



BABCOCK
UNIVERSITY

ILISHAN-REMO, OGUN STATE, NIGERIA

COLLEGE OF POSTGRADUATE STUDIES

2022/2023 PhD Thesis Abstract

Department of Business Administration and Marketing

RFN: Oluwajuwon Gabriel ARIYO

RD: Business Administration and Marketing

RS: Management Sciences

RE: ariyo0509@pg.babcock.edu.ng

RAE: juwongab@gmail.com

RP: 08057119569

RT: Learning Organisation and Performance of Small and Medium Scale Enterprises in Lagos, Nigeria.

MS: Dr. Emmanuel O. Ajike

ME: ajikee@babcock.edu.ng

SP: 08026991665

CS: Dr. Victoria Akpa

CE: akpav@babcock.edu.ng

CP: 07039657146

AB: Small and medium-sized enterprises (SMEs) account for the majority of businesses worldwide and *are important contributors to job creation and global economic development*. Studies revealed that poor organisational performance of SMEs evidenced by poor company reputation, dwindling market growth, loss of market position and progressive dwindling of size are possibly caused by the absence of learning organisation. Existing studies have sought to deepen knowledge on the issues of the organisational performance of SMEs however, many of them focused more on developed rather than developing countries such as Nigeria. The study examined the effect of learning organisation (Continuous learning, inquiry and dialogue, team learning and collaboration, embedded system, empowerment, system connection and strategic leadership) on the organisational performance of SMEs in Lagos State, Nigeria.

Survey research design was employed for the study. The population comprised 8,395 small and medium-scale enterprises in Lagos State, Nigeria. The sample size of 478 was determined using Raosoft online sample size calculator. A simple random sampling technique was employed in selecting respondents who were owners or managers of the SMEs. Data were collected using a structured and validated questionnaire with Cronbach alpha reliability coefficients for the constructs ranging from 0.87 to 0.97. The response rate was 78.7%. Data were analysed using descriptive and inferential (Partial Least Square-Structural Equation Modelling) statistics.

The study revealed that learning organisation had a significant effect on organisational performance ($Adj.R^2 = 0.73$, $f^2 = 0.04$, $Q^2 = 0.56$; $p < 0.05$) of small and medium-scale enterprises in Lagos State, Nigeria. Learning organisation variables had a significant effect on

market position ($Adj.R^2 = 0.60, f^2 = 0.02, Q^2 = 0.58, p < 0.05$); market growth ($Adj.R^2 = 0.58, f^2 = 0.022, Q^2 = 0.56, p < 0.05$); firm size ($Adj.R^2 = 0.56, f^2 = 0.02, Q^2 = 0.55, p < 0.05$) and company reputation ($Adj.R^2 = 0.63, f^2 = 0.02, Q^2 = 0.60, p < 0.05$). However, perceived organisational support ($\beta = -0.01, \Delta R^2 = 0.01, p > 0.05$) and reflective thinking ($\beta = -0.02, \Delta R^2 = 0.03, p > 0.05$) did not moderate the effect of learning organization on organizational performance.

The study concluded that learning organisation improved the organisational performance of small and medium-scale enterprises in Lagos State, Nigeria. The study recommended that SMEs in Nigeria should focus on and promote learning organisation to boost performance.

Keywords: Company reputation, Firm size, Learning organisation, Market growth, Market position, Organisational performance, Small and medium scale enterprises

Word Count: 385

Abbreviations: *RFN: Researcher's Full Name, RD: Researcher's Department, RS: Researcher's School, RE: Researcher's Email, RAE: Researcher's Alternate Email, RP: Researcher's Phone Contact, RT: Registered Title, MS: Main Supervisor, ME: Main Supervisor's E-mail Address, SP: Main Supervisor's Phone Contact, CS: Co-Supervisor, CE: Co-Supervisor's E-mail Address, CP: Co-Supervisor's Phone Contact, AB: Abstract*

Suggested Citation: Ariyo, O.G., Ajike, E.O., Akpa, V. & Nwankwere I.O. 2023. Learning Organisation and Performance of Small and Medium Scale Enterprises in Lagos, Nigeria.. PhD Thesis Abstract, College of Postgraduate Studies, Babcock University. [https://doi.org/10.61867/pcub.1\(5\).091](https://doi.org/10.61867/pcub.1(5).091)