

**MARKET ORIENTATION, KNOWLEDGE
MANAGEMENT, ENTREPRENEURIAL ORIENTATION
AND PERFORMANCE OF NIGERIAN SMEs**

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NIGERIAN SMEs**

By

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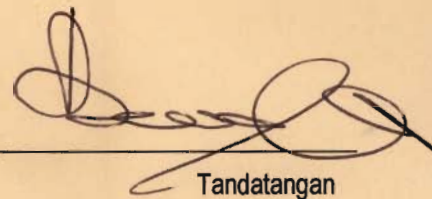
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ABSTRACT

The purpose of this study is to investigate the relationships between market orientation, knowledge management, and entrepreneurial orientation on the performance of Nigerian small and medium enterprises (SMEs), with the moderating and mediating effects of business environment and organizational culture respectively. Literature was extensively reviewed in management and other related fields for better understanding of past, present and future needs in the study area. Although their relationships have generated considerable scholarly interest, few studies have actually been conducted among SMEs in Nigeria. SMEs are essential to economic growth in Nigeria and they are a major source of employment and contribute significantly towards the gross domestic products. Based on a theoretical consideration, a model was proposed to examine these relationships. A cross-sectional survey design was adopted and the unit of analysis was the organization, which is SME performance in Nigeria; and the owner/managers of SMEs were the respondents. The study employed systematic random sampling technique in data collection, with a sample size of 640 SMEs. A combination of descriptive and inferential statistics was used to analyze the data collected using Statistical Package for Social Science (SPSS) for window version 20. Hence, both multiple regression and hierarchical regression analysis were used. The findings of this study reported that knowledge management and entrepreneurial orientation have direct significant positive relationship with firm performance, while market orientation was not found to be a predictor of SME performance in Nigeria. The result of hierarchical regression (moderation test) established that business environment was not found to moderate the relationships between market orientation, knowledge management, entrepreneurial orientation and firm performance. The findings of mediation test indicated that organizational culture partially mediated the relationships between knowledge management, entrepreneurial orientation and firm performance. Finally, study implications for theory and practice, limitations, conclusions as well as direction for future research were provided and discussed.

Keywords: market orientation, knowledge management, entrepreneurial orientation, organizational culture, business environment

ABSTRAK

Kajian ini bertujuan untuk mengenalpasti hubungan di antara orientasi pasaran, pengurusan pengetahuan, dan orientasi keusahawanan terhadap prestasi perusahaan kecil dan sederhana (PKS) di Nigeria, dengan kesan penyederhana persekitaran perniagaan dan pengantara budaya organisasi. Sorotan literatur telah dilakukan secara meluas dalam pengurusan dan bidang-bidang lain yang berkaitan untuk pemahaman lebih baik bagi keperluan masa lalu, masa kini dan masa hadapan. Walaupun hubungan di antara variabel-variabel ini telah menjana kepentingan ilmiah yang agak besar, hanya sedikit sahaja kajian yang benar-benar telah dijalankan ke atas PKS di Nigeria. PKS adalah penting kepada pertumbuhan ekonomi di Nigeria dan merupakan sumber utama pekerjaan dan menyumbang dengan ketara kepada keluaran kasar dalam negara. Berdasarkan pandangan teori, model telah dicadangkan untuk mengenalpasti hubungan-hubungan ini. Reka bentuk kajian rentas telah digunakan dan unit analisis yang digunakan adalah organisasi iaitu prestasi PKS di Nigeria manakala pemilik/pengurus PKS di ambil sebagai responden. Kajian ini menggunakan teknik persampelan rawak bersistematik untuk pemungutan data dengan saiz sampel sebanyak 640 PKS. Gabungan statistik deskriptif dan inferensi telah digunakan untuk menganalisis data yang dikumpul menggunakan Pakej Statistik Untuk Sains Sosial (SPSS) versi 20. Justeru kedua-dua regresi berganda dan analisis regresi hierarki telah digunakan. Hasil kajian ini melaporkan bahawa pengurusan pengetahuan dan orientasi keusahawanan mempunyai hubungan positif secara langsung yang signifikan dengan prestasi firma, manakala orientasi pasaran didapati tidak menjadi peramal prestasi PKS di Nigeria. Hasil daripada regresi hierarki (ujian penyederhanaan) membuktikan bahawa persekitaran perniagaan tidak memberi kesan ke atas hubungan antara orientasi pasaran, pengurusan pengetahuan, orientasi keusahawanan dan prestasi firma. Hasil-hasil penemuan ujian pengantaraan menunjukkan bahawa budaya organisasi bertindak sebagai pemboleh ubah penyederhana sepenuhnya antara pengurusan pengetahuan, orientasi keusahawanan dan prestasi firma. Akhir sekali, implikasi kajian kepada teori dan amalan, batasan, kesimpulan serta hala tuju masa depan penyelidikan telah diberikan dan dibincangkan dalam kajian ini.

Kata kunci: orientasi pasaran, pengurusan pengetahuan, orientasi keusahawanan, budaya organisasi, persekitaran perniagaan

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LIST OF ABBREVIATIONS

BE	Business Environment
BOI	Bank of Industry
CBN	Central Bank of Nigeria
CMD	Centre for Management Development
DM	Demographic Information
ECOWAS	Economic Community of West African States
EO	Entrepreneurial Orientation
FA	Factor Analysis
FIIR	Federal Institute of Industrial Research
FP	Firm Performance
FR	Frequency
IDC	Industrial Development Centers
ITF	Industrial Training Fund
KM	Knowledge Management
KMO	Kaiser – Meyer – Olkin
KSEEDS	Kano State Economic Empowerment and Development Strategy
M	Mean
MO	Market Orientation
MSA	Measure of Sampling Adequacy
NBCI	National Bank for Commerce and Industry
NCI	National Council on Industry
NDE	National Directorate of Employment
NERFUND	National Economic Reconstruction Fund
NIDB	Nigerian Industrial Development Bank
OC	Organizational Culture
PBT	Profit Before Tax
PCA	Principal Component Analysis
PRODA	Project Development Agency
RBV	Resource Based View
RMRDC	Raw material Research and Development Council
SD	Standard Deviation
SME	Small and Medium Enterprises
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SMEEIS	Small and Medium Enterprises Equity Investment Scheme
SPSS	Statistical Package for Social Science
SSICS	Small Scale Industries Credit Scheme
TQM	Total Quality Management
VIF	Variance Inflated Factor

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Small and medium enterprises (SMEs) have been widely acknowledged as the springboard for sustaining economic development. They are expected to play the role of entrepreneurial enhancement, to serve as facilitator of economic delivery and national development. They have also been featured by many micro and other smaller businesses in an unorganized way (Abiodun 2003), and accounted for a larger percentage of the working population. SMEs serve as a source of employment generation (Rahnama, Mousavian & Eshghi 2011; Syed, Shah, Ahmadani & Shaikh 2012; Mahmood & Hanafi 2013), and innovation (Uwalomwa & Ranti 2009) which in turn stimulates capacity building and diffusion of skills. Over the years, SMEs in Nigeria provides a greater percentage of job opportunities of above 70 percent, thereby making the citizens very productive, which in turns helps in capital formation (Dauda & Akingbade, 2010; Irefin, Abdulazeez & Tijani, 2012).

Despite their contribution in employment generation as well as innovation through technological enhancement, SMEs in Nigeria have been facing challenges such as inadequate skills for entrepreneurship, and lack of market orientation (Oluboba, 2003), high enterprise death rate, inadequate manpower, poor savings culture

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