



IMPACT OF MANAGEMENT CAPABILITIES AND ENVIRONMENTAL DYNAMISM ON NIGERIAN SMEs MARKETING INNOVATION PERFORMANCE

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ABSTRACT

As Small and Medium Enterprises (SMEs) globally are faced with challenge of globalization, managers have to develop the essential management capabilities that can help stimulate marketing innovation performance of their business enterprises. In line with Resource-Based View (RBV) and Dynamic Capability View (DCV), the study examined the relationship between marketing knowledge management, innovation process, learning capability and Nigerian SMEs marketing innovation performance. Accordingly, the study examined the moderating influence of environmental dynamism on the constructs. Consequently, the study developed a research framework and postulated six research hypotheses on the impact of marketing knowledge management, innovation process and learning capability on marketing innovation performance of Nigerian SMEs, as well as the moderating influence of environmental dynamism. The study adopted cross-sectional survey design in collecting responses from 225 owners/managers of SMEs in Katsina State, Nigeria. The study utilized SPSS in the data analysis, and as expected, H1, H2, H4, H5 and H6 were supported. While, H3 has no statistical support. Therefore, marketing knowledge management and innovation process were significant predictors of SMEs marketing innovation performance. In contrast, learning capability has no significant influence on marketing innovation performance. Interestingly, environmental dynamism exerted significant moderating influence on the relationship between marketing knowledge management, innovation process, learning capability and marketing innovation performance. From the research findings, the study concluded that managers of SMEs need to use resources deployment capabilities as strategic mechanism for improved marketing innovation performance.

Keywords: Management capabilities, environmental dynamism, marketing IP.

INTRODUCTION

For quite a few decades, the number of SMEs in Nigeria has risen up. This was as a result of several government policies aimed at revamping the sector, the desire to reduce unemployment and intention to have a virile economy (Eniola, 2014). According to Ayanda and Adeyemi (2011), the purpose of setting up SMEs in every economy is to accelerate economic development, open up new business opportunities, create new jobs and increase income level of both employees, investors and government.

At the apex of SMEs, are owners/managers whose role is to manage the overall business activities. Accordingly, researchers have acknowledged that success or failure of business enterprises depends largely on the managers (Ahmad & Seet, 2009; Longenecker *et. al.*,

1999). Which means that SMEs managers have the duty to mobilize resources, develop capabilities, introduce new marketing strategies and improve marketing performance. Hence, according to literature, marketing innovation can help business enterprises to gain competitive advantage, increase sales and market share, attain organizational success and increase customer satisfaction (Hassan, Shaukat, Nawaz, & Naz, 2013; Naidoo, 2010; Simon & Honore Petnji Yaya, 2012). Thus, the study emphasized that for SMEs to continuously survive, grow and expand their business horizon, adequate marketing innovation framework is important.

Likewise, the study argued that owners/managers of SMEs need to develop essential capabilities that can promote marketing innovation performance of their enterprises, particularly as literature on SMEs has established that inadequate marketing innovation framework can result to business collapse. Accordingly, Ebitu, Glory and Alfred (2016) confided that all the 72,838 SMEs in Nigeria are faced with one form of marketing problem or the other. Equally, Eniola, Entebang and Sakariyau (2015) asserted that 85% of SMEs in Nigeria do not grow to maturity, as they die within the first five years of gestation. Similarly, Ayozie, Oboreh, Umokoro and Ayozie (2013) and Idowu (2013) have identified lack of marketing knowledge management and poor organizational learning culture as major problems of Nigerian SMEs. Likewise, Dugguh (2013) has identified lack of sound innovation process as the leading cause of SMEs collapse in Nigeria.

Hence, marketing innovation is vital for SMEs survival, whereas, lack of it may have a severe consequence on SMEs growth. Therefore, the study argued that management capabilities such as marketing knowledge management, sound innovation process and adequate learning capability will promote marketing innovation performance of SMEs, particularly in the context of less developed economies like Nigeria, where managers of business enterprises find it difficult to harness organizational resources or develop capability to champion their innovative course and attain corporate objectives.

Although, prior studies have examined the relationship between market knowledge competence, innovation process and learning capability and other types/dimensions of innovation, such as product and process innovation, market-based innovation and innovation performance (Nwankpa & Roumani, 2014; Ozkaya, Droge, Hult, Calantone, & Ozkaya, 2015; Parthasarthy & Hammond, 2002; Salim & Sulaiman, 2013). However, the combined impact of these important management capability constructs on SMEs marketing innovation performance was not investigated. More so, the findings of a number of prior studies on the impact of the three independent variables on other constructs is inconclusive (Gamal Aboelmaged, 2012; Gharakhani & Mousakhani, 2012; Nwankpa & Roumani, 2014; Parida, Westerberg, & Frishammar, 2012; Salim & Sulaiman, 2013). In addition, literature has established that most of prior studies that examined the influence of these constructs were done either in Europe, Asia or America and also, the influence of environmental dynamism on the constructs has not been investigated. Moreover, none of these studies is replicated in the context of the Nigerian SMEs. Based on this therefore, the study examined the relationship between marketing knowledge management, innovation process, learning capability and marketing innovation performance. Similarly, the study examined the effect of

environmental dynamism as moderator on the constructs in the context of Africa and Nigeria in particular.

In line with the above practical, theoretical and contextual justifications which also concur with the suggestions of previous scholars such as Camisón and Villar-López (2011), Mothe and Thi (2010), Zhou, Hu, and Shi (2015) and Lai, Hsu, Lin, Chen and Lin (2014) who recommended for further study between marketing knowledge management, innovation process, learning capability and marketing innovation performance, as well as the use of environmental dynamism as moderator. Thus, the study is designed to: (1) Examine the relationship between marketing knowledge management, innovation process, learning capability and marketing innovation performance of Nigerian SMEs; (2) Examine the effect of environmental dynamism as moderator on the constructs; and (3) Converge resource-based view (RBV) and dynamic capability view (DCV) to support research investigation.

Apart from introduction, the study reviewed related literature on the underpinning theories, the dependent variable, the three management capabilities and the moderator. Correspondingly, the study developed a research framework, highlighted the research methodology and mode of data analysis, and provided discussions and conclusions on the findings.

LITERATURE REVIEW

Theoretical Underpinning

The first theory that underpinned the study is RBV. The theory is built on the notion that proper usage of bundle of tangible and intangible organizational resources that are valuable, rare, inimitable and non-substitutable (VRIN), can make business enterprise gain competitive advantage (Barney, 1991). Here, competitive advantage denotes to value-creation strategies that are difficult to replicate or use instantaneously by potential entrants or competitors. According to Barney (1991), firm's resources are classified into: procedures, knowledge, assets, characteristics and capabilities. Equally, Daft (2010), maintained that strategic deployment of organizational resources could result to sustain competitive advantage.

The second theory that underpinned the study is DCV. The theory is built on the assumption that accumulation of valuable assets alone as proclaimed by RBV cannot guarantee competitive advantage of a firm (D. J. Teece, Pisano, & Shuen, 1997; D. Teece & Pisano, 1994). As such, they emphasized the need for an enterprise to quickly respond to situations and have flexible innovation process for proper coordination and deployment of internal and external resources. They also claimed that for an enterprise to succeed, development of competences and capabilities through adequate utilization of assets position are critical. The assets position being considered here are: knowledge assets, market (structure) assets, organizational boundary, technological assets, relational assets, intellectual property and complementary assets.

Following this ensuing debate among scholars, Sok and O'Cass (2011) and Newbert (2008) called for theory convergence, as neither RBV nor DCV can be treated in isolation and the two should be considered very essential for innovation-based performance. Hence, innovation resources or resource possession as well as innovation or resource deployment capabilities

complement each other to promote superior or innovation-based performance (O’Cass, Ngo, & Siahtiri, 2015; Sok & O’Cass, 2011). Therefore, the study argued that for improve marketing innovation performance of Nigerian SMEs, both innovation resources and capabilities (marketing knowledge management, innovation process and learning capability) are of paramount importance.

Marketing Knowledge Management and Marketing Innovation Performance

According to literature, marketing innovation has been defined in relation to incremental improvements in design, placement, promotion, product and pricing (marketing mix) (Naidoo, 2010) and new retailing channels, market segmentation, advertising promotions, new price-setting strategy, market research and marketing information systems (Lin, Chen, & Chiu, 2010). Equally, Mothe and Thi (2010) viewed marketing innovation in terms of new marketing strategies and tactical actions, changes in design or packaging, sales or distribution and alteration in advertisement or exhibitions, and argued that all were undertaken primarily to assist an enterprise enter into new markets and make products or services look more attractive.

Hence, marketing innovation is seen as totality of changes introduced by an enterprise (Moreira & Silva, 2012). Therefore, within the study context, marketing innovation performance may mean (1) introduction of new marketing strategies, in the form of packaging, pricing or promotional offers; and (2) improved marketing performance, in terms of increase in customer satisfaction, sales and profitability.

The concept of marketing knowledge management has been interpreted in several ways by scholars. For instance, researchers have defined the concept in relation to information assimilation by manufacturers (Ellis, 2010), planning, analysis of market trend, building of brands and development of marketable products and services, intimate understanding of consumer preferences, social norms and cultural environment (Fang, Jiang, Makino, & Beamish, 2010), useful information about external environment (Lee & Song, 2015) and knowledge resources/assets that employees/marketers possess (Morgan, 2012).

Morgan (2012) argued that valuable outputs can only come out of marketing knowledge if an enterprise is able to re-energize itself with the necessary knowledge management capabilities. Other researchers have also argued that marketing knowledge management can help SMEs develop competitive advantage and distinguish themselves in the market, through constant knowledge acquisition pertaining to market trend, competitors and customer demand, as well as knowledge sharing and application (Marjanova & Stojanovski, 2012).

Knowledge acquisition has been defined by He, Ghobadian and Gallear (2013), as the process of accessing and absorption of knowledge in the course of interaction with knowledge sources. Knowledge sharing on the other hand, is seen as social interaction culture that seek to enhance skills and knowledge exchange across departments and among employees (Gharakhani & Mousakhani, 2012). Whereas, knowledge application refers to actual usage or utilization of knowledge by an enterprise (Jyoti, Gupta, & Kotwal, 2011).

Although, the relationship between market knowledge competence and market-based innovation has been examined (Ozkaya *et. al.*, 2015). However, this research is totally

different as it investigates the influence of marketing knowledge management on marketing innovation performance from the view point of marketing knowledge acquisition, sharing and application. Hence, Sok and O’Cass (2011) established that marketing knowledge management capabilities offer employees of an enterprise the chance to acquire, share and apply marketing knowledge resources into firm’s innovation performance. The study postulated that,

H1: Marketing knowledge management has a positive significant relationship with SMEs marketing innovation performance

Innovation Process and Marketing Innovation Performance

The concept of innovation process has been defined as a wide encompassing process that aimed at doing things better through proper utilization of creative talent of employees, suppliers and customer, to create new or improve the existing products, methods or processes (Nada, Ghanem, Msebah, & Turkyilmaz, 2012). Equally, innovation process was interpreted by scholars such as Jacobs and Snijders (2008), as idea selection and transformation into innovation.

Likewise, Eveleens (2010) defined innovation process as a project or journey to be carried out in phases, under the influence of contextual factors and organizational routines. Phases of innovation process may include: idea searching, determining which innovation project to embark upon, prototype development, testing and re-invention (post launch). Whereas, contextual factors comprised of both external/societal factors and organizational characteristics. Organizational routine on the other hand, focused more on a particular contextual factor or phase of innovation process. For example, the idea generation phase may involve things such as cross-functional integration, tools integration and external integration.

Cross-functional integration, according to Foerstl, Hartmann, Wynstra and Moser (2013) involves joint task handling, interactive or collaborative efforts of various functions within an organization. For instance, between product development, purchasing and supply, and marketing. While, external integration is defined by Danese, Romano and Formentini (2013), as collaborative relationships, intimacy, joint plans or activities, information exchange between an enterprise and customers, suppliers or other business partners. System or tools integration on the other hand, involves tightening together or proper linkage of different organizational systems and applications (Wang & Shi, 2011).

Even though, a prior study has examined the influence of innovation process as mediator on innovation performance of SMEs (Parthasarthy & Hammond, 2002). However, literature is yet to establish the influence of innovation process as an independent construct on marketing innovation performance of SMEs. Hence, Parthasarthy and Hammond (2002) established that functional integration, external integration and tools integration are positively related to SMEs innovation performance. Therefore, the study postulated that,

H2: Innovation process has a positive significant relationship with SMEs marketing innovation performance.

Learning Capability and Marketing Innovation Performance

Learning capability has been viewed differently by many scholars. Some of the notable scholars were Santos-Vijande, López-Sánchez and Trespalacios (2012) who defined it as consequence of performance, efficiency and innovation. In a similar definition, Sok and O’Cass (2011) viewed the concept in relation to diagnose of staff training needs, analysis of unsuccessful activities, communication of lessons learnt from past experience and learning of relevant new knowledge. Equally, Waribugo and Onuoha (2016) defined learning capability as entire organizational practices, features and managerial competencies meant to enhance stock of knowledge and promote learning functions.

Consequently, learning capability is viewed from both human and nonhuman perspectives, and was described as a collection of organization, employees and inherent organizational procedures, structures and systems (Altinay, Madanoglu, De Vita, Arasli, & Ekinci, 2015). Also, a framework that considered respective roles of individuals, teams and organizational capability in promoting learning was designed to include other aspect such as managerial commitment, openness and experimentation, and systems perspective (Jerez-Gómez, Céspedes-Lorente, & Valle-Cabrera, 2005b).

Managerial commitment was defined by Calantone, Cavusgil and Zhao (2002), as the readiness of an enterprise to promote learning or degree to which it creates conducive climate for learning. Openness and experimentation, refers to constant improvement, acceptance of new ideas, widening the scope of knowledge of an enterprise and renewal of employee knowledge through experimentation (Akgün, Ince, Imamoglu, Keskin, & Kocoglu, 2014). Whereas, systems perspective is seen by Jerez-Gómez *et. al.*, (2005), as the ability of an enterprise to create one platform for its teeming workforce, in order to share same identity, have a clear vision and attain together corporate objectives.

Sok and O’Cass (2011) argued that learning capability can help SMEs in many ways, particularly, in terms of resources identification, capability development, speedy product development and marketing, boosting of productivity and minimization of production cost. Other areas of benefits associated with learning capability include: bringing of alternate product choices, enhancing marketing sensing abilities and promoting timelier product delivery to market, as well as foreseeing of environmental and marketing changes.

Although, prior study has established a relationship between learning capability and product innovation (Salim & Sulaiman, 2013). However, literature is still limited on the influence of learning capability on marketing innovation performance of SMEs. Hence, learning capability is seen as a strategic resource (Covin & Lumpkin, 2011; Zhao, Li, Lee, & Chen, 2011), that can go a long way in promoting innovativeness of a firm (Jerez-Gómez, Céspedes-Lorente, & Valle-Cabrera, 2005a) and is crucial to innovation (Pittaway & Rose, 2006). Thus, the study postulated that,

H3: Learning capability has a positive significant relationship with SMEs marketing innovation performance

Environmental Dynamism as Moderator

According to literature, environmental dynamism has a wider range of definitions. For

instance, Pérez-Luño, Wiklund and Cabrera (2011) defined the concept as the degree of unpredictability or environmental uncertainties surrounding a business enterprise. Similarly, Jiao, Alon, Koo and Cui (2013) have seen the concept from the perspective of environmental changes and external environmental challenges that confront business enterprise. On the contrary, García-Zamora, González-Benito and Muñoz-Gallego (2013), classified environmental dynamism into: specific which comprised of hostility and competitive rivalry; and general which bordered on market, competition and technological turbulence.

Although, prior studies did not examine the moderating influence of environmental dynamism on the relationship between marketing knowledge management, innovation process, learning capability and marketing innovation performance of SMEs. However, hence, prior studies have established a linkage between environmental dynamism and marketing innovation performance (García-Zamora *et al.*, 2013), and its effects as moderator between creativity and firm-level innovation (Baron & Tang, 2011), risk taking and innovative tendency (Pérez-Luño *et al.*, 2011) and product/process innovation and new product success have been established (García-Zamora *et al.*, 2013). Therefore, the study postulated that,

H4: Environmental dynamism moderates the relationship between marketing knowledge management and marketing innovation performance

H5: Environmental dynamism moderates the relationship between innovation process and marketing innovation performance

H6: Environmental dynamism moderates the relationship between learning capability and marketing innovation performance

RESEARCH FRAMEWORK

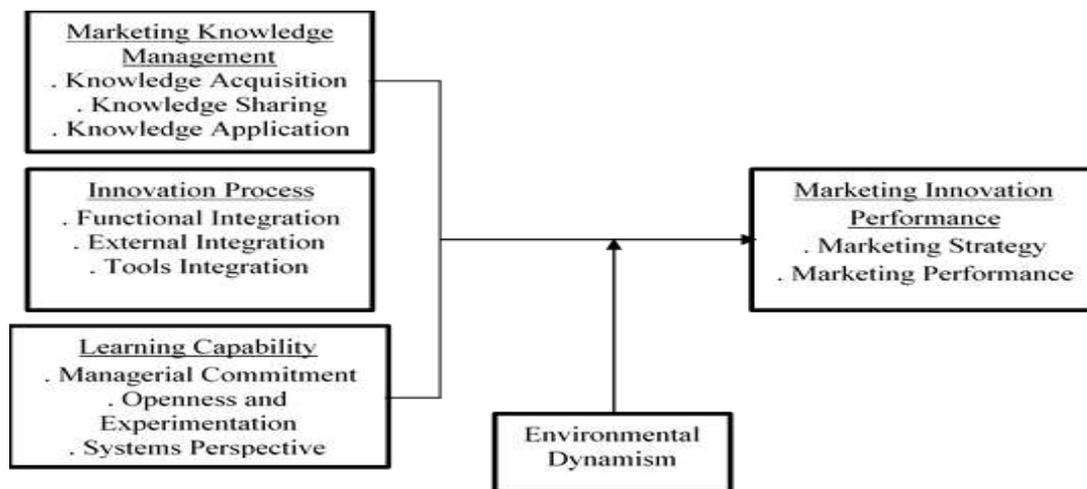


Fig. 1: Research Framework

RESEARCH METHODS

The research adopted a cross-sectional quantitative approach. A self-administered questionnaire method was employed collecting responses from the owners/managers of SMEs in Katsina State, north-west, Nigeria. As depicted in table 1, the research adopted only measures that have passed reliability and validity assessments of previous scholars.

Table 1: Research Instruments and their Reliability Coefficients

Item	Research Constructs	Items	Cronbach`s Alpha
1	Marketing Innovation Performance	11	0.81
2	Marketing Knowledge Management	27	0.92
3	Innovation Process	19	0.89
4	Learning Capability	15	0.82
5	Environmental Dynamism	6	0.70

Thus, measures for marketing innovation performance were adopted from Gunday, Ulusoy, Kilic and Alpkan (2011) and García, Sanzo and Trespalacios (2008). Also, the research adopted measures for the marketing knowledge management from Hsu (2008) and Gold, Malhotra and Segars (2001), innovation process from Chen, Tsou and Huang (2009) and (Parthasarthy & Hammond, 2002), learning capability from Ismail (2013) and moderating variable from Omri (2015). All responses were analyzed using statistical package of the social sciences (SPSS). From the statistical outputs, each of the variables has a Cronbach's alpha coefficient of 0.7 and above. However, in line with the assertion of Hair, Black, Babin and Anderson (2010), the research has to exclude items that have cross loadings and factor loadings below 0.5 from the regression analysis. At last, all items that measure marketing innovation performance and environmental dynamism have achieved good loadings. In contrast, marketing knowledge management, innovation process and learning capability were measured based on 24, 17 and 12 items respectively.

RESEARCH RESULTS

Based on the research findings indicated in table 2, marketing knowledge management has a significant positive relationship with marketing innovation performance ($\beta = 0.466$, t-value 6.303, $p < 0.01$). Likewise, innovation process has a significant positive relationship with marketing innovation performance ($\beta = 0.152$, t-value 2.055, $p < 0.05$). On the contrary, learning capability has no significant relationship with marketing innovation performance ($\beta = -.032$, t-value -.541, $p > 0.05$). In addition, all the three independent constructs have an acceptable tolerance value above 0.2 and variance inflation factor (VIF) value below 0.5 (Hair, Hult, M, Ringle, & Sarstedt, 2014). Similarly, according to the research findings, marketing knowledge management, innovation process and learning capability explained 56.7% variance of marketing innovation performance. Therefore, based on the results, H1 and H2 were supported. While, H3 is not supported.

Table 2: Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	Sig.	Collinearity	
	Beta	Standard Error				Tolerance	VIF
(Constant)	1.573	.238		6.603	.000		
MKM	.474	.075	.466***	6.303	.000	.562	1.779
INP	.137	.067	.152**	2.055	.041	.559	1.790
LC	-.027	.051	-.032	-.541	.589	.886	1.128
R	R ²	Adj. R ²		R ² Change		F-Change	
.567	.322	.313		.322		34.968	

Note: Marketing innovation performance (dependent variable). MKM = marketing knowledge management, INP = innovation process, LC = learning capability. *** $p < 0.01$, ** $p < 0.05$

Accordingly, the hierarchical regression results highlighted in table 3, statistically established that H4 is supported. Environmental dynamism has a positive moderating influence on marketing knowledge management and marketing innovation performance relationship ($\beta = .145$, t-value 2.260, $p < 0.05$). Although, at step 2, the inclusion of environmental dynamism in the model did explain additional variance on marketing innovation performance, however, at step 3, the interaction term explained an addition of 1.6% variance in marketing innovation performance.

Table 3: Results of Hierarchical Regression Analysis

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R ² Change	Decision
Step 1: (Constant)	1.628		7.937	.000		
MKM	.566	.556**	9.981	.000	.309	
Step 2: (Constant)	1.646		7.585	.000		
MKM	.572	.562	9.275	.000		
ED	-.012	-.016	-.263	.793	.000	
Step 3: (Constant)	1.895		7.844	.000		
MKM	.535	.525	8.441	.000		
ED	-.049	-.066	-1.031	.304		
Interaction	.039	.145**	2.260	.025	.016	Supported

Note: Marketing innovation performance (dependent variable). MKM = marketing knowledge management, ED = environmental dynamism. ** $p < 0.05$

Furthermore, as indicated in table 4, H5 is statistically support. Thus, environmental dynamism exerted significant moderating influence on innovation process and marketing innovation performance relationship ($\beta = .184$, t-value 2.738, $p < 0.01$). Equally, from the results, the inclusion of environmental dynamism at step 2, explained additional 0.1% variance of marketing innovation performance. Also, at step 3, the interaction term explained additional 2.6% variance in marketing innovation performance.

Table 4: Results of Hierarchical Regression Analysis

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R ² Change	Decision
Step 1: (Constant)	2.244		11.704	.000		
INP	.402	.447***	7.458	.000	.200	
Step 2: (Constant)	2.190		10.344	.000		
INP	.388	.432	6.662	.000		
ED	.030	.039	.609	.543	.001	
Step 3: (Constant)	2.471		10.626	.000		
INP	.344	.382	5.755	.000		
ED	-.012	-.016	-.240	.811		
Interaction	.054	.184***	2.738	.007	.026	Supported

Note: Marketing innovation performance (dependent variable). INP = innovation process, ED = environmental dynamism.*** $p < 0.01$

Moreover, from the hierarchical regression results depicted in table 5, it is statistically established that environmental dynamism has a significant moderating influence on learning capability and marketing innovation performance relationship ($\beta = .207$, t-value 3.178, $p < 0.01$). Thus, H6 is supported. Again, the introduction of environmental dynamism into the model at step 2, explained additional 1.8% variance of marketing innovation performance.

Equally, at step 3, additional 4.2% variance of marketing innovation performance was explained by the interaction term.

Table 5: Results of Hierarchical Regression Analysis

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R ² Change	Decision
Step 1: (Constant)	3.179		15.355	.000		
LC	.134	.156***	2.361	.019	.024	
Step 2: (Constant)	3.072		14.480	.000		
LC	.040	.046	.549	.584		
ED	.130	.174	2.052	.041	.018	
Step 3: (Constant)	3.104		14.911	.000		
LC	.048	.055	.665	.507		
ED	.102	.137	1.630	.105		
Interaction	.058	.207***	3.178	.002	.042	Supported

Note: Marketing innovation performance (dependent variable). LC = learning capability, ED = environmental dynamism. *** $p < 0.01$

DISCUSSION

Based on the identified literature gaps, the study developed a research framework and also investigated the relationship between marketing knowledge management, innovation process, learning capability and marketing innovation performance of Nigerian SMEs, with environmental dynamism as moderator. Consequently, the study postulated 6 hypotheses and employed cross-sectional survey design in collecting responses from 225 owners/managers of SMEs. The study analyzed the data using SPSS version 24 and as expected, from the output, it is empirically established that marketing innovation performance of SMEs is being facilitated by marketing knowledge management and innovation process. On the contrary, learning capability has no significant influence on SMEs marketing innovation performance. As well, as postulated, the research findings showed that environmental dynamism has significant positive moderation influence on the relationship between marketing knowledge management, innovation process, learning capability and marketing innovation performance of SMEs. Therefore, H1, H2, H4, H5 and H6 were all supported statistically. While, H3 lack statistical support.

CONCLUSION

Although, the research finding is similar to that prior studies that established positive relationship between market knowledge competence and market-based innovation (Ozkaya *et al.*, 2015), innovation process and innovation performance (Parthasarthy & Hammond, 2002), and learning capability and product innovation (Salim & Sulaiman, 2013). However, the current research outcome contributed to literature on the combine influence of the three independent constructs on marketing innovation performance of SMEs. Again, the introduction of environmental dynamism as moderator into the model, has brought a new insight on how marketing innovation performance of SMEs is being facilitated by the independent variables.

In addition, the current findings implied that in a dynamic business environment, SMEs become more reinvigorated in the pursuit of marketing innovation performance and realization of their corporate objectives, through efficient marketing knowledge management,

sound innovation process and adequate learning capability. Notwithstanding, the study has some limitations. First, it is a quantitative cross-sectional study that relies on data collected from single respondent. Second, the research framework was tested in the context of Nigeria, as such findings may not be generalized to different contexts. Thus, future study may employ qualitative approach. Likewise, future research may benefit from longitudinal study or collect data from multiple respondents. Lastly, future research may utilize different statistical software in running the data analysis.

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