non-machine looms (ATBM). Table water entrepreneurs in Port Harcourt have a strong enough dedication to their business to keep them successful, beginning with considering how to grow their companies while keeping an eye on the level of competition.

### **Business Capability has a significant effect on performance**

According to the study's findings, business performance is significantly impacted by business capability. Table water entrepreneurs must have business capability to compete both domestically and internationally. Because table water business owners typically act as managers, leaders, and lead employees, business capability has become the most important factor in taking proactive steps to address challenges in the business environment. As managers, they must be able to plan, organize, communicate, and administer their operations. The results also show that most respondents already possess the skills necessary to effectively manage a business because they have a great deal of experience operating this type of business. Therefore, it could be argued that they inherited this talent because their family had been a table water producer for many generations. This businessman's ability to trade comes from his family, who are also primarily table water entrepreneurs, so their abilities, expertise, and experience can be considered to be fairly good in running their company. These results are consistent with earlier research by Asyifa (2019), which found that business capability significantly and favorably affects the performance of microenterprises in the Diobu neighborhood of Port Harcourt, in Rivers State, Nigeria.

### **Business Capabilities has no significant effect on the development of competitiveness.**

According to the study's findings, business capability had no discernible impact on how competitiveness developed. Known as the "Port Harcourt City of table water," the Ibis table water production company is a home-based enterprise that has grown significantly and is now the primary source of income for the majority of people in the Diobu neighborhood of Port Harcourt. On the other hand, business competition is increasing in speed as times change. Developing competitiveness is essential for businesses to stay in business and compete with one another. Thinking creatively and attempting to enhance every aspect, from management, leadership, and marketing to operations or processes. Businesses, particularly small and medium-sized ones, face a difficult time competing in the modern world. Product development will be extremely challenging if they lack the necessary business capabilities. Because most of these entrepreneurs' markets lack the technology management expertise required for competitiveness development, business capabilities do not significantly impact the competitiveness of table water entrepreneurs in the Diobu area of Port Harcourt. To date, table water producing entrepreneurs have used their competencies primarily to improve business performance, without making the greatest effort to increase the competitiveness of their products. This entrepreneur is not very concerned with market

availability, the impact of failure risk, or how to set a reasonable price. Their lack of innovation and outdated management system make it impossible for the products they sell to compete with bottle water products that come from outside the area. Since the business world is becoming more competitive and entrepreneurs must constantly develop strategic capabilities by creating and providing consumers with more value from the products they produce, competitiveness is a crucial factor that these table water producing entrepreneurs must take into consideration. This will ultimately give them a competitive advantage. for this undertaking. It is impossible to separate the growth of this competitiveness from the significance of education and training that these entrepreneurs must receive, as doing so can enhance their paradigm and mindset. In actuality, table water from the Ibisso water factory in the Diobu region has a competitive edge over table water from other locations. It is regrettable that this potential is not realized in order to increase the competitiveness of Ibisso table water. Ibisso table factory patterns are hard for rivals to copy, making it easy to identify the products made by Ibisso table water when they are on the market. This study supports the conclusions of Kadir, A. According to R. and Nursyamsi (2017), which claims that a large number of MSMEs continue to operate in ways that comparatively fail to fully consider and even disregard the external environment, causing institutional construction and gaps in the use of organizational resources to burden the capabilities developed. Nevertheless, the findings of this study differ from those of a number of earlier investigations that demonstrate a strong and favorable correlation between the development of competitiveness and capabilities (Ardichvili and Cardozo, 2013; Dessler, 2015; Marwansyah, 2012).

### **Entrepreneurial commitment has a significant impact on business performance through the development of competitiveness**

According to the research findings, entrepreneurial commitment influences business performance through competitiveness because dedicated entrepreneurs will always strive to maintain and grow the company that was founded many years ago. Affective, continuous, and normative commitments are the commitments examined in this study. The table water producer's attitude, which is always focused on his business but does not alter his operations, demonstrates affective commitment. The normative commitment of entrepreneurs who produce table water, on the other hand, can be viewed from the viewpoint of those who are constantly concerned with observing all efforts and their outcomes. These table water producers' unwavering dedication is demonstrated by their efforts to stick with their current ventures and never try a different one until their efforts yield better outcomes. This silk entrepreneur's dedication ultimately paid off when he decided to try to compete with table water manufacturers outside of the Ibisso table water factory in Diobu. This study supports the findings of Fisher, R., and Maritz, A. and Lobo (2016) that by constantly considering the competitiveness of the product, entrepreneurial commitment is crucial to enhancing SME business performance.

### **Business Capability has no significant effect on business performance through the development of competitiveness**

The study's findings showed that, when it came to the growth of competitiveness, business capability had no discernible impact on business performance. Observations made during the research show that some entrepreneurs who produce table water still have low levels of entrepreneurship competency. The low degree of development and mastery of knowledge in the areas of marketing, technology, management and organization, and other competencies required to run their business further demonstrates this. In both domestic and international business competition, business capability is crucial since it is the key to proactively addressing business obstacles. This study, however, contradicts earlier research (Arduyan, 2016; Dhamayantie, E. Fauzan, 2017; Octavia, 2015), which asserts that business capability is crucial for fostering competitiveness and enhancing business performance. To improve business success, business capability and competitiveness should align. One way to gain a sustainable competitive edge is through strategic entrepreneurship, which is also one way to build a business that can succeed in a developing nation. This implies that the ability of entrepreneurs to increase business success can have an impact on competitiveness. But regrettably, the majority of entrepreneurs who produce table water don't emphasize the value of strong business capability, which means that business capability must constantly be developed in line with the constantly shifting business environment. Because the bottled and sachet water products produced can be highly competitive if the management of this business has good entrepreneurial competencies and always pays attention to changes and market needs, the skills, knowledge, and experience of entrepreneurs who produce table water must be further improved. Since Diobu residents have long been well-known for their table water business, it is indisputable that entrepreneurs who produce table water do possess the abilities, know-how, and experience necessary to run their companies from their families. However, as technology advances, these attributes must also be maintained in order to meet the ever-evolving demands of the business world.

### **Conclusion/Recommendations**

The Diobu table water producers have a very high level of entrepreneurial commitment. Since the majority of the table water production businesses in the Diobu area are inherited from their families, they have essentially been shaped from an early age to become entrepreneurs in this field. As a result, they have a strong commitment to entrepreneurship. However, a person's personal strength is the primary capital in entrepreneurship; a high level of commitment is not enough to become a successful entrepreneur. An entrepreneur needs to work hard, have a strong will, keep learning, and improve their self-competence in order to accomplish this. Business actors with strong entrepreneurship skills will be able to manage current challenges with ease, and creating competitive products won't be a problem. In this sense, the collaboration of several related institutions is crucial to fostering a business and entrepreneurial spirit as well as increasing the knowledge of Diobu table water producers through training and seminars. These entrepreneurs

who produce table water need to be closely monitored and taught the value of entrepreneurship skills, knowledge, and attitudes in launching and growing enterprises.

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