Enterprise-Response Strategy and Family Business Continuity in Lagos State, Nigeria

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Certification

This is to certify that this thesis was carried out by **Oludotun Idowu, GAFAR** with Matric No. **LCU/PG/002103,** in the Department of Management &Accounting under my thorough supervision in the Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria and that this work had not been previously submitted.

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Dedication

This thesis is dedicated to God Almighty for His Grace and guidance throughout this programme.

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Abstract

Family business holds the potential that guaranty economic sustainability through job creation, income generation for owners and becoming a source of revenue generation for the government through tax administration. However, family businesses in Nigeria are not living up to expectation given the several macro-environmental challenges they face. Considering the ripple effect of these environmental challenges on the sustainability of family business in Lagos State, this study examined the effect of firm's response strategy on family business continuity in Lagos State. The population was 8,395 owner-manager of family business in Lagos State and a sample size of 383 respondents computed using Cochran formula. The study adopted a purposive sampling technique. A validated questionnaires were used to collect data. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.72 to 0.91. The response rates of 89.7% was obtained. Data were analyzed using descriptive and inferential statistics. Findings revealed that ESR had significant effect on FBC (β= 0.499, t=7.256, p=0.000). CEE had significant effect on profitability (Adj. R^2= 0.276, $F(1,395)$= 150.333, p= 0.000). Organisation unlearning had significant effect on competitiveness advantage (R^2= 0.305, F(1,395) = 173.070, p= 0.000).Management innovation hadsignificant effect on market share (Adj. R^2= 0.226, $F(1,395)$= 115.286, p= 0.000).Entrepreneurial knowledge had significant mediating effect on the interactions between enterprise-strategic response and continuity of family business in Lagos State, Nigeria(β=0.189, t= 3.962, p= 0.000, Q^2 value = 0.267, 0.131).This study concluded that enterprise strategic response and entrepreneurial knowledgeare critical success factors for family business. The study recommends that family-owned businesses in Lagos State should adopt appropriate strategic response by ensuringcustomer-employee engagement, unlearning obsolete practices, and ensure innovative management process; Likewise, they should take advantage of deploying appropriate entrepreneurial knowledge which can be used to take advantage of business opportunities in changing environment.

Keywords: Enterprise strategic response, Entrepreneurial knowledge, Family business, Business continuity.

Word count 300

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Chapter One

Introduction

1.1 Background to the Study

Many family business owners strive for business continuity because it benefits not only the business but the owners, the government, and society at large as a whole. Management researchers agree that family businesses contribute significantly to economic growth and development. Despite this consensus, however, family businesses continue to face micro and macroeconomic issues that threaten their long-term viability. What role does an enterprise-response strategy play in addressing these challenges to family businesses?

Because they make up the vast majority of enterprises worldwide, family businesses are crucial to the growth and prosperity of many economies[1]. An estimated 70% or more of the world's GDP is directly attributable to the economic activity of family companies. Also, family firms are widely acknowledged as contributors to the post-industrial growth process because they are one of the oldest types of commercial organizations worldwide. In spite of family firms' widely acknowledged global relevance, a scholar has backed up PwC's analysis that suggests they rarely outlast their founders[2]. Only a small percentage of family businesses survive beyond the initial founding generation.

American family-owned enterprises are vital to the country's economic health. Roughly 90% of all firms in the United States are said to be run by members of the same family. Between 30 and 60 percent of the country's GDP comes from these corporations, and they also pay out 50 percent of all wages in the country. A realistic estimate of the annual output of products and services by family firms in the United States, based on current levels of GDP, is approximately $20.1 trillion. According to this story, family businesses do a lot of heavy lifting when it comes to the economy, the workforce, and new ideas in the United States. When it comes to creating jobs and driving economic growth, family-owned businesses in the United Kingdom are indispensable. The contribution of family businesses to global GDP is both significant and fraught with difficulties. According to one survey conducted by the Institute of Family Business in the United Kingdom, only approximately 30% of family businesses survive into the second generation, and only 3% into the third. Therefore, implying that maintaining a family business is a problem[3].

It is widely believed that family businesses in the Asia-Pacific area are largely responsible for the region's economic success and the fact that it is the world's fastest-growing region. According to public records, many publicly traded Asian companies are owned, controlled, and driven by single families. As a result, by the end of 2019, it will account for as much as 80% of regional GDP; nevertheless, the COVID-19 epidemic has slowed its contribution to regional growth around the world[4]. The importance of family businesses in Latin America is well recognized for its positive effects on the region's economy, workforce, and general quality of life. Given the macroeconomic limitations in Latin America, however, it appears difficult for many family companies to endure. Recent research mirrored this narrative when they wrote about the "threat to Latin American economies when families fail to establish strategic plan"[5].

The expansion of family enterprises, which play an important role in the Middle Eastern economy, is a topic of intense interest on both the public and the private sectors. It's simple to see why this industry is prioritized: it contributes 60% to GDP, 80% to the workforce, and is expected to pass $1 trillion from one generation to the next over the next decade. PwC research from 2018 found that Middle Eastern family firms had faster revenue growth than their worldwide counterparts; however, this trend reversed beginning in 2020 owing to the COVID-19 pandemic[6]. In particular, family companies in the Middle East are growing at a slower rate than they were before the COVID-19 outbreak. Still, 53% of respondents predicted growth (down from 74% in 2016), and 28% observed double-digit expansion. Because of the effects of falling oil prices and the COVID-19 epidemic, the respondents' reports of reduced growth over the last two years were not unexpected[6]. Similarly, the 2019 PwC Middle East Family Business Survey emphasized that there is much to be done within families themselves, citing the perennial difficulties of family businesses as areas of focus[7]. These include issues like governance, continuity planning, next-generation development, capability building, and the general professionalization of operations.

Because of their rapid expansion over the previous decade, family firms in Africa were deemed crucial in a 2018 assessment by the Africa Investment Forum. Only twenty percent of Africa's top one hundred companies are family-run. According to a recent study, family firms in Ghana account for a whopping 85 percent of the country's manufacturing jobs[7]. It is estimated that they are responsible for over 70% of Ghana's GDP and account for roughly 92% of the country's businesses.

Due to the COVID-19 pandemic's impact on the country's economy, the Federal and State governments in Nigeria prioritized reducing the number of new infections over fostering corporate expansion. Households across the nation bore the brunt of the pandemic's demands. Many non-essential factories shut down because to the socioeconomic lockout between and between states. During the government economic lockout, family companies fared worse than their non-essential company counterparts. Many businesses, including family businesses, fared poorly as a result of the COVID-19 outbreak and its subsequent domino effect. There is a threat to the family business's future because of inflation, a weakening Naira, salary cuts, increased instability, and the loss of jobs[8].

Only 53% of Nigeria's family-owned firms reported growth between 2019 and 2020, compared to 69% worldwide- this pattern typically repeats itself in the second and third generation[8]. Economic climate, weak succession arrangements, corruption, and uneven regulatory laws are the top four obstacles highlighted by Nigerian family businesses as impeding the personal and corporate goals. The long-term viability of many businesses has suffered as a direct result of these problems. Without intervention, PWC predicts that corruption will eat away at 37% of Nigeria's GDP by 2030[7]. This is because corruption is linked to decreased investment, increased manufacturing costs, and increased difficulty for startups. The ability of family businesses to alleviate poverty was negatively impacted due to a lack of continuity, according to 2018 research by the Central Bank of Nigeria (CBN). Keeping this in mind, the sustainability of family businesses in Nigeria has the potential to boost the economy as a whole. One dominant theme in the literature on the importance of family businesses is that their continued existence and service to the marketplace is essential to their achieving their full social and economic potential.

Given the challenges faced by the family businesses, scholars opined that deploying an appropriate enterprise response strategy at a time of intense disruptions, market uncertainties, intense market competition, weak demands, and a turbulent environment becomes a critical recipe for business continuity[9]. Enterprise response strategy are actions taken to align current strategy of a firm to environment changes so as to gain competitive advantage. Moreover, strategic response ensure that an organisation survives in the ever-changing environment and therefore improves overall performance. Likewise, through enterprise response strategy, firms are in a better position to enhance its relevance in a changing environment by staying on course with its operation. The implication of this narrative suggests that under the condition of intense changes in the business environment, firms need to be conscious of the possible association between its action and the resulting outcomes[9].

This study argues strongly that perhaps the inability of family businesses to possess and deploy criticalresponse mechanisms, including unlearning obsolete mode of operation, ensure employee-customer engagement to obtain internal-external knowledge critical for effective marketing, and deploying management innovation may be responsible for business continuity challenges experienced by family business in Lagos State. Hence, this study intends to investigate the enterprise response strategy and business continuity linkage focusing on family business in Lagos State.

In addition, critical to family business continuity is the need to have a robust entrepreneurial knowledge to be able to scan and identify business opportunities that guaranty prosperity for the family business[11]. It is on this discuss that this study intends to investigate the effect of enterprise response strategy on family business continuity in Lagos State and to determine the moderating effect of entrepreneurial knowledge on the interaction between enterprise response strategy on family business continuity in Lagos State, Nigeria.

1.2 Statement of the Problem

Family business holds the potential that guaranty economic prosperity through job creation, income generation for owners and becoming a source of revenue generation for the government through tax administration[1]. The significance of family to many nations;

developing and developed has been document in extant literature[1]. However, family businesses in Nigeria are not living up to expectation given the many macro-environmental challenges they face[3].

Despite efforts to revive the economy in the wake of the coronavirus pandemic, Nigeria's GDP growth is expected to be only 4.5% in 2019 and 7% in 2020, according to the government's Economic Recovery and Growth Plan (ERGP)[4]. Businesses in Nigeria need to see annual GDP growth of between 5 and 7 percent if they are to see increases in output and longevity. Furthermore, rising expenses of living, a weakening naira, heightened insecurity, and falling disposable incomes all contribute to sluggish consumer demand, which in turn dampens sales revenue generation for family-owned MSME operators in Nigeria[2]. In Lagos State, for instance, it was estimated that out of 737 family-owned MSMEs investigated, 3,001 people were employed before COVID-19 but only 1,468 were employed afterward[6]. It means a decrease of 51% in company size[6]. In addition, in Lagos State, 463 small business owners together let go of 550 employees. Not only that, but a whopping 80% of the 737 MSMEs polled saw a precipitous drop in their profits[8]. The amount of micro, little, and medium-sized enterprises (MSMEs) in Nigeria that have failed due to insolvency between 2019 and 2021 is especially high (9 percent of 737 MSMEs in Lagos State)[1,7,9]. Considering this huge and disorienting market, what value does a firm's response strategy have?

The PwC MSME research highlighted the problem of a largely unskilled workforce among MSME, calling for immediate action[12]. The PwC analysis was supported by interviews with industry professionals who agreed that the future of employment will depend on a process of skill development because technological progress inevitably leads to disruptions in existing markets. The low degree of firm competitiveness and poor quality of products produced by

MSMEs would be considerably improved by digitization of businesses and up-skilling of workers, positioning them globally and regionally to compete with counterparts within Nigeria and the export markets[12]. Family-owned MSMEs possess poor innovative competency to address changing customer demands, as such end up creating several products below customer expectation[13]. New product performance becomes a cause of concern if they intend to be profitable and competitive. An empirical submission pointed out that in the wake of constant unpredictable risk and environmental dynamism, MSMEs that desire to be a viable going-concern and be competitive must learn how to navigate this hostile business environment more strategically and that the inability to adopt and deploy appropriate response strategies has potentially led to consistent loss of revenue and the high mortality rate experienced in the family business in Nigeria[14]. The resource-poor characteristic of MSMEs makes them suffer the most in an increasingly competitive and challenging environment[15].

The study makes a case for entrepreneurial knowledge as an intra-entrepreneurial factor that can enhance the relationship between enterprise response strategy and family business continuity in Lagos State, Nigeria. Although family business scholars have documented studies that on family business performance with emphasis on succession planning in developed and in emerging countries. Consequently, nothing much is known empirically on how family business response strategy can be its critical success factor when faced with multiplicity of external environmental challenges. Also, prior studies that position entrepreneurial knowledge as a contingent factor that can enhance the functional relationship between enterprise response strategy and family business continuity remain sparse and largely unexplored. This study intends to address these twin gaps in literature by investigating the interaction of enterprise response strategy, entrepreneurial knowledge, and family business continuity in Lagos State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of this study is to investigate the effect of enterprise-response strategy (organisational unlearning, employee-customer engagement, and management innovation) on family business continuity (market share, profitability and competitive advantage) in Lagos State, Nigeria. The specific objectives of the study are to:

i. determine the effect of employee-customer engagement on profitability of family business in Lagos State, Nigeria;

ii. asses the effect of organisational unlearning on competitive advantage of family business in Lagos State, Nigeria;

iii. examine the effect of management innovation on market share of family business in South-West, Nigeria;

iv. determine the mediating effect of entrepreneurial knowledge on the functional relationship between enterprise-response strategy and family business continuity in Lagos State, Nigeria.

1.4 Research Questions

Based on the specific objectives, this study provide answers to the following research questions.

i. What is the effect of employee-customer engagement on profitability of family business in Lagos State?

ii. How does organisational unlearning affect competitive advantage of family business in Lagos State, Nigeria?

iii. What is the effect of management innovation on market share of family business in South-West, Nigeria?

iv. How does entrepreneurial knowledge mediate the functional relationship between enterprise-response strategy and family business continuity in Lagos State?

1.5 Hypotheses

The following formulated hypotheses were be tested in this study.

$H_0$1: There is no significant effect of employee-customer engagement on profitability of family business in Lagos State

$H_0$2: Organisational unlearning has no significant effect on competitive advantage of family business in Lagos State, Nigeria

$H_0$3: The effect of management innovation on market share of family business in Lagos State is not significant.

$H_0$4: Entrepreneurial knowledge has no significant mediating effect on the interaction between enterprise-response strategy and family business continuity in Lagos State.

1.6 Scope of the Study

The study examined the effect of enterprise response strategy measures (management innovation, organisational unlearning, employee-customer engagement)on family business continuity measures (market share, profitability, and competitive advantage). To provide a robust explanation for the intended interaction-effect of enterprise response strategy on family business continuity, the third variable; entrepreneurial knowledge was introduced to serve as mediator.

The study covers 8,395 registered family businesses operating in Lagos State, Nigeria the decision to focus the geographical setting of this study to Lagos State, is because it has a long history of family-owned business establishment in Southwest Nigeria, and the issues bothering on family business continuity is evidenced in the State as well and it still boast of mostnumber of registered family business operating in Southwest, Nigeria[16]. The study adopted a survey design and sample size of 368 using Roasoft online sample size determination calculator for a finite population. The purposive sampling techniques was adopted to select samples of family business in Lagos State, Nigeria. The study conducted simple and multiple regression to test all the hypotheses formulated.

1.7 Significance of the Study

This study is significant to the various stakeholders (family business management, government, body of academia, and the society) in the following ways:

This study provides strategic and dynamic information to family business policy makers in the area of small and medium industry in Lagos State, Nigeria on the key information that helps to stimulate and strategically react towards business information in order to achieve family business continuity. This is not only beneficial to the family business policy makers, but also to the Nigerian economy as the small and medium family business industry is an important aspect of the nation's economic activities.

The study help family business owner-manager or family business managers to identify steps to take in ensuring that family businesses survive dynamic challenges in Nigeria environment. The study hopes to fills some existing gaps in literature on strategic response capability, entrepreneurial knowledge, and family business continuity, thereby contributing to the body of knowledge. This study equally creates a platform for future researchers and academics in the field of strategic management, and contributes to the existing literature by examining interactions effect of enterprise response strategy measures on family business continuityin Lagos State, Nigeria.

1.8 Limitations of the Study

The scope of this research is restricted to the small and medium size family business in Lagos State, Nigeria. Due to the study's cross-sectional research design nature, it is impossible to draw any conclusions about the long-term effects of enterprise response strategy on family business continuity. In spite of this limitation, the study is nonetheless valid because its aim was to analyze how enterprise response strategy affect family business continuity, requires a one-time cross-sectional data; hence, playing to the strength of the research design.

The questionnaire employed has some limitations as instrument of data collection. The low response rate, the fact that some people filled out the questionnaire without reading it, and the presumption that the data they provided will be utilized negatively are all weaknesses. The researcher makes sure that the questionnaire items were written in clear, unambiguous English to combat these issues and boost response rates. The researcher also ensures the respondents' anonymity and confidentiality, and obtains approval from respective managers of the fish farms to conduct the study, all of which increased the researcher's accessibility to the respondents. Finally, the statistical assumptions, sample size requirements, and other issues related to inferential statistics were major concerns for testing study hypotheses. However, these obstacles were overcome by adapting the data treatments and increasing the sample size of the study. Despite these limitations, this research does present important conceptual, empirical, theoretical, and practical implications for owner-manager of family business in Lagos State, Nigeria.

1.9 Operationalisation of Variables

The variables in this study are classified into three – dependent, independent, and mediating variables. The Independent Variables; Enterprise response strategy (X) measured as organisational unlearning, employee-customer engagement and management innovation. The dependent variable; business continuity (Y) is measured as market share, profitability, and competitive advantage. The mediating variable (Z) in this study is entrepreneurial knowledge. The functional operational model carrying these variables are displayed in the mathematical model below:

$Y = f(X_1)$

$Y = f(X_1, Z)$

Y = Dependent Variable

X = Independent Variable

Z = Mediating Variable

Where:

Y = Family business continuity

X = Enterprise response strategy

$Y = (y_1, y_2, y_3)$

$X = (x_1, x_2, x_3)$

Z = Entrepreneurial knowledge

Where:

Y = Family business continuity (y_1, y_2, y_3)

y_1 = Market Share

y_2 = Profitability

y_3 = Competitive Advantage

X = Enterprise response strategy - (x_1, x_2, x_3)

x_1 = Organisational unlearning

x_2= Employee-customer engagement

x_3 = Management innovation

Z = Entrepreneurial knowledge

Equations 1-4 are the working Equations based on objectives of the study to be evaluated in this study

Hypothesis One

$y_1 = f(x_1)$

$y_1 = \beta_0 + \beta_1 x_1 + e_i$............................ Regression equation 1

Hypothesis Two

$y_2 = f(x_2)$

$y_2 = \beta_0 + \beta_2 x_2 + e_i$ .... Regression equation 2

Hypothesis Three

$y_3 = f(x_3)$

$y_3 = \beta_0 + \beta_3 x_3 + e_i$ ....Regression equation 3

Hypothesis Four

$Y = f(X, Z)$

$Y = \beta_0 + \beta_1 X + \beta_2 Z_i + e_i$ ....Regression equation 4

Where:

β_o = is the intercept or constant of the equation

$\beta_1 - \beta_5$ = are the coefficients or parameters to be estimated

e_i = error or stochastic term

1.10 Operational Definition of Terms

The following terms used in this study are defined briefly in the following paragraphs:

Competitive Advantage: A firm's ability to improve the quality of its products, reduce the costs of its products, or enlarge market share or profit is known as competitive advantage

Employee-Customer Engagement: This is perceived from internal and external collaborative effort aimed at enhancing intra-firm alignment of person, task, and the organisation which has the potential of affecting employee-wellbeing and by obtaining critical external knowledge from the customers so that organisation can respond appropriately to changing market demands

Enterprise-Response Strategy: These are actions taken to align current strategy of a firm to environment changes so as to gain competitive advantage

Entrepreneurial Knowledge: Entrepreneurial knowledge describes the ability to recognize or create an opportunity and take action aimed at realizing an innovative knowledge practice or product.

Family Business Continuity: This is an organisational ability or state of continuing to live or exist, often despite difficulties, challenges, or dangers.

Management Innovation: This is the firm skills and abilities that enable the application of resources in a manner that reflects the ability to continuously transform knowledge and ideas into new products, processes and systems for the benefit of the firm and its stakeholders.

Market Share: Thisrefers to the portion or percentage of a market earned by a company or an organization

Organisational Unlearning: This is seen as disposalof obsolete routines, beliefs, and knowledge to make room for the new ones

Profitability: This is the capacity of an enterprise to generate returns as a result of input costs falling lower than generated income

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Chapter Two

Literature Review

This section will address the conceptual, empirical and theoretical issues as it relates to the aim of this study.

2.1 Conceptual Review

A conceptual review of these variables alongside existing research is important for comprehending them. The variables include; enterprise-response strategy (management innovation, organisational unlearning, employee-customer), business continuity (market share, profitability, and competitive advantage), and entrepreneurial knowledge are under research.

2.1.1 Enterprise-Response Strategy

During unprecedented disruptions and challenges to global business environment, it is imperative for firms to be able to conduct effective environmental analysis and consequently deploy appropriate competencies to cope and survive the changing business landscape[1]. Going by this narrative, strategic response capability becomes a critical success factor during changing and challenging times. Strategic management literature often perceives strategic responses as key drivers in dealing with environmental challenges and responding to erratic customer needs[2]. This narrative corroborates a study that found relevance for firms that possess strategic response capability[3]. The scholars posited that firms that deploy strategic response capability were able to maximize on their core competencies and thus provided value adding goods and services at a cheaper price than their competitors.

Also, thestrategic responses are actions taken to align current strategy of a firm to environment changes so as to gain competitive advantage[4]. This according to the scholar is because strategic response ensures that an organisation survives in the ever-changing environment and therefore improves overall performance. The scholar stressed that through strategic response capability, firms are in a better position to enhance its relevance in a changing environment by staying on course with its operation[5]. The implication of this narrative suggests that under the condition of intense changes in the business environment, firms need to be conscious of the possible association between its action and the resulting outcomes. Hence for firms that intend to continue been a going-concern particularly in an unstable environment induced by the coronavirus pandemic, will need to evaluate the macro-environment, to look inward for competencies, and respond with an appropriate strategy. The strategic response capability dimensions in this study includes; marketing capability, risk management, social media agility, and management innovation. These measures are context-specific given the discussions in the introductory chapter of this study[5].

2.1.1.1 Organisation Unlearning

Unlearning as used in this study is contextualized from the organisation learning theory. Also crafted from the organisational behavioural theory, organisation unlearning become a critical aspect of organisation learning process during rapidly changing times, and necessitated by the need for the firms to adapt to uncertainties and remain competitive. Learning and sustaining competitive advantage are positive correlates[6]. Moreover, organisational learning was viewed as an effective tool for securing and sustaining superior firm performance[7].

The literature is filled with examples where firms that have implemented organizational learning and its result, organizational knowledge, have increased their level of innovation[8]. It is a very dynamic and tumultuous environment in which businesses compete. When this happens, the knowledge that a company's products and services represent become stale very rapidly. As a result, the ability to unlearn is a crucial skill to have for making it through the chaos.

When compared to rivals, a company that is better able to re-evaluate and renew its expertise would likely come out on top in the innovation race, leading to increased productivity[9]. Perhaps the only way to maintain an edge over rivals is to learn more quickly than they do[10]. A process of organizational unlearning may be required in addition to organizational learning in order to fully generate and foster organizational knowledge. Therefore, it is essential that organizations and their members unlearn the out-of-date information stored in the collective memory of the organization before incorporating any new information[11].

To maintain an accurate inventory of their information and knowledge structures, companies might benefit from the incorporation of unlearning into their organizational memory, which has become an increasingly prominent feature in recent years[12]. As a result, new knowledge structures can be implemented and integrated at the organizational level, conveyed to members, and used by them if organizational memory is constantly updated[13]. The concept of organizational unlearning (OU) is complex[14]. Outcomes-based optics (OU) consists of three parts: lens-fitting analysis, integration of new insights, and a strategy for behavioral modification. The first factor suggests shaking up employees' routine in order to expose them to fresh viewpoints. A second dimension focuses on the ways in which businesses foster the application and growth of problem-solving skills among their staff. On this metric, we are interested in how people evaluate challenges on their own rather than blindly following instructions. When it comes to implementing new ideas and knowledge-based changes into an organization, the final factor is the measures used to discourage harmful routines and improper beliefs or attitudes[14].

The literature on combating organizational inertia has mostly focused on the value of unlearning as a means to that end. Established routines can generate competency traps and cognitive structures that prohibit firms from gaining external knowledge and implementing new routines to promote radical innovation. Without unlearning, it is impossible for firms to build new routines[15]. As a result, unlearning can be seen as a driver for creativity in organizations.

Despite the fact that numerous studies have highlighted the significance of organizational unlearning, its precise meaning is still up for discussion. The term "organizational unlearning" refers to "the process of getting rid of some things (knowledge, values, beliefs, and some others) from an organization"[16]. According to this interpretation, organizational unlearning is modifying or eradicating outmoded practices, assumptions, and expertise to make place for newer, more relevant ones. Traditional definitions of organizational unlearning focus on shifts in norms and assumptions. This is a very motivating frame, yet it's lacking something crucial. These criteria, when examined more thoroughly, include an implied inward bias toward the erasure of memories[17].

By breaking free from old habits and refreshing outdated information, organizations that practice "unlearning" are more likely to produce ground-breaking innovations. It is well accepted that radical innovation often necessitates a process that involves eliminating existing competences and building new ones[18]. When a company is unable to think beyond the box and seize chances because of its inability to expand its knowledge base, the likelihood of it executing radical innovation decreases[19]. In order to foster radical innovation, unlearning as an organizational strategy is thus recommended. Firms can adapt their frameworks and responses to new events and challenges by engaging in unlearning in the form of modifications to beliefs and routines.

It has been argued that eliminating path dependency, which can serve as a springboard for radical innovation, requires discarding outmoded and irrelevant tenets. Several researchers have argued that in order for businesses to successfully experiment with novel concepts, they must first unlearn established practices. In addition, by unlearning, businesses are able to realign their core values, culture, and practices to thrive in an uncertain market[20].

Unlearning can boost businesses' capacity for radical innovation by helping employees let go of outmoded beliefs and practices and adopt novel approaches, systems, and policies[21]. In order to thrive in a volatile environment characterized by market uncertainties, organizations may benefit from engaging in organizational unlearning, which entails the abandonment of ineffective practices, the revision of unhelpful organizational structures, and the establishment of a much more efficient route to search, obtain, and integrate knowledge[22].

When applied in this setting, unlearning can facilitate the breakdown of impediments to radical innovation. Therefore, radical innovation requires that organizations unlearn[23]. Another study found that organizational learning was a significant factor in the success of small and medium-sized enterprises (SMEs). Evidence like this supports the argument that training and education within an organization are essential for any company aiming for expansion and prosperity. Several academics have commented on the importance of the learning process, noting that it allows businesses to generate new information, respond to market changes more quickly and nimbly than their rivals, and continually renew current knowledge, leading to enhanced processes and procedures[24].

2.1.1.2 Employee-Customer Engagement

As an offshoot of relationship management perspective, engagement in management literature have dual usage; first when dealing with customers and second when dealing employees[25]. This approach to engagement is perceived from internal and external collaborative effort aimed at enhancing intra-firm alignment of person, task, and the organisation which has the potential of affecting employee-wellbeing and by obtaining critical external knowledge from the customers so that organisation can respond appropriately to changing market demands[26]. The two approaches are considered critical success attributes of adaptive resilience as posited by a scholar during post-disruptions era[27].

Employee engagement was initially presented by a scholar from the inside of a business, when he defined it as "the process through which individuals bring their full selves to their jobs"[28]. Different researchers have presented several meanings of this notion since Kahn first introduced it. Employee engagement is defined as "the extent to which an employee is committed to and actively involved in achieving the goals of the organization"[29]. The researchers also emphasized that a dedicated worker understands the importance of their role in the organization and collaborates with others to boost productivity on the job. Human resource managers and specialists in organizational behavior agree that dissatisfaction with one's treatment on the job and general satisfaction with one's working environment are at the heart of the employee engagement crisis. Similarly, it is concerned with feelings that are essentially linked to the performance of a company's bottom line.

In addition, "employee engagement" stands for a state in which workers give their all while also feeling fully appreciated by their employer. By encouraging its workers to become invested in the company's success through a shared sense of purpose and commitment, organizations can boost their productivity and efficiency through what is known as "employee engagement." Employee engagement is an underlining precondition through which true engage employee may be achieved[30]. Employees are engaged in their work when they feel they are required, valued, and respected by their superiors and when they are given the tools necessary to accomplish their goals. An engaged workforce can boost productivity at the individual and team levels and provide a stable foundation for an organization's long-term success.

Certain characteristics distinguish active workers[31]. An employee who is completely engaged is one who has a strong mental and emotional investment in the company, who gives their best to their work, who cares deeply about the organization's mission and values, and who acts consistently with those beliefs. Engaged employees work harder for longer stretches of time; take action proactively to budding threats and challenges; expand their roles at work, and; adapt more readily to change and thus have high chances of contributing positively by attracting and retaining new clients, as well as infecting their colleagues with their positive attitude[32]. Disengaged workers, on the other hand, not only express their discontent with their jobs by their actions, but also take steps to undermine their employers' efforts to keep them there. Leaders can motivate their followers in two ways: either with cash benefits or by encouraging them to work toward a greater good.

It was thought that the term "employee engagement" covered a lot of ground, including different types of engagement (e.g., a "proactive personality" (traits engagement), "involvement" (psychological state engagement), and "organizational citizenship behaviour" (behavioural state engagement), all of which require different conceptualizations. Furthermore, employee involvement comprises of five factors: pleasant harmony, dedication, corporate identity, energy, absorption[33]. Employee engagement can be modeled using the triad of "good feelings," "activity," and "role concentration" at work. Employee involvement, contrary to the findings of the previous researcher, was conceptualized as having five dimensions: initiative, loyalty, effectiveness, identification, and commitment[34]. Overall, it was discovered that "engaged workers make a significant contribution to their agency and should envision success of the business."

The notion of customer engagement (CE) emerged from the field of psychology and has now spread to the study of organizational behavior[35]. Contemporary studies have widened its scope to incorporate CE characteristics such as transactional behaviour (procurement) and non-transactional behaviour (recommendation and swaying)[36]. Scholars developed a variety of definitions to capture the core of CE and further its conceptual development. "The mechanics of a customer's value addition to the firm, either directly or indirectly," as one definition of customer engagement puts it. Their concept did not encompass what CE entails; nevertheless, in an earlier it was proposed that CE comprised buyer buying behaviour, buyer referral activity, buyer swaying, and buyer awareness behaviour[37].

Nevertheless, this definition is more of a description of the qualities of CE as it did not explain how CE is formed, nor does it clearly identify the advantage derivable from it. In this sense, customer engagement (CE) is a mental state that develops as a direct result of customer interaction and co-creation with a company. CE, like CS, is thought of as a multi-level process that begins with a customer's positive emotions toward a brand and ends with the fulfilment of some sort of individual aspiration[38]. Consumer engagement (CE) can also be defined as the extent to which a customer feels personally invested in and connected to a company's products and manufacturing processes.

On the other hand, customer engagement (CE) was proposed as a condition that reveals a consumer's attitude toward an organization's engagement effort via emotional, intellectual, and social contact that extends beyond the act of making a purchase[39]. Despite the fact that numerous academics have discussed the mechanisms by which CE is generated, the authors do not highlight any possible benefits. As a follow-up, customer effusiveness (CE) is the customer's behavioural expression toward a company beyond purchasing activities due to a motivating activity induced by the organization. Another academic stressed the value of CE for businesses[40]. Customer experience (CE) is an emotional process that forges loyalty among new and existing clients.

Definition of Customer Engagement (CE): When a customer goes above and beyond basic patronage to actively participate in an organization's promotional efforts. However, seeing CE as a firm-initiated resource is vital since organizations often take the initiative to engage customers and businesses should proactively manage the CE experience[41]. This concept claimed that the consumer is responsible for the organization in driving CE. To back up this idea, customer engagement (CE) is defined as "the firm's conscious attempt to motivate, enable, and assess a customer's voluntary contribution to its marketing functions, beyond a basic, economic transaction"[42].

Customer engagement (or involvement) refers to a set of activities launched from within a company that serve as a foundation for customers to work together voluntarily and directly with that business during the production phase (value co-creation) and distribution phase (51). The scholar's overarching goal is to strengthen the company's marketing efforts and create a devoted customer base. This approach to defining customer engagement emphasized the value-creation possibilities that might motivate customers' purchasing behavior, which in turn increases the organization's patronage and revenue by a factor[43].

Some academics have repeated the idea that corporate social responsibility (CSR) activities offer a more cost-effective way to market a company's wares and expand its client base. Examples include customers being more influenced by recommendations from other customers than by any form of marketing or persuasion from the firm itself. Also, the concept that expanding a customer's role with a company beyond just making purchases strengthens that relationship[44]. This is because customers are more invested and form judgments about the firm during these exchanges, and the company benefits from the exchange by gaining insight into its customers' minds and, as a result, can craft a response strategy that better meets their needs[45]. It has been argued by academics that customer experience (CE) has become a fundamental driver of customer happiness and loyalty for organizations, which is an important benefit on top of the value generation prospects[46].

While many publications highlight CE's benefits for organizations that successfully implement it, few discuss its limitations. This is unsurprising, given that CE's optimistic connotations imply that failing to appropriately engage customers will have detrimental effects on a business. Co-creation presents substantial difficulties due to the loss of command over a company's strategic management and planning. Management innovation is a critical factor in the success of any organization. Since the organization will be operating from a reactive stance, there is a risk of losing the firm's innate inventive tendencies, which can be severely constricting. Therefore, it is detrimental to a company's strategic planning to give consumers more say in the innovation process and its results[47].

Furthermore, patrons act in an unpredictable manner. As a result, consumers' requirements are in a constant state of flux, suggesting that businesses might struggle to meet customers' expectations even after engagement activities; failing to deliver on the promise made in CE could lead to customers' rejection of the business. And while it's true that CE can help cut down on expenses associated with marketing and promoting a product, it's also true that CE activities aren't exactly cheap, what with the time and resources that must be invested by upper management in establishing the platform, hiring the necessary staff, and outlining its mode of operation and ultimate goal. Despite the fact that academics have largely emphasized the beneficial effects of CE on organizational performance, empirical studies with conflicting findings have raised concerns about how CE should be planned and implemented in practice[48].

2.1.1.3 Management Innovation

The significance of innovation in enhancing productive activities for all kinds of businesses and its ripple effect in boosting business growth and economic wellbeing has been recognised in extant literature suggesting the increasing research interest in this area[49]. The manual defined innovation as an organisation's actions, which result in either a new or radically modified market offering, procedures, marketing approaches, or business entity. In the same vein, innovation is the procedure employed to create new ideas and inventions which enhance the production of new products and services to the market.

Innovation is a combination of several processes designed to change production activities and procedures to acquire and build upon unique technological competence. Similarly, innovation is considered a set of activities that aim to create new knowledge, products, and services through the use of existing or newly acquired knowledge[50]. Assessing how these scholars have all defined innovation, it would not be wrong to assume that innovation is a firm-level capability that enables organisations in the deployment of resources and in its ability to create new value[50].

Management innovation capability (IC) is the ability to achieve innovative outcomes routinely. This definition did not establish the process through which management innovation develops into an innovative outcome[51]. IC consists of the drivers of successful innovation, or aspects influencing an organisation's capability to manage innovation. IC is a dynamic capability, one that allows the organisation to integrate, build, and reconfigure internal and external competencies in order to address rapidly changing environments[52]. This definition addressed the weaknesses in the previous scholar's definition. First, it presents IC activities, and second, it identified one of the essences of innovation, which is to adapt to a changing environment.

On the flip side, the IC can achieve more than addressing a changing environment. IC of a firm is dependent on the firm's knowledge/intellectual asset and its capacity to use the asset. The authors appeared to be concerned with identifying what is required to achieve IC, hence failed to address what IC is and what it can achieve. IC was considered to be a dynamic capability, which firms employ to identify prospects, actions, procedures, willingly share information, encourage dialogue and implement new ideas that result in new products, methods and organisational forms. The overall goal of IC in ensuring organisation objectives is fairly addressed in this definition. IC is also considered to be a multifaceted construct referring to the ability for continuous transformation of intellectual asset and ideas into new market offerings, systems, and procedures that create extra value for the organisation's stakeholders[53]. This definition is apt; however, IC can achieve more than create additional value to the stakeholders.

The capacity to achieve new product that can satisfy future demand and the capacity to respond in new product to market uncertainties is critical to sustaining improved performance[54]. Although this definition incorporates all the weaknesses in the earlier definitions, and it accentuates product and market innovation; however, it did not emphasize organisational IC dimensions. Given the above definitions, this study defines IC as a multidimensional concept which involves cross-departmental effort, resources, competencies, and management commitment to improve and reconfigure products, processes, markets, and static management orientation in order to evolve with a turbulent environment and achieve competitive advantage[55].

Regardless of the several meanings employed in explaining IC, innovation literature generally agreed that IC takes numerous forms[55]. To buttress this view, IC takes four dimensions, namely: Product innovation- this is when products and services are considered new. Process innovation- these deals with improvement in the established procedures or technological infrastructure that enable the creation of new products, Organisational innovation: involves changes in the marketing, purchases, sales, administration, management, staff policy among others. Market innovation refers to the exploitation of new territorial markets and the penetration of new market segments within existing markets. Corroborating this line of thought, the scholars suggested that IC incorporates four complementary firm-level competencies, which are: transactional, managerial, technological, and operational competence. Thus, the four complementary competencies need to be aligned appropriately before any business entity can be considered to possess IC[56].

The significance of the IC was emphasized. The Scholars stated that IC is a pivotal contributor to the attainment of competitive advantage in many ways. First, IC aid market performance and NPD activities, while the new products help maintain market shares and improve profitability. Second, IC can help to substitute outdated products (shortening product lifecycles). Lastly, it can help to shorten production time, thereby speeding up the time-to-market of the firm's new product compared with its rivals. Firms who possess IC derive benefits such as improvement in process efficiency, increase revenue, and enjoy cost minimisation[66]. IC is an essential tool for firms who desire to achieve superior performance. Also, for a firm that intends to survive and prosper in a volatile environment, possession of IC is a crucial requirement. More so, scholars have considered IC as a critical driver for attaining long-term success in a turbulent environment[67].

It is difficult to suggest that IC has negative consequences for firms that possess it; this is because of the established benefit in both theoretical and empirical discussions.

Nevertheless, perhaps the enormous initial financial cost implications for setting up frameworks for IC, the consistent management efforts, and commitment to developing organisational structures and culture to achieve IC may be the drawback limiting many businesses from being able to develop this dynamic capability. Also, following the part of the theoretical justification of the performance-effect of IC, firms which do not possess this capability would be unable to survive in a dynamic environment, let alone achieve competitive advantage[68].

2.1.2 Business Continuity

The ability or status of an organization to survive and thrive, even in the face of adversity or threat, is known as business continuity. In this context, "survival" might be taken to mean a variety of different things depending on who you ask. Organizational longevity can be measured most accurately by simple observation[59]. Many researchers and academics have cause to focus on personnel in an organization in order to help businesses survive the worldwide competition to keep up with the ever-increasing demand for products and services in the market.

Traditional accounting metrics, such as sales growth, market share, and profitability targets, may all factor into a more holistic evaluation of a company's success. Gross profit, return on asset (ROA), and return on investment (ROI) are three significant success indicators that can be used to evaluate a company's performance. Some non-financial elements that may be crucial to new entrants include the company's reputation, public image, and goodwill as well as the dedication and pleasure of personnel[60].

Profitability, originality, expansion, cash flow, and flexibility are the primary factors that ensure an organization will last. Fail to meet financial obligations to customers, employees, and providers of financial resources is another definition of organizational failure. Many different meanings, both subjective and objective, might be attached to an organization's continued existence. Organizational survival can be measured most accurately by just keeping track of how long they've been around[61]. Traditional accounting metrics, such as sales growth, market share, and profitability targets, may all factor into a more holistic evaluation of a company's success. Gross profit, return on assets, and return on investment are three major success indicators used to evaluate a company's performance. Measures of financial health include profit margin, sales growth, return on sales, return on investment, and return on equity, all of which can be found in financial statements and their supporting notes. Among the many factors that new competitors must take into account is the company's non-financial standing, including its name recognition, public image, and goodwill, as well as the dedication and happiness of its personnel[62].

Business continuity or survival guarantees returns for owners and plays a significant socio-economic role for the firm, individuals as employees, the government, and shareholders. Business continuity provides endless opportunities for job creation, revenue generation for employers, employees, and the government, and products to the general public[63]. However, the scholar stressed that where a business failed to be considered a going concern, the disadvantages have significantly negative consequences for firms, individuals, government, and society. This study considers business continuity as the attribute of a successful organization which shows that an organization will continue to exist as a going concern to satisfy the interest of the stakeholders. In this study market share, firm profitability, and competitive advantage are considered critical success factor of business continuity and were discussed accordingly.

2.1.2.1 Market Share

The percentage of the market that a company controls, or its Market Share (MS), is an important non-financial performance metric. Due to this, executives at corporations such as Microsoft have paid a lot of attention to MS[64]. This concept was supported by the common assumption in marketing literature that MS is one of the most important marketing goals for measuring the success of a new product. It should come as no surprise that MS is a primary focus for companies. The market share (MS) of a company can be calculated in the same way by dividing the company's total sales in a market by the total sales in that market.

However, experts have speculated that MS is made up of both sales volume and value[65]. Market Share (MS) refers to a company's share, either monetary or volume-based, of the overall market (absolute MS) or of the production of the most prominent competitor/combined MS of many main competitors (relative MS). MS was thought to be indicative of a company's strength in comparison to its rivals in the same market. This definition did not adequately illustrate what is meant by the term "relative strength" when applied to a business. Another component of MS that was proposed was the ability of a business to operate or utilize a brand image that can enjoy crucial importance in every category of products or services[66]. They went on to explain that MS is the share of sales that a company has in a given market as a percentage. As an additional note, MS is determined by dividing the company's sales for the period by the industry's sales for the same time period[65].

MS can be thought of as the multiplication of unit sales by price per unit. According to the authors, market share is a major determinant in determining a company's market leadership position and, by extension, better performance because it represents the percentage of the market that the company actually controls (in terms of both volume and value)[66].

One of the characteristics of MS is that it is unresponsive to any one macro variable. In addition, it requires the use of quantifiable data (in terms of both quantity and monetary value) to assess the competitive advantage of a company in its market[67]. The main advantage of using MS as a performance indicator of a business's success is that it is relatively immune to changes in the health of the economy, fluctuations in government policy, and adjustments in tax administration. The extent to which a company controls a sizable portion of a market is often cited as evidence of its success. Furthermore, it determined how well the company did in comparison to its main competitors. Nonetheless, losing market share is a major concern for the company[68].

2.1.2.2 Firm Profitability

Firm Profitability (FP) is considered as the earnings that a business entity achieves from its resources over time. Similarly, scholars opined that FP reveals the capability to generate income from the use of its assets for a specified period[69]. Abbas and Abu's view is deferred from earlier definitions because they consider FP to be a relative term that relates to how efficient the firm's operations are[70]. The scholars stressed that FP is the proficiency of an organisation to generate earnings on sales, accomplish desired return on investment, and have human resources employed in running the business operations.

FP was considered as significant feature to assess how effective and successful an entity runs its business operation. FP reveals the capacity to function efficaciously in a fast-changing environment. Profitability as a measurement of how well an organisation utilises its assets from its primary mode of business to spawn income; it is the ability of firms to generate earnings. FP is the indices employed to measure the degree to which firms offer new products that result in competitive advantage. Overall, FP represents the proficiency of the management in transforming firm-level capabilities to profits over time[71].

One common feature of FP is its capacity to determine the going-concern status for profit-making organisations. In aligning with this narrative, it was opined that FP is a prerequisite to survive and succeed in the economic activities of a company over a long period[72]. Profitability is measured with an 'income statement.' This is principally a listing of income less the expenses through a period for the whole business. FP is an essential featured item in the financial reporting of many companies because it reveals the efficacy of management decisions. Profitability is a measure of income and expenses. FP has the potential of attracting prospective investors to delve into a business line.

Profitability is a gauge of how a company's earnings brims are associated with sales, average capital, and own average capital[73]. FP guarantees survival for profit-oriented firms; hence achieving increasing profitability is imperative for firms to own resources, competency and develop strategies that can be used to adapt and take advantage of changing market conditions in a turbulent environment. When the management of organisations makes enough profits, the stakeholders and other investors are exultant and contented, and the firm is in a better position to meet the petition of other interest groups.

Profitability becomes necessary for cost absorption, reinvestment, attracting further funds, retaining public confidence, and inspiration of expansion, ensuring a noble position for the firm. More like other performance indicators, profitability in itself does not connote negativity; however, lack of it or the inability of a company to run a profitable business becomes something of concern. One argument scholars support is that FP is an evaluation of past events; this implies that today's FP is specifically about the achievements or failures of past business dealings. Moreover, a scholar also asserted that profitability has considerable advantages as it ensures their sustainability and enhances the firm's position in the industry[74]. This study views FP as the capability to generate sustainable financial rewards or earnings through efficient utilisation of firm resources by a well-coordinated management process and effective decision-making over a given period.

2.1.2.3 Competitive Advantage

A company has a competitive advantage if it excels in an area where rival businesses struggle. Any benefit a company offers its customers (or end users) that makes them choose to buy its goods or services over those of its rivals and that is difficult for those rivals to replicate is considered a competitive advantage. Maintaining a competitive edge is seen as crucial for achieving peak performance. Competitive advantage refers to a company's superior capacity to either increase its market share or its profits through the sale of its products or services. Competitive advantage includes cost leadership, the development of difference, defensive tactics, and the formation of strategic partnerships[75].

Businesses that have an edge in the marketplace achieved this status via the application of a plan that makes the most of all of their available assets. The term "competitive advantage" is used in business to refer to a set of characteristics that provide one company an edge over its rivals. When a company's profit rate is higher than the average for its industry, it is said to have a competitive advantage, and when it maintains that higher profit rate over several years in comparison to its competitors, it is said to have a sustained competitive advantage[76].

To maintain vitality and growth, companies need a competitive advantage, which may be defined as a deliberate strategy for making the most of available resources and other finely honed practices that help to keep the company separate from its rivals. When imitation ceases without threatening the firm's competitive advantage or when it is difficult to imitate, the strategy is said to be "sustainable." Also, it was mentioned that having a competitive advantage is beneficial to a company's bottom line, especially if that advantage can be maintained over time[77].

Cost leadership, distinctiveness, and concentration were singled out as the three mechanisms for creating a durable competitive advantage. Access to natural resources, low-cost power source, skilled labor, location, great entry barriers, spreading network, excellent product offerings, brand, cost structure, intellectual property, and customer backing were all identified as factors and attributes for achieving sustainable competitive advantage. Sustainable competitive advantage, on the other hand, has been defined as "a sort of competitive advantage that exploits organizational proficiencies—valuable for consumers, not easily duplicated by competitors, and delivering competency and competitiveness for the organization84. In the future, businesses must constantly innovate in order to generate and maintain a competitive advantage[78].

A company's ability to identify and exploit favorable possibilities while mitigating risk and minimizing expenses is the source of its competitive edge. A competitive advantage is a scenario defined and measured in relation to a competitor that allows a firm to make profits in excess of the average profit achieved by its competitors. When a company is able to provide superior benefits at the same or lower cost (cost advantage) than its rivals, it has a competitive edge (differentiation advantage)[79].

Market share, market sensing, market response, market seizing, efficiency, product or service cost, gross margin, returns on assets, and net income are all indicators of competitive advantage, according to previous research. Negative aspects of having a competitive edge do not last forever. Know-how, size, scope, location, distribution, quality, product features, process efficiency, productivity, and expenses are all examples of typical drawbacks. A competitive advantage, as defined by the study's author, is "the capacity of an organization to maintain a position of leadership over its current or potential competitors through time"[80].

2.1.3Entrepreneurial Knowledge

The goal of the field of entrepreneurship is to equip individuals with the facts, techniques, and drive necessary to launch and sustain successful businesses in a wide range of contexts. The capacity to identify or create an opportunity and take action toward the realization of an innovative knowledge practice or product is what is meant by "entrepreneurial knowledge"[81]. By "entrepreneurial knowledge," we mean familiarity with the ideas, abilities, and frame of mind that are considered necessary for success in the entrepreneurial realm. Regular participation in entrepreneurial endeavors is a great way to learn about and practice entrepreneurship. The ability to think creatively is crucial for the success of small and medium-sized businesses, which requires an understanding of entrepreneurship. Entrepreneurial knowledge of the abilities necessary for business growth, including communication, problem solving, and innovation, is essential for small and medium-sized firms[82]. It's important to recognize that there are several methods for teaching entrepreneurship because there are many ways to acquire entrepreneurship information. The authors propose three different ways to approach education: "about," "for," and "through." The majority of entrepreneurship programs fall under the "about" category, which uses a more traditional pedagogy that does not actively involve students in projects and activities[82].

The goal of imparting entrepreneurial knowledge is to equip workers or employees with the enthusiasm and abilities necessary to launch and grow a new business from the ground up. It aims to equip small and medium-sized enterprises (SMEs) with the information, training, and inspiration necessary to succeed as entrepreneurs in a wide range of contexts. When you study entrepreneurship, you'll learn the fundamentals of starting a firm from scratch. In doing so, you'll be better able to spot potentially dangerous situations and steer clear of them. The time and money spent on entrepreneur training may seem like a waste at first, but it will be worth it in the long run[83].

Skills associated with being an entrepreneur include introspection, innovation, independence, initiative, and a focus on results. The ability to think creatively and develop unorthodox talents and abilities are two of the many benefits of acquiring an entrepreneurial education. It also boosts economic activity, confidence, social fairness, and equal opportunity. Yet, being an entrepreneur and gaining the necessary knowledge carries with it a substantial amount of risk[84].

Small and medium sized businesses require entrepreneurial expertise to successfully obtain financing and develop a sustainable company plan. In order for SMEs to provide better customer service, its management must be well-versed in the latest industry developments. Small and medium-sized enterprises (SMEs) that possess entrepreneurial acumen will be better equipped to assess the value of their offerings and communicate those values to current and prospective consumers. They must also be well-versed in the requirements of prospective buyers[85].

2.2 Theoretical Review

This section explains selected theories on to establish the interaction between strategic response capability, entrepreneurial knowledge, and organisational performance. The theories reviewed in this section include Survival Base Theory (SBT), Resource-based view (RBV), and Dynamic capability theory (DCT).

2.2.1 Survival Base Theory

Herbert Spencer is credited for developing the concept of survival by natural selection, also known as the "survival of the fittest theory." With Darwin's theory of evolution and natural selection in mind, and Adam Smith's invisible hand economics in the back of his mind, he considered the possibility of Social Darwinism. This notion, prevalent in the late 19th and early 20th centuries, posited that only the greatest and fittest competitors will ultimately win by adhering to nature's norms, leading to a betterment of society as a whole. The goal, according to Social Darwinism, is to maintain one's current lifestyle habits in order to provide the most successful business. This means being flexible enough to adjust to changes in the market or perfecting one's craft so that one may command the highest prices. Therefore, under this assumption, dishonest commercial competition and misleading legislative concerns merit attention[86].

The methods that businesses implement to prevent extinction at the hands of rivals are the focus of the survival-based theory. According to the theory of evolutionary adaptation, in order to innovate, have a high level of intuition, and effectively lead an organization, a corporate director must cultivate a path toward detecting, instinct, feeling, and thinking and be willing to accept weaknesses. Businesses, in order to thrive in today's cutthroat market, need to be flexible and responsive. A new paradigm for understanding and operating in business seems to emerge every decade (corporate methods)[87].

The survival-based management stance emphasized the importance of providing strategies that are centered on producing highly proficient work and responding quickly to the ever-evolving competitive environment. Because whoever makes it through is the one who is best able to handle the challenges of their environment. One who holds this position, however, has argued that picking one particular technical arrangement is suboptimal. Instead, it's better to quickly evaluate multiple paths for a small number of procedures and let the best adaptable system determine which one to take. The survivalist theory is categorized among other contemporary approaches to strategic management in this view[88].

It was also easy to see how this theory may be applied to the field of corporate turnaround. Financial issues, failing goods, losing key staff, and so on are just some of the symptoms of a sick company. These were merely red flags that suggested the company was not running smoothly[89]. Companies in transition are often portrayed negatively in the media, with negative connotations including a lack of agreement fulfillment, low industrial facility yield, and a stressed-out human resources department. Companies that are trying to turn their situation around often exhibit the inefficient business traits of reducing their personnel, repositioning their products, and auctioning off their scarce resources[90].

The major objective of a pivoting organization is to improve the firm's operational efficiency so that it can better respond to changes in its external environment, increase its profitability, and ultimately succeed in the face of intense competition. According to survivalist principles, if an organism does not adapt to its environment and learn to thrive within it, it will eventually expire. As is fitting for network companies, the one that has successfully turned around is the one that functions well and adapts well to its surroundings[91].

The environment is always changing. To have a chance of surviving, the company must adapt to the changes. This would make the company aggressive in the marketplace. The notion is based on the natural law that only the strongest and fittest survive in a given environment[92]. The organization that can adapt to its surroundings successfully and become the most proficient and prudent in both production and activity will be the most successful. This must be accomplished through disseminating approaches centered on doing competent jobs and being able to respond swiftly to changes in the competitive environment[93].

This approach can also be used to companies looking to pivot after a period of poor performance. Budgetary challenges, items that are falling flat, and the loss of important human resources are all issues that such organizations face. In order to pivot, such businesses would employ entrepreneurial orientation tactics that will assist them strengthen their position. This is in the hopes of improving their business performance and achieving their overarching goal of survival[94].

Despite the theory's popularity, researchers have criticized it. Critics of the survival base theory argue that enterprises who use it lag behind market improvements rather than leading in both innovation and pricing, and hence are not long-term viable. Analysts viewed advocates of this line of reasoning as having little ability to develop, and any such development, if it occurs, is less likely to outperform enterprises attempting to be market leaders' guides.

Despite the critics' submission of the survival-based theory, the central idea of the theory resonates the aim of this study; which is to determine the effect of enterprise strategic response on the business continuity of family business in Lagos State, Nigeria. The relevance of this theory is that it stressed the fact that organisations operating in complex, changing and hyper-dynamic environment need to be able to understand their environment and develop the capabilities that they can deploy to cope and manage with the demands of that environment; otherwise, it will seize to exist. Hence, the strategic response measures such as organisational unlearning, employee-customer engagement, and management innovationand entrepreneurial knowledge as a potential moderator are all capabilities family business can use as a coping strategy to excel in a challenging environment.

2.2.2 Resource-Based View

RBV is an outlook that looks to provide light on how businesses can outperform their rivals. Barney's "Firm Resources and Sustained Competitive Advantage," Wernerfelt's "The Resource-Based View of the Firm," Prahalad and Hamel's "The Core Competence of the

Corporation," and Roger Penrose's "Theory of the Evolution of the Firm" are just a few of the seminal works published on the topic of firm growth in the 1980s and 1990s (The Theory of Firm Growth)[95]. Proponents of RBV say that a company's exceptional and difficult-to-replicate resources and skills are all that's needed for the company to successfully exploit its external environment and make decent returns. Successful businesses, according to this view, not only have VIRO characteristics, but also possess the knowledge, skill, ability, and tangible productive assets necessary to deploy these capabilities (even if they were initially regarded to have VIRO characteristics)[96].

RBV is predicated on two basic premises. To begin with, resources are diverse, which means that each organization's resources and competencies are unique. Furthermore, if every company has the same resources and abilities, then it would be impossible to outperform one another. The heterogeneity of resources shows that "firms have areas of competitive advantage, parity, and disadvantage,"[97]. Secondly, resources are immovable, which indicates that information, skills, and abilities can't be transferred in a short period of time. As a result, competitors found it difficult and time-consuming to replicate the processes, products, and strategies adopted by a company because of the immobility of these resources. Brand identity, company culture, entrenched work connections, processes, and intellectual property all fall under the category of intangible assets, which make up the majority of immovable resources[98].

Since the assumption of RBV has been challenged, for example "Is the resource-based view (RBV) beneficial for strategic management research?" The researchers contended that because RBV is static, it cannot explain competitive advantage in a changing setting. In a "systematic survey of RVB literature," sufficiency opponents argued that RBV is insufficient as a theory of the firm[99].

It has also been argued that merely owning resources with VIRO attributes is insufficient for a firm to maintain a competitive advantage; rather, SCA can only be achieved by possessing the competence to deploy those resources. Another criticism leveled at the concept of resources was that it failed to distinguish between resources considered input to the firm and those that are required to assist the firm in the selection, deployment, or organization of such inputs. RBV fails to take into account the wide range of ways in which diverse resources can contribute to a firm's greater performance, notwithstanding the wide variety of resources available[100].

The RBV supporters agree with the theory assumption. Research and Development (R&D) resources are critical for the successful deployment of new goods, regardless of the organizational context, according to a study titled "New Product Deployment: The Moderating Influence of Economic and Institutional Context." A framework for the testing model was provided by RVB, allowing for an understanding of how customer collaboration, innovation, and customer knowledge management affect marketing performance[101].

Scholars have also added to the RBV literature by focusing on two organizational resources (guanxi and IT systems) and their relationship to management innovation as well as the performance of China's exporting SMEs' new product development. According to the findings of the research, IT systems have a key role in driving management innovation in Medium-sized NPP enterprises. For the purposes of the NPD process, strategic management capability (SMC), which was believed to be a core business resource, was thought to be an important component[102]. As a result, SMC serves as a key enabler in matching market demands with the most appropriate technology capabilities to meet those demands. Working on the topic of "the impact of marketing capabilities and a diversification plan on performance" The researcher suggested that marketing competency (an internal business resource) and organizational performance have a strong relationship.

According to RBV and strategic management perspectives, the key source and driver of persistent competitive advantage are resources and competencies owned and deployed by the organization that are valued, scarce, difficult to replicate, and have no viable replacements[103].

To sum up, this study is in favor of RBV, despite the sufficiency critics because a firm's ability to earn superior performance is dependent on the resources it has and the qualities of these resources (which in this case as VIRO feature). It was hypothesized in this study and supported by RBV's theoretical explanations that the enterprise strategic response capability and organizational performance are functionally linked[104].

2.2.3 Dynamic Capability Theory

Although the RBV emphasized the necessity for enterprises to have knowledge, skill, and abilities (KSA) in order to thrive in a constantly changing environment, the concept of dynamic capability was first proposed in a working paper in 1990[105]. As a follow-up to a previously published paper, the researchers tried to address criticisms and provide a thorough explanation for the interplay of assumptions. The dynamic capability, on the other hand, refers to a company's ability to adapt to rapid changes in the environment by integrating, building, and reconfiguring its internal and external competencies[106].

Two essential aspects of the emergence of new kinds of competitive advantage are highlighted by dynamic capabilities: dynamics and capability. Strategic management (via KSA) plays a key role in dealing with necessary adjustments through internal organizational adaptation in terms of "dynamics" and "capacity," two terms that refer to the attribute of environmental change necessitating strategic responses[107]. As a result, organizations with dynamic capabilities can quickly adapt to changes in their industry or the macro-environment[91].

Based on these three assumptions, Teece developed the DCT. These are regarded key dynamic capabilities in the industry. In reaction to sudden environmental changes, a company's adaptive capability is defined as its ability to quickly coordinate and restructure resources while maintaining its previous level of performance. It's a measure of a company's capacity to recognize and seize new market opportunities[108]. The ability of a company to recognize, acquire, and use external knowledge to its advantage is referred to as absorptive capability.

An organization's ability to incorporate current knowledge into new products and processes is a key component of its absorptiveness. Acquiring, transforming, assimilating and exploiting external knowledge are all part of the process of absorption that takes place in the firm. New products and services or new markets can be introduced by aligning the firm's strategic orientation with its organizational procedures. Innovativeness is defined as the ability of a company to continuously apply its acquired knowledge to the creation of new goods and processes[109].

This new standard in strategic management is due to the dynamic capability framework's increasing significance in describing competitive advantages better than the RBV. With these talents, organizations can meet the environmental issues that might otherwise threaten and make obsolete the existing skillsets. In order for an organization to be able to take use of new resources, it must also be able to maintain and expand upon its present competencies and resources. As a result, an organization will be better able to respond to shifting market conditions and gain a competitive advantage[110].

The dynamic capacities of the firm have been recognized by researchers, but there is no significant empirical evidence to support this theory in the research literature. Furthermore, it was stated that dynamic capabilities have a number of downsides. Failure to incorporate dynamic capabilities into the internal procedures of a company is one of these. Using dynamic capabilities is difficult, and the necessity for large-scale management may lead to modifications that aren't necessary. Researchers contend that dynamic capabilities do not exhibit heterogeneity, and hence cannot be a source of competitive advantage, and that their involvement in dynamic capacities is restricted and indirect[111].

In spite of these limits and criticisms of the DCT, some researchers feel that dynamic capabilities are the keys to competitive advantage, particularly in a changing environment. Using a meta-analysis of the dynamic capability literature, a scholar found that despite the strategy-based approach, the dynamic capability's underlining assumptions are now a vibrant theoretical underpinning for several scholarly works in other areas of study such as entrepreneurship, technological innovation, international management, operations management, and management in a global context. The DCT's applicability in management is bolstered by the diversity of its fields[98,108,109].

Despite the theory's flaws and criticisms, subsequent empirical research in a variety of fields has found widespread support for DCT and validated its universal applicability in various study situations. Furthermore, its importance to this study comes from its capacity to describe how a corporation may manage with a dynamic environment and maintain excellent performance. There is a theory behind the ongoing enhancement of internal organizational capabilities such as employee-customer interaction, organizational unlearning and management innovation that contribute to company continuity. A company's ability to continuously adapt, detect, and reinvent its internal resources in order to align with its environment is critical if it is to thrive and survive in rapidly changing surroundings[95].

To better understand the interplay between enterprise strategic response and family business continuity, survival-based theory and dynamic capability theory are considered complementary, rather than RBV. Although the RBV provides an explanation of how a firm can use internal capabilities to achieve competitive advantage, it is a static theory that does not take into account the changing macro environment and how a firm can achieve superior performance with a rare, difficult to imitate, and valuable firm level resource[112]. RBV's weaknesses were addressed by the complementing function of survival-based theory and dynamic capability, hence it was adopted as the underpinning theory. To research how enterprise strategic response capability impacts family business continuity in Lagos State, Nigeria, the study is based on survival-based theory and dynamic capability.

2.3 Review of Empirical Studies

This section reviews the findings of existing literature on the subject matter of this study

2.3.1 Management Innovation and Market Share

The purpose of this research is to examine the connection between management innovation and the success of SMEs in Nigeria. A total of 280 SMEs in Northwest Nigeria filled out a standardized, self-administered questionnaire to provide this information. Partial Least Squares Structural Equation Modeling (PLSSEM) was used to analyze the data. The results showed that managerial creativity significantly boosts business results. These results further highlight the significance of management innovation inside businesses in improving the performance of SMEs. In addition, this result is consistent with the claims of another researcher (96) who proposed that changes in management practices can have an effect on a company's bottom line. Well-designed, created, and implemented innovations are crucial in bringing new ideas, improving processes, decreasing manufacturing costs, and boosting productivity, all of which are vital for driving firm performance[113].

A study was conducted on the inventive skills, company performance, and foreign ownership of 264 big and medium-sized Croatian companies with more than 100 employees. There was no difference in innovative capacities between large and medium-sized businesses, but the data did show that smaller businesses fared worse than their larger counterparts when it came to performance. In contrast, revenue growth and market share expansion tend to be slightly higher at medium-sized businesses. Companies with foreign ownership also have higher sales growth, market share, and rise in market share because of their innovative product and production process development[114].

A researcher looked at how radical and incremental innovations mediated the relationship between other types of innovation and business performance. Three hundred and thirty-four small and medium-sized factories in the state of Kano were surveyed. Results showed a favorable, statistically significant correlation between administrative, process, and product innovation and business performance (profitability, sales growth, market share, satisfaction and firm competitiveness). The work of Abiodun agrees with those of his predecessors[97].

A researcher looked at how 150 companies in Vietnam's manufacturing and service sectors use effective sense-and-respond techniques to balance exploratory and exploitative innovation. company financial performance is impacted by the firm's technology sensing and market sensing skills, and these impacts are believed to be mediated by exploratory and exploitative innovations[115]. Using a sample of 150 Indian manufacturing enterprises in the Tech & Chemicals sector, this study analyzed the connection between new product innovation and company performance, with a particular emphasis on the importance of employees' originality and meticulousness. Research shows that in order for individuals to have an effect on businesses' pursuit of new product innovation as a contributor to financial performance, they must participate at high levels of creativity and attention-to-detail[115].

In a study that focused on Influence of management innovation and customer experience, collecting data form 606 customers of retail firms, discovered that both technical management innovation and non-technical management innovation modifies the effect of complex demographics on loyalty and reputation[99]. To determine what impact customer involvement plays in the relationship between innovation and business success, an academic conducted an analysis. The main goal of this research was to contribute to the marketing literature by illuminating the connections between managerial creativity, customer involvement, service quality, and company success (Sales, market share & profitability). Result demonstrates that customer participation does not directly effect corporate performance. This outcome is in line with a theoretical claim that consumer participation may result in contradictory impacts on speed to market[116]. Specifically, consumer involvement activities have minimal or even negative impact on company performance because engaging customers into collaboration activities may diminish the efficiency and raise the timeframes.

There was research done on the synergistic impact of innovation on 856 businesses. Findings demonstrated that exploration and exploitation orientations have favorable affects on product innovation and process innovation respectively which have positive impacts on the firm's performance[117]. Product differentiation: a technique of Competitive advantage and optimal Organizational performance (a study of Unilever Nigeria Plc) (a study of Unilever Nigeria Plc). Using a basic random sampling method, we gathered information from 323 residents of Ota, Ogun State. Finding reveals that there is a substantial association between new product innovation of a firm and its customer happiness. The same way, show that the special qualities of a company's products are directly linked to the happiness of its clientele. A company's sales growth is directly proportional to the level of quality in its products.

A sample of 280 owners/managers of small and medium-sized enterprises (SMEs) in Nigeria's northwestern region participated in a PLS-SEM study on the connection between management innovation and firm performance. The results of the structural model indicate a favorable connection between managerial innovation and company performance (measured by metrics like market share, profit, sales growth, and customer acquisition)[102]. A researcher looks into how much of an impact technological innovation has on the bottom line for companies listed on the Nigerian Stock Exchange. The primary goal of this article was to analyze the correlation between innovativeness and financial success at Nigerian businesses. The 176 companies with financial results as of August 2014 that were listed on the Nigerian Stock Exchange were narrowed down to a select group of 60 for further analysis. Both asset returns and equity returns were found to be negatively correlated with innovation. This finding is consistent with the observation that innovation is extensively performed and accepted in Nigeria, as it is in Kenya; nevertheless, a positive correlation between innovation and financial outcomes has not been established in Nigeria as of yet[103].

According to the research of one scholar, the level of customer satisfaction with a service might be influenced by the company's capacity for innovation. Based on this new understanding, companies who prioritize putting their expertise to use in implementing innovation initiatives should instead focus on consumer participation activities[103]. This result bolsters the advice of another expert who said that corporations could benefit strategically by inviting customers with strong relationships to the firm to take part in production. The results of this research further demonstrate that consumer involvement improves service quality. Based on these findings, it is reasonable to conclude that organizations can benefit from embracing client expectation as a contingency variable in managing innovation activities[116]. In particular, the value of innovation capabilities is realized through successful customer interaction, and innovation capabilities are a required but not sufficient condition for superiority in performance.

Organizational innovativeness was found to have no correlation with financial performance in a study on the relationship between organizational learning, inventiveness, and the success of 350 SMEs in Nigeria. An academic looked at 240 companies in the Turkish automotive supply business to see how innovation affected their performance[117]. Among the four categories of innovation examined, only product and process innovation were found to have a statistically significant and beneficial impact on business performance.

A total of 153 sales managers participated in a study examining the impact of sales force market orientation on innovation, productivity, and sales results. Innovation implementation, which can be boosted by an innovative corporate culture, was found to be the causal factor connecting sales force creativity to performance. Scholarly research into the mediating roles of exploratory and exploitative innovation through effective sense-and-response techniques was conducted[118]. To do this, researchers in Vietnam interviewed 150 business leaders from B2B enterprises in the manufacturing and service sectors. The findings highlight the importance of both exploratory and exploitative innovations in demonstrating the effects of technology-sensing and market-sensing skills on firm performance[119].

A total of 305 small and medium-sized enterprises (SMEs) were surveyed in the textile/leather/apparel and footwear subsector; the wood/furniture and woodworks subsector; and the domestic/industrial plastic and rubber subsector in Southwestern Nigeria108 for a study on the effects of innovation on the performance of Nigerian manufacturers. It was found using hierarchical regression analysis that both process and organizational innovation have a considerable positive effect on business performance[112]. There was no link between product and market innovation and company success (Sales revenue). This agrees with the findings of a scholar, who found that marketing creativity had a negligible effect on bottom line results.

2.3.2 Engagement and Profitability

Adopting the inside-out and outside-in perspective regarding engagement is strategic for firm's adaptive resilience because it serves as internal and external collaborative mechanism aimed at enhancing intra-firm alignment of person, task, and the organisation during change and helps to obtain critical external market intelligence from the customers so that the organisation can respond appropriately to changing market dynamics[120].

A scholar found relevance for engagement when he posited that engagement have significant influence on firm profitability through leadership styles and work-life balance[110]. Organizational culture has a significant effect on employee performance, and further analysis shows that employee engagement has a positive and significant effect on firm performance at Telkom University. In a similar study, scholars differ in terms of organisational factors that enhance engagement however they share similar outcome in terms of the relevance of engagement to organisational performance[121]. Specifically, a scholar found that training and career development has significant influence on employee engagement; and that the ripple effect of engagement on organisational performance is positive and significant.

Researchers found a favourable correlation between customer involvement management and market share as evidence that customer engagement is important to a company's bottom line. Valencia manufacturing firms were the focus of a study that found that investing in getting to know their customers pays off in the form of increased market share. While the first study was conducted in Nigeria and the second in Spain, the data from both studies supports the idea that a company's capacity to engage with its customers will have a favorable impact on the company's market share and, by extension, its performance[122].

Based on research into the effects of customer engagement behavior (CEB) on business outcomes in the United States, Australia, China, and India, it was determined that in order to create loyal and pleased clientele, companies should prioritize establishing mutually beneficial relationships based on trust and fairness. These results validate a scholar's argument that Co-creation activity boosts organization performance by allowing businesses to better comprehend consumer needs and tailor products and services accordingly[114]. Happy customers lead to increased market share through recurring purchases, which is the result of the aforementioned chains of events.

Customers are more likely to overlook negative report of a product when they have become familiar with the brand, according to a submission on the importance of customer relationship building. This further supports the idea that companies who put in the effort to cultivate positive relationships with their clientele get the benefits. To further drive customer satisfaction and, in turn, market share, a company must share information about its capabilities and future opportunities for value co-creation with its customers[121].

While different researchers use different units of analysis and data gathering and analysis methods to draw different conclusions, all agree that it's important to focus on keeping consumers happy by actively listening to what they have to say. For the most part, businesses exist to meet a certain need in society, and the degree to which they achieve this goal, and even go above and beyond, is of paramount importance to their continued existence. Using China as a case study, the authors found that new product development (NPD) and customer lifetime value (CLV), a stand-in for customer happiness, interact with one another in a way that is moderated by the advertising strategy employed[122]. In addition, a researcher in the River State investigated the link between customer participation and the success of the state's manufacturing businesses. Results showed a positive correlation between customer involvement management and market share for the manufacturing firms analyzed, regardless of where they were located (North-East UK or China). The most important takeaway from these studies is the emphasis they place on the connection between customer engagement capabilities and business success[123].

However, a negative result was found when a scholar investigated how customer involvement initiatives affected customer behaviour. It demonstrated that the potential for such an attempt to backfire on the organisation's brand equity lessened its market appeal. Customer participation is not a first-order competence that increases customer pleasure, profit, and market share, according to an empirical finding. The study concludes that first-order competencies, such as managerial innovation, are responsible for the performance impact of second-order competencies like customer involvement capability[124].

2.3.3 Unlearning and Competitive Advantage

Unlearning is a vital part of the organization's learning process during times of fast change and is required by the requirement for enterprises to adjust to uncertainty and remain competitive. It is derived from the theory of organizational behavior. Competitive advantage and learning are correlated. Furthermore, a scholar believes that organizational learning is a powerful tool for achieving and sustaining excellent company performance[125].

Competitive advantage depends on an organization's knowledge and learning, but when environmental instability demands strategic, operational and procedural changes from what the organization deems status-quo, unlearning as a learning process kicks in to assist it remain alive and prosperous[118]. By 2020, a private Nigerian educational institution had shifted from physical class-based teaching, physical class-based exam, physical payment of tuitions and course registration to a virtual approach to all of these activities. When compared to public institutions, which mainly cancelled the 2020 academic session, private universities saw the necessity of survival and, as a result, unlearned and grew significantly in terms of student graduation, academic payment, and enrollment.

Scholars had presented explanations for learning outcomes as seen by a private Nigerian college. In the opinion of the experts, organizations that invest resources and commit to learning are more able to meet their goals, as well as better able to survive and expand in a hard climate. According to another study on small and medium-sized businesses in China, organizational unlearning is a major element that considerably affects incremental and exploratory innovation success in the country. Management coaching, strategic flexibility, organization learning, and new product creation all have empirical studies on the importance of unlearning to management[126]. Scholars have given significant attention to the topic of unlearning as a strategic reaction to the COVID-19 pandemic's disruptive tendencies and to maintain company growth.

Unlearning context has been shown to have a favorable impact on community sport clubs' knowledge management, which in turn enhances the efficiency of the organization. A comparable study found that organizational unlearning has a significant impact on the effectiveness of a company. According to a study, exploratory innovation performance is negatively impacted by organizational unlearning when faced with environmental uncertainty. A study found that managers need to construct an unlearning context process in order to produce human capital, which is a fundamental asset for improving firm performance[120]. However, results show that the effectiveness of unlearning depends on the company's choice of dimension. It is reasonable to believe that a company's radical innovation will be enhanced when it reviews and implements changes to its routines and beliefs[127].

The importance of organizational learning was highlighted in a meta-analysis[121]. It also has a greater impact on non-financial outcomes than financial metrics. Studies show that organizational learning has a direct and indirect influence over company performance. In a separate study, a researcher found that when an organization continues to learn and unlearn its business activities, these benefits can include employee professional development, innovation, cost maximization, and firm expansion. As a result, an organization's ability to adapt to changing conditions is a vital success factor[128].

A professor has found that learning is more than just a first-order element in the success of Iranian vehicle makers. Learning serves as an important boundary condition between corporate culture and knowledge management, according to a researcher. According to a study, learning has a major impact on innovation performance and, as a result, on the performance of Malaysia's small and medium-sized industries. According to an academic, high-performance human resource practices can have a substantial impact on innovation in the telecommunications industry in North India, and learning is a key aspect in this process[129]. The narrative that learning enables the development of KSA of employees that enhance innovation and its cascading effects is strengthened by submitting a submission. If you're writing a proposal, include more evidence to back up the idea that learning and performance are linked in organizations. Researchers concluded that OL improved various aspects of organizational performance in India's heavy engineering business, according to the scholar[89].

2.3.4 Enterprise Response Strategy and Business Continuity

Scholars of strategic management stress the importance of a company's strategic response capability as a prerequisite to achieving superior firm performance in an ever-evolving environment characterized by unpredictable consumer behavior, intense global/local competitive rivalry, inconsistent government policies, disruptive innovations, and weak purchasing power[130]. According to the storyline presented in, businesses can gain a lot by having and using strategic reaction capacity.

According to one school of thought, businesses have a better chance of long-term success if they put their attention on developing a strategic response to the ever-shifting conditions of the market. Increased market share, satisfied fickle consumers, rapid new product development, and reduced operating costs due to environmental shocks are just some of the many benefits that can accrue to businesses that practice greater responsive agility[131]. A researcher in the field of Kenyan manufacturing proposed that the success of small and medium-sized enterprises (SMEs) in export markets was directly related to their strategic response capability. In a similar vein, it was found that Malaysian SMEs can benefit from, and are better able to implement, strategic reaction skills in adaptive and sensing capacities.

Local oil marketing enterprises in Kenya have an opportunity to deal with intense competition according to research showing that strategic reaction capability has a positive and significant correlation with firm performance. Strategic responses, management methods, and customer loyalty were found to have a substantial correlation[132]. Theoretically, this study shows that companies with high customer loyalty will attract and retain a dedicated customer base, leading to increased profits for their business. Scholars in the oil and gas industry, the banking industry, the textile industry, the agrochemical industry, the manufacturing industry, and the service industry have all conducted empirical studies on strategic response capability that explain a positive and significant contribution to firm performance. In light of these findings, it is clear that the ability to implement strategic responses is critical to business success[133]. The authors of this study argue, based on this discussion, that a company's competitiveness is heavily impacted by its strategic reaction capability.

2.4 Summary of Gaps in Literature Reviewed

The level of global disturbance occasioned by the coronavirus, and its attendant consequences, meant business mode of operation has to change in order to continue been in business. Several studies have been done in different developed and in emerging economies under different methodological, cultural and leadership context on what to do to survive and how business can strive to continue been in existence serving their customers[134].

Through the survival-based theory and the dynamic capability theory scholars have position the relevance of competences that can adapt, absorb and innovate interorganizational resource to suit changing market dynamics and competitive intensity. However, these studies did not categorical specify which response capabilities is the holy grail to contend with changing time for small sized family business. Consequently, strategic response abilities such organisational unlearning, employee-customer engagement, and innovation and their interaction with family business continuity in Lagos State have not enjoy robust empirical submissions to suggest a definitive response strategy that guaranty their survival. The drawback on this gap narrative is that nothing concrete is known on how strategic response affect family business continuity in Lagos State within empiricism. Hence, scholars have suggested the need to address this gap by conducting further studies to substantiate the interactions between strategic response and organisational performance[135,136,137]. It is noteworthy to stress that within the small and medium sized family business in Lagos State, Nigeria, how entrepreneurial knowledge moderate the link between strategic response capability and performance (business continuity), is unclear hence, creates another gap for this study worthy of investigation.

2.5 Conceptual Model

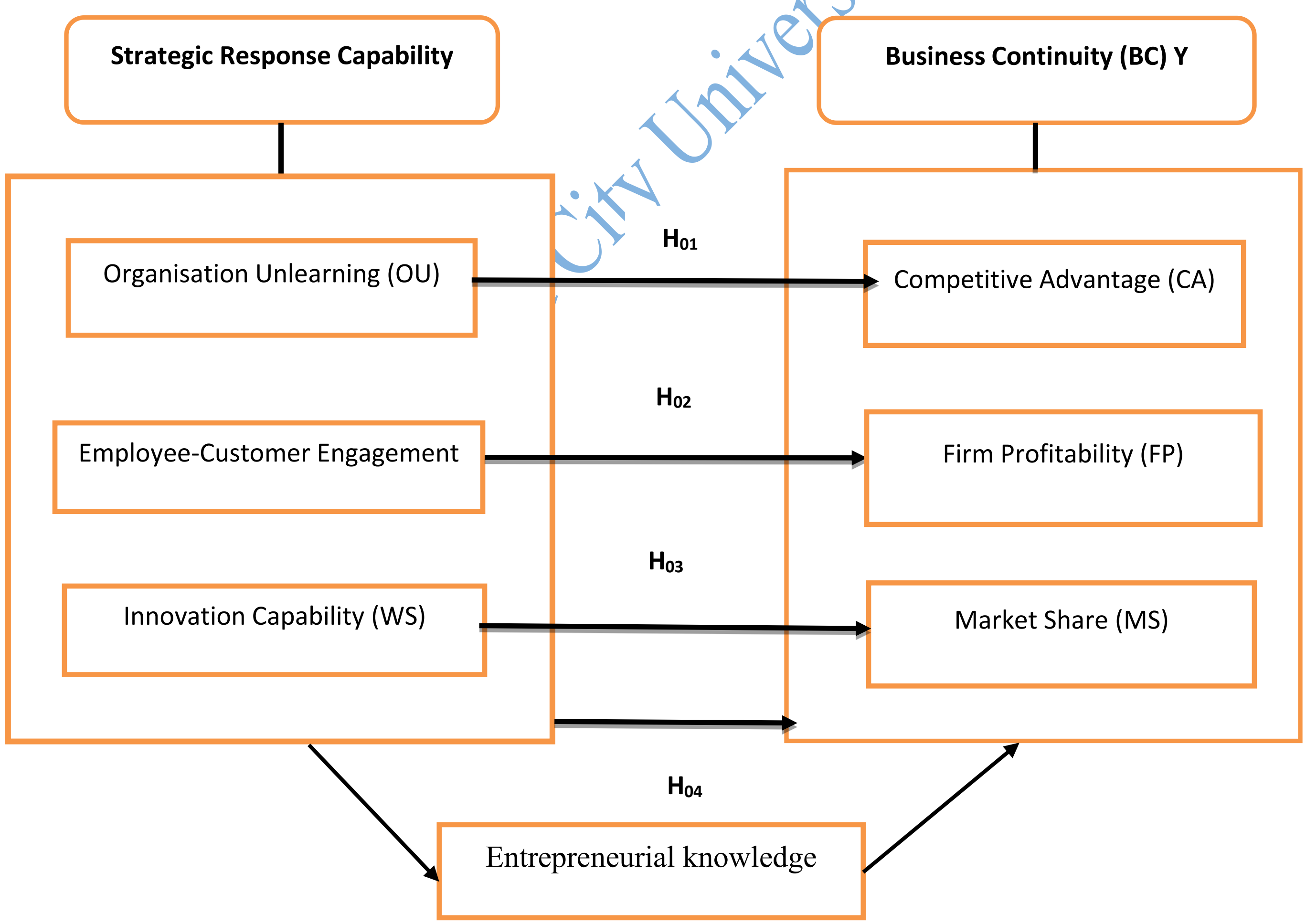

Figure 2.1 Conceptual Model
Source: Researcher's Model, 2022

The conceptual model of this study was developed based on survival-based theory and dynamic capability theory. The theories explained the need for organisation to own competences that can be used to respond appropriately to environmental changes and thrive. The strength of the survival-based theory and the dynamic capability theory provided the link between strategic response and business continuity of family business in Lagos State, Nigeria. The model summarized the study; strategic response, and family business continuity in Lagos State, Nigeria.

The independent variable strategic response is measured by; organisational unlearning, employee-customer engagement, and management innovation. The dependent variable business continuity is measured by competitive advantage, firm profitability, and market share. The moderating variables is entrepreneurial knowledge. Therefore, the four hypotheses were linked as follows: organisational unlearning and competitive advantage; employee-customer engagement and firm profitability, management innovation and market share; and entrepreneurial knowledge, strategic response, and business continuity. Overall, these formulated hypotheses will be subjected to a statistical test to determine the direction of results, conclusion, and possible recommendations for this study.

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Chapter Three

Methodology

The methods of inquiry and hypothesis-testing procedure are all laid forth in this chapter. The research design, population, sample size calculation, sampling technique, data collection strategies, research instrument, validity, and reliability were presented. Also included are the results of the pilot study, the method of data collection (including administration and retrieval), the analysis methods, and any applicable mathematical models for each hypothesis.

3.1 Research Design

The purpose of this study is to investigate the impact of enterprise strategy response on family business continuity in Lagos State, Nigeria. This was achieved through the use of a cross-sectional survey design to examine a subset of a population at a certain moment. A cross-sectional survey design can enable the researcher to collect data from significant population samples. This method's economic advantage over the longitudinal survey design and ease of use are its main benefits[1]. But it's vital to remember that surveys do not actually measure anything; they just give estimations of the true population. Additionally, this study's adoption of survey research designs is predicated on earlier relevant studies[2].

3.2 Population

The population for this study is eight thousand nine hundred and five (8395) registered family businesses operating in Lagos State which comprises family business of those who are in their first generation and those who have survived beyond the first generation[3]. The reason for focusing on first generation family-owned business and after first generation survival family business is because they have long memory of ups and down in the business environment and they are able to give valid and reliable response on the study variables. The decision to focus the geographical setting of this study to Lagos States is because of it has a rich history of family-owned business in Southwest[3].

3.3 Sample and sampling Technique

The sample size to be drawn from the finite population is computed using the Roasoft online sample size calculator[4]. According to Roasoft given a population of 8,395, 95% confidence level (The value of (1-α) in Standard Normal Distribution *z*-table, which is 1.96 for 95%), 50% variability of the population (which is maximum), and 5% margin of error, the optimal sample size is 368. However, the study introduces additional 20% of the calculated sample size (73) to provide for anticipated non-response which could render the response rate been fault and the result of the study invalid due to lack of faithful representation. This procedure of have been employed by scholars to ensure appropriate response rate and improves the reliability in the findings of their study[5].Therefore, the accessible small and medium size family business owner-managers in Lagos State to be sampled is 441. Hence, 441 copies of the questionnaire were administered to them accordingly.

The purposive sampling was employed to select the owner and manager of family cosmetics products in Lagos State. The technique allows researchers to use relevant criteria when selecting respondents to participate in the study. As a non-probability technique, purposive is appropriate only when few numbers of respondents are considered relevant for the study and its adoption for this study is consistent with extant literature[6]. The criteria for participation in this study include family business who are in their first generation and those who have survived beyond the first generation (family business still operational). Likewise owned and managed by family members. Despite the less systematic way of data gathering, a scholar stressed that the purposive sampling saves time, cost, and it does not in any way compromise the intended quality of work under investigation[7].

3.4 Description of Research Instrument

A structured questionnaire was adopted as this study's instrument. Questionnaires are useful because they facilitate the collection of responses based on the impression and opinion of the respondents; they are also appropriate for gathering data from a large number of individuals in a short time on timely topics; and they improve the quantitative analysis of data. The questionnaire's questions were taken directly from existing research in the field. The modified questionnaire is a standardized scale used by researchers in other nations, fields, and companies to study the same topics.

The 6-point Likert-type scale used in the response options presented in this study's questionnaire is consistent with other published works. A 6-to-1 ordinal scale. Very High Extent = 6, High Extent = 5, Moderately High Extent = 4, Low Extent = 2, and Very Low Extent = 1 were all possible answers to the questionnaire's "Extent" question. Similarly, 6 Means Extremely Often, 5 = Often, 4 = Sometimes, 3 = Rarely, 2 = Very Rarely, and 1 = Never.

The questionnaire is divided into 4 parts: Part A covers demographic characteristics with 5 questions; Part B covers strategy response with 18 questions; Part C covers entrepreneurial knowledge with 19 questions. Twenty-six (19) elements were included in Section D and dealt with maintaining the family company.

3.5 Validity and Reliability of Research Instrument

3..5.1 Validity of Research Instrument

As a pilot study, we looked at small business owners and managers in Ibadan because their businesses are so comparable to those run by families in Lagos State. For the analysis, researchers selected 44 participants at random, or 10% of the total. As a result, forty-two (42) separate surveys were sent out. Convenience sampling was utilized to recruit participants from inside the city of Ibadan. After the questionnaires were retrieved and sorted, 36 out of the total were found to be complete and usable.

Participants in the pilot study did not have any complaints regarding the length of the questions, but they did suggest that the questionnaire be written in plain English so that everyone could understand it and reply to it. Validity and reliability of the instrument for the planned investigation were confirmed by the pilot study. The validity and reliability of the instrument are supported by the results of the Average variable explained (AVE), Composite reliability (CR), and Cronbach's Alpha (CA) coefficient.

Criterion, content, and concept validity were used to validate the study tools. The supervisor and other senior academic members in the department of management and accounting at Lead City University Lagos State, as well as the opinion of practitioners who took part in the pilot project, validated the instruments for criterion and content validity. Your input will be used to fine-tune the main study's questionnaire in light of previous research on how each variable was measured. Due to the pilot study, we were able to pre-test the instruments to ensure their construct validity.

To determine the reliability and validity of the instrument as a whole, the researcher used confirmatory factor analysis (CFA). The Average Variance Extracted was calculated by extracting factor loadings from the rotated component matrix using the Varimax Extraction Method (AVE). Therefore, evidence of construct validity for each measured variable was supplied by an AVE more than 0.5 and by a discriminate validity value for all the construct below 1.00 on the Heterotrait-Monotrait (HTMT) criterion. There was proof of concept validity across the board thanks to high AVE and discriminant validity estimates. The construct validity of these questionnaire items was summarized in Tables 3.1 and 3.2.

Table 3.1: Summary of Pilot Test Incorporating Construct Validity Test.

Variable	AVE	Remark
Competitive advantage	0.670	Reliable
Employee-customer engagement	0.657	Reliable
Management innovation	0.686	Reliable
Market share	0.697	Reliable
Firm profitability	0.693	Reliable
Organisation unlearning	0.655	Remark
Entrepreneurial knowledge	0.629	Reliable

Source: Computed from Pilot study, (2022)

As can be seen in Table 3.1 above, all of the reflective constructs' AVE values are greater than 0.5, suggesting that their convergent validity has been established. The reflective constructs' discriminant validity was also evaluated using the HTMT criterion. The HTMT criterion, which some scholars say is a suitable method for establishing discriminant validity because it measures average correlations between indicators of different constructs, is one example[4]. A researcher proposed that discriminant validity amongst reflective constructs is established if and only if the HTMT values for all the reflective constructs are less than 0.90. Criteria for HTMT were calculated using SmartPLS statistical platform version 3.3.3 and were displayed in Table 3.2.

Table 3.2: Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)

Construct	VE	BE	RE	BA	CE	CS	NPD
Competitive advantage							
Employee-customer engagement	0.236						
Management innovation	1.231	0.227					
Market share	0.748	0.264	0.676				
Firm profitability	0.318	0.540	0.220	0.639			
Organisation unlearning	0.537	0.545	0.459	0.755	0.710		
Entrepreneurial knowledge	0.276	0.865	0.259	0.490	1.040	0.830	

Source: Computed from Pilot Study, (2022)

In concomitance with a study on threshold for establishing discriminant validity, all the construct in table 3.2 above had a HTMT values below 1.00 to suggest that discriminant validity has been established for all the reflective constructs in this study. Scholars have emphasized that both convergent validity (through AVE) and discriminant validity (through HTMT ceterion) are important measures of construct validity[5].

3.5.2 Reliability of Research Instrument

In order to ensure the questionnaire's accuracy, the researcher conducted a series of reliability tests. Both the internal consistency technique of reliability testing and the composite reliability testing were performed on the variables (strategic response, entrepreneurial knowledge, and business continuity measures). By gauging how consistently people respond within a given scale, internal consistency can be used to verify a measure's credibility. Cronbach's alpha coefficient is commonly used to evaluate this internal consistency, and it may be used to multiple-item measuring instruments (like the one used in this study). A questionnaire is considered to be reliable if its Cronbach's alpha score is greater than 0.7 and less than 1. For revalidation purposes, the instrument's dependability is assessed using the composite reliability. All of the study's variables' reliability statistics are shown in Table 3.3.

Table 3.3: Reliability Statistic

S/N	Variables	Composite Reliability	Cronbach's alpha coefficient
1.	Competitive advantage	0.857	0.764
2.	Employee-customer engagement	0.884	0.826
3.	Management innovation	0.867	0.773
4.	Market share	0.920	0.905
5.	Firm profitability	0.900	0.853
6.	Organisation unlearning	0.883	0.829
7.	Entrepreneurial knowledge	0.871	0.807

Source: Computed from pilot study (2022)

3.6 Method of Data Collection

Following the methods of previous research, primary data was gathered by the administration of a standardized questionnaire. In addition, this tool complements a survey framework because it facilitates the collecting of data about respondents' current perspectives on pressing issues. A total of 441 owner-managers of family businesses in the Lagos State metropolitan area were given the survey. Due to the large number of respondents that must be considered, copies of the questionnaire were administered in person and by trained research assistants, who were given detailed instructions on how to distribute and collect completed questionnaires from participants.

3.7 Methods of Data Analysis

Descriptive and inferential statistics were used to examine the data collected from questionnaires sent out to family business owners in Lagos State. Descriptive statistics will be used to examine the questionnaire variables and provide insight into the study question. The research hypotheses were test and supported by inferential statistics. Since this type of analysis examines the impact of one independent variable on another dependent variable, it should be possible to verify hypotheses 1-3. Nonetheless, partial-least square-structural equation modelling was used to test Hypothesis 4 and determine whether or not entrepreneurial knowledge mediate the connection between family company strategic response and business continuity. When the likelihood of an event happening is less than 0.05, the result of the hypotheses is considered significant. Statistical Package for the Social Sciences (SPSS) version 25 and SmartPLS version 4.0 were used to conduct the descriptive and inferential statistics.

Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter offers the empirical results from the data analysis conducted, interpretation of the findings, and discussions of the study results. The aim of this study is to examine the effect of enterprise-strategic response on family business continuity in Lagos State, Nigeria. To achieve the objective of the study, the research was conducted through questionnaire which was used to obtain the required information. Information regarding respondents' demographic, response rate, response to each variable and test of hypotheses are presented in this chapter. The last section presents the test of the hypotheses. It indicates how each of the four hypotheses were tested. This last section dealt with discussion of findings. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 24 (for the descriptive statistics) and SmartPLS version 4.0 (for the inferential statistics).

4.1 Response Rate

A total of four hundred and forty-one (441) copies of questionnaire were administered, and four hundred and six (406) copies were returned. After sorting the questionnaires 397 copies were certified as duly filled and considered usable. The useable questionnaire represented 90% response rate.The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts to regularly visit the respondents to request them to fill the instrument, sometimes to clarify queries from the respondents and to prompt the respondents to fill the questionnaire. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Responses	Frequency	Percent
Completed usable copies of questionnaire	397	90%
Unusable, unreturned and disqualified questionnaires	44	10%
Total	441	100%

Source: Field Survey Results (2023)

4.2 Demographic Characteristics of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	171	43.1%
	Female	226	56.9%
Age	21-30 years	180	45.3%
	31-40 years	186	46.9%
	41-50 years	28	7.1%
	51-60 years	3	0.8%
Academic Qualification	ND/NCE	45	11.3%
	BSc/BA/HND	252	63.5%
	PGD/MBA/MSc/MA	34	8.6%
	MPhil	26	6.5%
	PhD	40	10.1%
Job Level	Top Management	86	21.7%
	Middle Management	269	67.8%
	Operational	40	10.1%

	Management		
Length of Service	Below 5years	129	32.5%
	6-10years	198	49.9%
	11-15years	68	17.1%
	16years+	2	0.5%

Source: Field Survey Results (2023)

This section consists of respondents'background information that describes basic characteristics such as gender of the respondents, age, academic qualification, job level, and length of service. To this effect, the results are presented in Table 4.2.Profile of gender indicated that 171 respondents representing 43.1% were male, while 226 respondents representing 56.9% were female, indicating that most of the respondents were female. Meanwhile, 180 respondents representing 45.3% were between 21-30 years, 186 respondents representing 46.9% were between 31-40 years, 28 respondent representing 7.1% were between 41-50 years, and 3 respondents representing 0.8% were between 51-60 years, indicating that most of the respondents were between 31-40 years. In addition, 45 respondents representing 11.3% had ND/NCE, 252 respondents representing 63.5% had BSc/BA/HND, 34 respondents representing 8.6% had PGD/MBA/MSc/MA, 26 respondents representing 6.5% had MPhil, and 40 respondents representing 10.1% had PhD. Furthermore, 86 respondents representing 21.7% were Top Management, 269 respondents representing 67.8% were Middle Management, and 40 respondents representing 10.1% were operational Management. However, 129 respondents representing 32.5% had below 5 years length of service, 198 respondents representing 49.9% had 6-10 years, 68 respondents representing 17.1% had 11-15, and 2 respondents representing 0.5% had 16 years+.

Table 4.3 Descriptive Analysis of Responses onEnterprise Response Capability

Employee-Customer Engagement	VHE	HE	PHE	PLE	LE	VLE	MEAN
Develop a culture that values and practices open communication	221 (55.7%)	140 (35.3%)	26 (6.5%)	5 (1.3%)	3 (0.8%)	2 (0.5%)	5.42
Possess a transparent performance appraisal mechanism	137 (34.5%)	206 (51.9%)	44 (11.1%)	5 (1.3%)	5 (1.3%)	-	5.17
Allow employee participation in goal settings	136 (34.3%)	176 (44.3%)	73 (18.4%)	12 (3.0%)	-	-	5.10
Possesses a system that guarantees employee's personal and professional growth	107 (27.0%)	172 (43.3%)	106 (26.7%)	8 (2.0%)	4 (1.0%)	-	4.93
Encourages scheduling work flexibility that aids work-life balance	108 (27.2%)	177 (44.6%)	99 (24.9%)	13 (3.3%)	-	-	4.96
Invest resources necessary to closely connect with customers	89 (22.4%)	103 (51.1%)	95 (23.9%)	8 (2.0%)	2 (0.5%)	-	4.93
Take customers, viewpoint to design and improve business process	108 (37.3%)	148 (37.3%)	122 (30.7%)	16 (4.0%)	3 (0.8%)	-	4.86
Effectively interact with customers	115 (29.0%)	167 (42.1%)	99 (24.9%)	11 (2.8%)	5 (1.3%)	-	4.95
Are able to immerse in customer reality	161 (40.6%)	135 (34.0%)	84 (21.1%)	17 (4.3%)	-	-	5.11
Weighted mean							5.05
Management Innovation	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**	**MEAN**
Introduce innovative work management	203 (51.1%)	154 (38.8%)	38 (9.6%)	2 (0.5%)	-	-	5.41
Reduce operation costs	105 (26.4%)	202 (50.9%)	77 (19.4%)	13 (3.3%)	-	-	5.01
Innovative business processes	123 (31.0%)	149 (37.5%)	122 (30.7%)	3 (0.8%)	-	-	4.99
Support employee creativity at work	117 (29.5%)	156 (39.3%)	103 (25.9%)	19 (4.8%)	2 (0.5%)	-	4.92
Innovative reward system	106 (26.7%)	162 (40.8%)	106 (26.7%)	19 (4.8%)	2 (0.5%)	-	4.90
Flexible job	118	138	126	11	-	2	4.91

responsibilities	(29.7%)	(34.8%)	(31.7%)	(2.8%)		(0.5%)	
Grand mean							5.02

Organizational Unlearning	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**	**MEAN**
Acquire new technologies/knowledge from various channels	171 (43.1%)	183 (46.1%)	36 (9.1%)	5 (1.3%)	-	-	5.32
Permits new knowledge, even when it conflicts with well-accepted experience and knowledge	109 (27.5%)	203 (51.1%)	77 (19.4%)	3 (0.8%)	3 (0.8%)	-	5.05
Provides a favourable context for changing obsolete beliefs	128 (32.2%)	154 (38.8%)	101 (25.4%)	12 (3.0%)	-	-	5.02
Ready to change the way it operates	108 (27.2%)	146 (36.8%)	121 (30.5%)	22 (5.5%)	-	-	4.86
Establishing new products/service processes based on real needs	127 (32.0%)	147 (37.0%)	115 (29.0%)	8 (2.0%)	-	-	4.99
Abandon outdated beliefs/routines	124 (31.2%)	143 (36.0%)	112 (28.2%)	18 (4.5%)	-	-	4.94
Training on new work procedures	163 (41.1%)	110 (27.7%)	111 (28.0%)	11 (2.8%)	2 (0.5%)	-	5.06
Quick transition to new procedures	148 (37.3%)	152 (38.3%)	82 (20.7%)	15 (3.8%)	-	-	5.09
Grand mean							5.04

Source: Field Survey Results (2023)

According to results in Table 4.3. 55.7% of respondents rated to a very high extent that they develop a culture that values and practices open communication, 35.3% high extent, 6.5% partially high extent, 1.3% partially low extent, 0.8% low extent, and 0.5% very low extent. On average, the respondents indicated that they develop a culture that values and practices open communication has a mean of 5.42. Results also indicated that 34.5%

of respondents rated to a very high extent that they possess a transparent performance appraisal mechanism, 51.9% high extent, 11.1% partially high extent, 1.3% partially low extent, and 1.3% low extent. On average, the respondents indicated that they possess a transparent performance appraisal mechanism has a mean of 5.17.

Results also indicated that 34.3% of the respondents rated to a very high extent that they allow employee participation in goal settings, 44.3% high extent, 18.4% partially high extent, and 3.0% partially low extent. On average, the respondents indicated that they allow employee participation in goal settings has a mean of 5.10. Results also indicated that 27.0% of the respondents rated to very high extent that they possess a system that guarantees employee's personal and professional growth, 43.3% high extent, 26.7% partially high extent, 2.0% partially low extent, and 1.0% low extent. On average, the respondents indicated that they possess a system that guarantees employee's personal and professional growth has a mean of 4.93. Results also indicated that 27.2% of the respondents rated to a very high extent that they encourage scheduling work flexibility that aids work-life balance, 44.6% high extent, 24.9% partially high extent, and 3.3% partially low extent. On average, the respondents indicated that they encourage scheduling work flexibility that aids work-life balance has a mean of 4.96.

Results also indicated that 22.4% of the respondents rated to a very high extent that they invest resources necessary to closely connect with customers, 51.1% high extent, 23.9% partially high extent, 2.0% partially low extent, and 0.5% low extent. On average, the respondents indicated that they invest resources necessary to closely connect with customers has a mean of 4.93. Results also indicated that 37.3% of the respondents rated to a very high extent that they take customers, viewpoint to design and improve business process, 37.3% high extent, 30.7% partially high extent, 4.0% partially low extent, and 0.8% low extent. On average, the respondents indicated that they take customers, viewpoint to design and improve business process has a mean of 4.86. Results also indicated that 29.0% of the respondents rated to a very high extent that they effectively interact with customers, 42.1% high extent, 24.9% partially high extent, 2.8% partially low extent, and 1.3% low extent. On average, the respondents indicated that they effectively interact with customers has a mean of 4.95. Results also indicated that 40.6% of the respondents rated to a very high extent that they are able to immerse in customer reality, 34.0% high extent, 21.1% partially high extent, and 4.3% partially low extent. On average, the respondents indicated that they are able to immerse in customer reality has a mean of 5.11

According to results in Table 4.3.51.1% of respondents rated to a very high extent that they introduce innovative work management, 38.8% high extent, 9.6% partially high extent, and 0.5% partially low extent. On average, the respondents indicated that they introduce innovative work management has a mean of 5.41. Results also indicated that 26.4% of respondents rated to a very high extent that they reduce operation costs, 50.9% high extent, 19.4% partially high extent, and 3.3% partially low extent. On average, the respondents indicated that they reduce operation costs has a mean of 5.01. Results also indicated that 31.0% of the respondents rated to a very high extent that they innovate business processes, 37.5% high extent, 30.7% partially high extent, and 0.8% partially low extent. On average, the respondents indicated that they innovate business processes has a mean of 4.99.

Results also indicated that 29.5% of the respondents rated to very high extent that they support employee creativity at work, 39.3% high extent, 25.9% partially high extent, 4.8% partially low extent, and 0.5% low extent. On average, the respondents indicated that they support employee creativity at work has a mean of 4.92. Results also indicated that 26.7% of the respondents rated to a very high extent that they innovate reward system, 40.8% high extent, 26.7% partially high extent, 4.8% partially low extent, and 0.5% low extent. On average, the respondents indicated that they innovate reward system has a mean of 4.90. Results also indicated that 29.7% of the respondents rated to a very high extent that there is flexible job responsibilities, 34.8% high extent, 31.7% partially high extent, 2.8% partially low extent, and 0.5% very low extent. On average, the respondents indicated that there is flexible job responsibilities has a mean of 4.91.

According to results in Table 4.3. 43.1% of respondents rated to a very high extent that they acquire new technologies/knowledge from various channels, 46.1% high extent, 9.1% partially high extent, and 1.3% partially low extent. On average, the respondents indicated that they acquire new technologies/knowledge from various channels has a mean of 5.32. Results also indicated that 27.5% of respondents rated to a very high extent that they permit new knowledge, even when it conflicts with well-accepted experience and knowledge, 51.1% high extent, 19.4% partially high extent, 0.8% partially low extent, and 0.8% low extent. On average, the respondents indicated that they permit new knowledge, even when it conflicts with well-accepted experience and knowledge has a mean of 5.05.

Results also indicated that 32.2% of the respondents rated to a very high extent that they provide a favourable context for changing obsolete beliefs, 38.8% high extent, 25.4%

partially high extent, and 3.0% partially low extent. On average, the respondents indicated that they provide a favourable context for changing obsolete beliefs has a mean of 5.02. Results also indicated that 27.2% of the respondents rated to very high extent that they are ready to change the way it operates, 36.8% high extent, 30.5% partially high extent, and 5.5% partially low extent. On average, the respondents indicated that they are ready to change the way it operates has a mean of 4.86. Results also indicated that 32.0% of the respondents rated to a very high extent that they establish new products/service processes based on real needs, 37.0% high extent, 29.0% partially high extent, and 2.0% partially low extent. On average, the respondents indicated that they establish new products/service processes based on real needs has a mean of 4.99.

Results also indicated that 31.2% of the respondents rated to a very high extent that they abandon outdated beliefs/routines, 36.0% high extent, 28.2% partially high extent, and 4.5% partially low extent. On average, the respondents indicated that they abandon outdated beliefs/routines has a mean of 4.94. Results also indicated that 41.1% of the respondents rated to a very high extent that they train on new work procedures, 27.7% high extent, 28.0% partially high extent, 2.8% partially low extent, and 0.5% low extent. On average, the respondents indicated that they train on new work procedures has a mean of 5.06. Results also indicated that 37.3% of the respondents rated to a very high extent that they have quick transition on new procedures, 38.3% high extent, 20.7% partially high extent, and 3.8% partially low extent. On average, the respondents indicated that they have quick transition on new work procedures has a mean of 5.09.

Table 4.4 Descriptive Analysis of Responses onFamily Business Continuity

Firm Profitability	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**	**MEAN**
Increase between 2016 and 2017	209 (52.6%)	148 (37.3%)	36 (9.1%)	4 (1.0%)	-	-	5.42
Increase between 2017 and 2018	95 (23.9%)	245 (61.7%)	53 (13.4%)	2 (0.5%)	-	2 (0.5%)	5.08
Increase between 2018 and 2019	143 (36.0%)	157 (39.5%)	93 (23.4%)	4 (1.0%)	-	-	5.11
Increase between 2019 and 2020	148 (37.3%)	132 (33.2%)	101 (25.4%)	14 (3.5%)	2 (0.5%)	-	5.03
Increase between 2020 and 2021	219 (55.2%)	77 (19.4%)	80 (20.2%)	18 (4.5%)	3 (0.8%)	-	5.24
Grand mean							5.18
Competitive Advantage	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**	**MEAN**
Better product quality	209 (52.6%)	175 (44.1%)	13 (3.3%)	-	-	-	5.49
Better handling of customer complaints in new product	123 (31.0%)	202 (50.9%)	66 (16.6%)	6 (1.5%)	-	-	5.11
Produce at lower unit cost	103 (25.9%)	197 (49.6%)	91 (22.9%)	6 (1.5%)	-	-	5.00
More motivated and loyal workforce	120 (30.2%)	149 (37.5%)	123 (31.0%)	5 (1.3%)	-	-	4.97
Unique selling point	117 (29.5%)	155 (39.0%)	108 (27.2%)	12 (3.0%)	5 (1.3%)	-	4.92
Better brand reputation	126 (31.7%)	157 (39.5%)	99 (24.9%)	8 (2.0%)	4 (1.0%)	3 (0.8%)	4.97
Acquisition of competitive resources	192 (48.4%)	101 (25.4%)	81 (20.4%)	21 (5.3%)	2 (0.5%)	-	5.16
Grand mean							5.09
Market Share	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**	**MEAN**
Retaining existing	191	177	29	-	-	-	5.41

customers	(48.1%)	(44.6%)	(7.3%)				
Branch expansion	124 (31.2%)	187 (47.1%)	83 (20.9%)	3 (0.8%)	-	-	5.09
Increase in revenue generated	130 (32.7%)	184 (46.3%)	74 (18.6%)	6 (1.5%)	3 (0.8%)	-	5.09
New product development	132 (33.2%)	141 (35.5%)	105 (26.4%)	14 (3.5%)	5 (1.3%)	-	4.96
Increase in customer base	165 (41.6%)	108 (27.2%)	100 (25.2%)	15 (3.8%)	9 (2.3%)	-	5.02
Grand mean							5.11

Source: Field Survey Results (2023)

According to results in Table 4.4. 52.6% of respondents rated to a very high extent that there is increase between 2016 and 2017, 37.3% high extent, 9.1% partially high extent, and 1.0% partially low extent. On average, the respondents indicated that there is increase between 2016 and 2017 has a mean of 5.42. Results also indicated that 23.9% of respondents rated to a very high extent that there is increase between 2017 and 2018, 61.7% high extent, 13.4% partially high extent, 0.5% partially low extent, and 0.5% very low extent. On average, the respondents indicated that there is increase between 2017 and 2018 has a mean of 5.08. Results also indicated that 36.0% of the respondents rated to a very high extent that there is increase between 2018 and 2019, 39.5% high extent, 23.4% partially high extent, and 1.0% partially low extent. On average, the respondents indicated that there is increase between 2018 and 2019 has a mean of 5.11.

Results also indicated that 37.3% of the respondents rated to very high extent that there is increase between 2019 and 2020, 33.2% high extent, 25.4% partially high extent, 3.5% partially low extent, and 0.5% low extent. On average, the respondents indicated that there is increase between 2019 and 2020 has a mean of 5.03. Results also indicated that 55.2% of the respondents rated to a very high extent that there is increase between 2020 and 2021, 19.4% high extent, 20.2% partially high extent, 4.5% partially low extent, and

0.8% low extent. On average, the respondents indicated that there is increase between 2020 and 2021 has a mean of 5.24.

According to results in Table 4.4. 52.6% of respondents rated to a very high extent that they have better product quality, 44.1% high extent, and 3.3% partially high extent. On average, the respondents indicated that they have better product quality has a mean of 5.49. Results also indicated that 31.0% of respondents rated to a very high extent that there is better handling of customer complaints in new product, 50.9% high extent, 16.6% partially high extent, and 1.5% partially low extent. On average, the respondents indicated that there is better handling of customer complaints in new product has a mean of 5.11. Results also indicated that 25.9% of the respondents rated to a very high extent that they produce at lower unit cost, 49.6% high extent, 22.9% partially high extent, and 1.5% partially low extent. On average, the respondents indicated that they produce at lower unit cost has a mean of 5.00. Results also indicated that 30.2% of the respondents rated to very high extent that they are more motivated and loyal workforce, 37.5% high extent, 31.0% partially high extent, and 1.3% partially low extent. On average, the respondents indicated that they are more motivated and loyal workforce has a mean of 4.97.

Results also indicated that 29.5% of the respondents rated to a very high extent that they have unique selling point, 39.0% high extent, 27.2% partially high extent, 3.0% partially low extent, and 1.3% low extent. On average, the respondents indicated that they have unique selling point has a mean of 4.92. Results also indicated that 31.7% of the respondents rated to a very high extent that they have better brand reputation, 39.5% high extent, 24.9% partially high extent, 2.0% partially low extent, 1.0% very low extent, and

0.8% very low extent. On average, the respondents indicated that they have better brand reputation has a mean of 4.97. Results also indicated that 48.4% of the respondents rated to a very high extent that there is acquisition of competitive resources, 25.4% high extent, 20.4% partially high extent, 5.3% partially low extent, and 0.5% low extent. On average, the respondents indicated that there is acquisition of competitive resources has a mean of 5.16.

According to results in Table 4.4. 48.1% of respondents rated to a very high extent that they retain existing customers, 44.6% high extent, and 7.3% partially high extent. On average, the respondents indicated that they retain existing customers has a mean of 5.41. Results also indicated that 31.2% of respondents rated to a very high extent that there is branch expansion, 47.1% high extent, 20.9% partially high extent, and 0.8% partially low extent. On average, the respondents indicated that there is branch expansion has a mean of 5.09. Results also indicated that 32.7% of the respondents rated to a very high extent that there is increase in revenue generated, 46.3% high extent, 18.6% partially high extent, 1.5% partially low extent, and 0.8% low extent. On average, the respondents indicated that there is increase in revenue generated has a mean of 5.09.

Results also indicated that 33.2% of the respondents rated to very high extent that their new product development, 35.5% high extent, 26.4% partially high extent, 3.5% partially low extent, and 1.3% low extent. On average, the respondents indicated that there is new product development has a mean of 4.96. Results also indicated that 41.6% of the respondents rated to a very high extent that there is increase in customer base, 27.2% high extent, 25.2% partially high extent, 3.8% partially low extent, and 2.3% low extent.

On average, the respondents indicated that there is increase in customer base has a mean of 5.02.

Table 4.5 Descriptive Analysis of Responses onEntrepreneurial Knowledge

Entrepreneurial Knowledge	VHE	HE	PHE	PLE	LE	VLE	MEAN
Knowledge of support services	258 (65.0%)	106 (26.7%)	31 (7.8%)	2 (0.5%)	-	-	5.56
Business vision development	128 (32.2%)	222 (55.9%)	44 (11.1%)	3 (0.8%)	-	-	5.20
Business technical knowledge	130 (32.7%)	179 (45.1%)	83 (20.9%)	5 (1.3%)	-	-	5.09
Overall business strategy knowledge	112 (28.2%)	174 (43.8%)	86 (21.7%)	22 (5.5%)	3 (0.8%)	-	4.93
Negotiation skills	114 (28.7%)	144 (36.3%)	107 (27.0%)	22 (5.5%)	10 (2.5%)	-	4.83
Ability to identify business opportunity	186 (46.9%)	96 (24.2%)	85 (21.4%)	23 (5.8%)	5 (1.3%)	2 (0.5%)	5.08
Grand mean							5.12

Source: Field Survey Results (2023)

According to results in Table 4.5. 65.0% of respondents rated to a very high extent that there is knowledge of support services, 26.7% high extent, 7.8% partially high extent, and 0.5% partially low extent. On average, the respondents indicated that there is knowledge of support services has a mean of 5.56. Results also indicated that 32.2% of respondents rated to a very high extent that there is business vision development, 55.9% high extent, 11.1% partially high extent, and 0.8% partially low extent. On average, the respondents indicated that there is business vision development has a mean of 5.20. Results also indicated that 32.7% of the respondents rated to a very high extent that there is business technical knowledge, 45.1% high extent, 20.9% partially high extent, and 1.3% partially low extent. On average, the respondents indicated that there is business technical knowledge cost has a mean of 5.09.

Results also indicated that 28.2% of the respondents rated to very high extent that there is overall business strategy knowledge, 43.8% high extent, 21.7% partially high extent, 5.5% partially low extent, and 0.8% low extent. On average, the respondents indicated that there is overall business strategy knowledge has a mean of 4.93. Results also indicated that 28.7% of the respondents rated to a very high extent that they have negotiation skill, 36.3% high extent, 27.0% partially high extent, 5.5% partially low extent, and 2.5% low extent. On average, the respondents indicated that they have negotiation skill has a mean of 4.83. Results also indicated that 46.9% of the respondents rated to a very high extent that they have ability to identify business opportunity, 24.2% high extent, 21.4% partially high extent, 5.8% partially low extent, 1.3% very low extent, and 0.5% very low extent. On average, the respondents indicated that they have ability to identify business opportunity has a mean of 5.08.

4.2 Test of Hypothesis

$H_0$1: There is no significant effect of employee-customer engagement on profitability of family business in Lagos State.

The null hypothesis one which states thatthere is no significant effect of employee-customer engagement on profitability of family business in Lagos State was tested using simple regression analysis. In the analysis, the value of employee-customer engagement was regressed on the values of profitability.The data for employee-customer engagement (independent variable) was generated by summing responses of all items while that of profitability (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.6a-c

Table 4.6a-c: Summary of Regression Analysis for the employee-customer engagementon profitability of family business in Lagos State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525[a]	.276	.274	.42924

a. Predictors: (Constant), employee-customer engagement

b. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.699	1	27.699	150.333	.000[b]
	Residual	72.778	395	.184		
	Total	100.477	396			

a. Dependent Variable: FirmProfitability
b. Predictors: (Constant), employeecustomerEngagement

c. Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.571	.213		12.052	.000
	Employee-Customer Engagement	.516	.042	.525	12.261	.000

a. Dependent Variable: FirmProfitability

Source: Field Survey Results (2023)

Table 6a-c presents the results of the regression analysis for the effect of customer-employee engagement on profitability of family business in Lagos State, Nigeria. Table 4.6a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, customer engagement has and significant relationship with profitability of family business in Lagos State, Nigeria (R = 0.525). The coefficient of determination (R^2) of 0.276 shows that customer engagement explained 27.6% of the changes in profitability while the remaining 72.4% variation in profitability is explained by other exogenous variable different from those considered in this study. This result suggests that customer engagement influence 27.6% of profitability of family business in Lagos State, Nigeria. It is important to stress that the effect predicted by customer-employee engagement is positive and moderate.

Table 4.9b presents the results of ANOVA (overall model significance) of regression test which revealed that the customer-employee engagement has a significant influence on profitability of family business in Lagos State, Nigeria. This can be explained by the F-value (150.333) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.6c, revealed that at 95% confidence level, a unit change in customer-employee engagement will lead to a .516 increase in profitability of family business in Lagos State, Nigeria, given that all other factors are held constant. On the strength of this result (Adj. R^2= 0.276, F(1,395)= 150.333, p= 0.000), this study reject the null hypothesis one ($H_0 1$) which state that customer-employee engagement has no significant effect on profitability of family business in Lagos State, Nigeria.

$H_0$2: organisational unlearning has no significant effect on competitive advantage of family business in Lagos State, Nigeria

The null hypothesis two which states thatthere is no significant effect of organisational unlearning on competitive advantage of family business in Lagos State was tested using simple regression analysis. In the analysis, the value of organisational unlearning was regressed on the values of competitive advantage. The data for organisational unlearning (independent variable) was generated by summing responses of all items while that of competitive advantage (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.7a-c

Table 4.7a-c: Summary of Regression Analysis for the organisational unlearningon competitive advantage offamily business in Lagos State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552[a]	.305	.303	.40462

a. Predictors: (Constant), OrganisationUnlearning

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.334	1	28.334	173.070	.000[b]
	Residual	64.667	395	.164		
	Total	93.002	396			

a. Dependent Variable: CompetitiveAdvantage
b. Predictors: (Constant), OrganisationUnlearning

c. **Coefficients[a]**

Model	Unstandardized Coefficients	Standardized	T	Sig.

				Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.135	.225		9.467	.000
	Organisation Unlearning	.586	.045	.552	13.156	.000

a. Dependent Variable: Competitive Advantage

Source: Field Survey Results (2023)

Table 4.7a-c presents the results of the regression analysis for the effect of organisational unlearning on competitive advantage of family business in Lagos State, Nigeria. Table 4.7a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, organisational unlearning has and significant relationship with competitive advantage of family business in Lagos State, Nigeria (R = 0.525). The coefficient of determination (R^2) of 0.305 shows that organisational unlearning explained 30.5% of the changes in competitive advantage while the remaining 69.5% variation in competitive advantage is explained by other exogenous variable different from those considered in this study. This result suggests that organisational unlearning influence 30.5% of competitive advantage of family business in Lagos State, Nigeria. It is important to stress that the effect predicted by organisational unlearning is positive and moderate.

Table 4.7b presents the results of ANOVA (overall model significance) of regression test which revealed that the organisational unlearning has a significant influence on competitive advantage of family business in Lagos State, Nigeria. This can be explained by the F-value

(173.070) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.7c, revealed that at 95% confidence level, a unit change in organisational unlearning will lead to a 0.586 increase in competitive advantage of family business in Lagos State, Nigeria, given that all other factors are held constant. On the strength of this result (Adj. R^2= 0.276, F(1,395)= 150.333, p= 0.000), this study reject the null hypothesis two ($H_0$2) which state that organisational unlearning has no significant effect on competitive advantage of family business in Lagos State, Nigeria.

$H_0$3: The effect of management innovation on market share of family business in Lagos State is not significant.

The null hypothesis three which states thatthere is no significant effect of management innovation on market share of family business in Lagos State was tested using simple regression analysis. In the analysis, the value of management innovation was regressed on the values of market share. The data for management innovation (independent variable) was generated by summing responses of all items while that of market share (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.8a-c

Table 4.8a-c: Summary of Regression Analysis for the management innovation on market share ofFamily Business in Lagos State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475[a]	.226	.224	.46307

a. Predictors: (Constant), ManagementInnovation

b. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.722	1	24.722	115.286	.000[b]
	Residual	84.703	395	.214		
	Total	109.424	396			

a. Dependent Variable: MarketShare

b. Predictors: (Constant), ManagementInnovation

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.449	.249		9.830	.000
	Management Innovation	.530	.049	.475	10.737	.000

a. Dependent Variable: Market Share

Source: Field Survey Results (2023)

Table 4.8a-c presents the results of the regression analysis for the effect of management innovation on market share of family business in Lagos State, Nigeria. Table 4.6a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, management innovation has and significant relationship with market share of family business in Lagos State, Nigeria (R = 0.475). The coefficient of determination (R^2) of 0.226 shows that management innovation explained 226% of the changes in market share while the remaining 77.4% variation in market share is explained by other exogenous variable different from those considered in this study. This result suggests that management innovation influence 22.6% of market share of family business in Lagos State, Nigeria. It is important to stress that the effect predicted by management innovation is positive and moderate.

Table 4.8b presents the results of ANOVA (overall model significance) of regression test which revealed that the management innovation has a significant influence on market share of family business in Lagos State, Nigeria. This can be explained by the F-value (115.286) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.8c, revealed that at 95% confidence level, a unit change in management innovation will lead to a 0.530 increase in market share of family business in Lagos State, Nigeria, given that all other factors are held constant. On the strength of this result (Adj. R^2= 0.226, F(1,395)= 115.286, p= 0.000), this study reject the null hypothesis three ($H_0$3) which state that management innovation has no significant effect on market share of family business in Lagos State, Nigeria.

$H_0$4 Entrepreneurial knowledge has no significant mediating effect on the interaction between enterprise-strategic response and family business continuity in Lagos State, Nigeria.

To test the null hypothesis four, PLS-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 4.0. The independent variable is enterprise-strategic response, while business continuity constitutes the dependent variable and entrepreneurial knowledge is the mediating variable. Data from three hundred and ninety-seven participants in Lagos State were collated for the analysis. The result of the PLS-SEM is presented in three model (see figure 4.1, 4.2 &4.3) and a Table (see table 4.9). Figure one shows the path analysis, figure two shows the t values which confirm the significance of the path analysis and figure three shows Q^2 which confirms the predictive relevance of the structural model (t value above 1.96 and Q^2 above zero confirm a statistically significant effect and that the structural model specified is relevance). Each model comprised of outer model which shows the factor loadings (correlation) of each item in relation to the latent variable and the inner model termed the structural model (predictive model) which explains the interactions between the independent (Enterprise-strategic response) variable(s), mediator (entrepreneurial knowledge), and the dependent (business continuity) variable in a study. The Table 4.9 provides a tabular representation of the information in figure 4.I, 4.2, and 4.3.

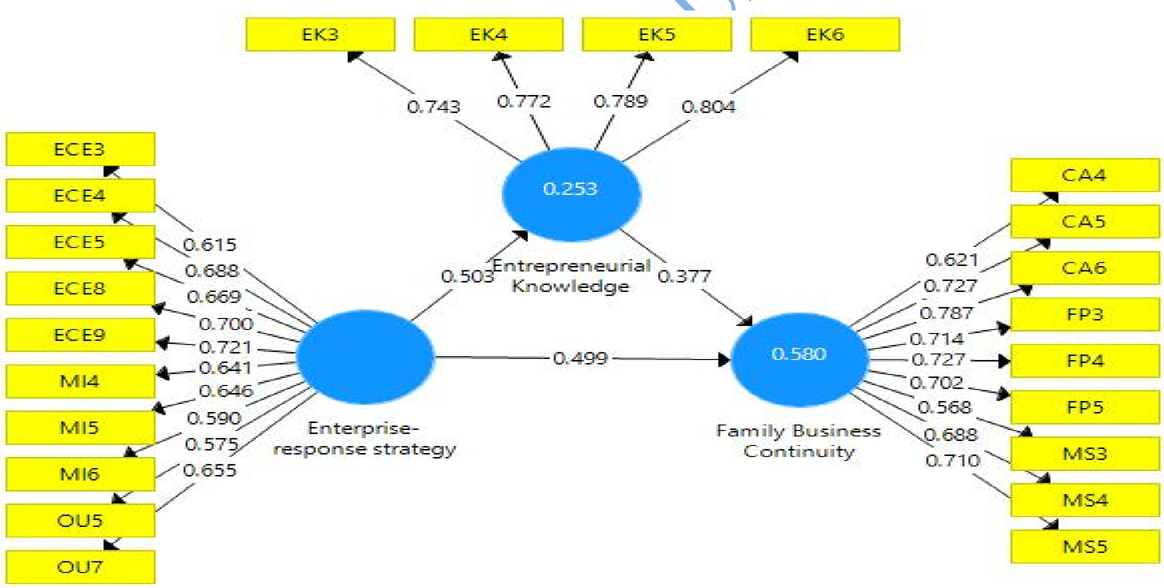

Figure 4.1: Q^2 Statistics for Hypothesis Four
Source: Researcher's Computation via SmartPLS V4.0

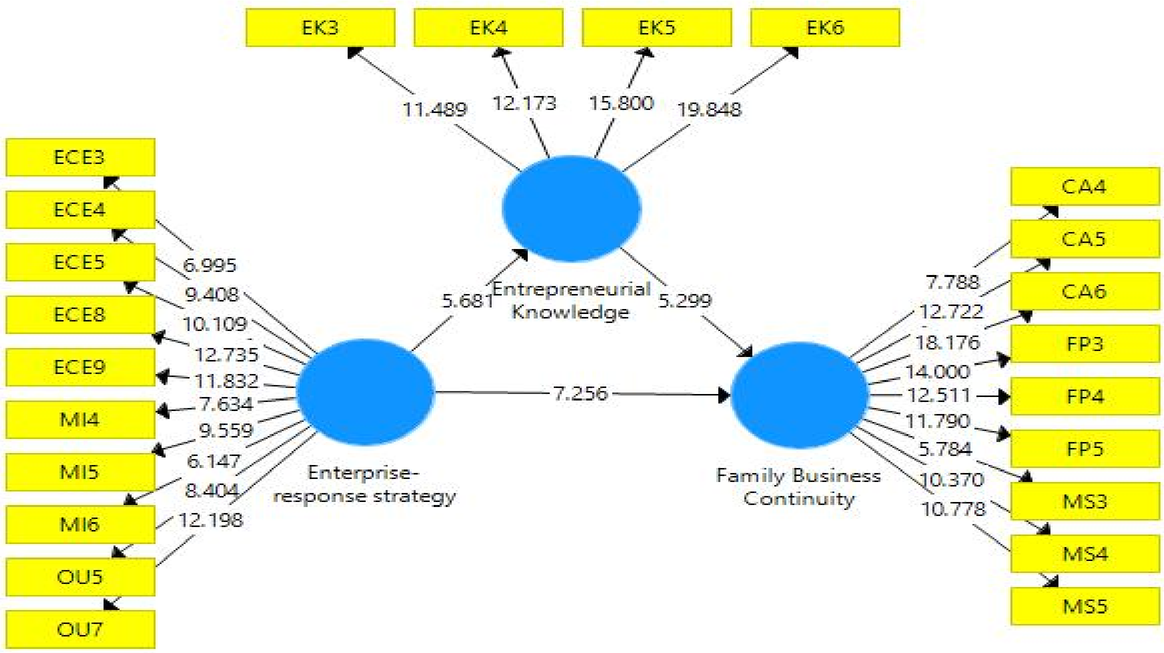

Figure 4.2: Q² Statistics for Hypothesis Four
Source: Researcher's Computation via SmartPLS V4.0

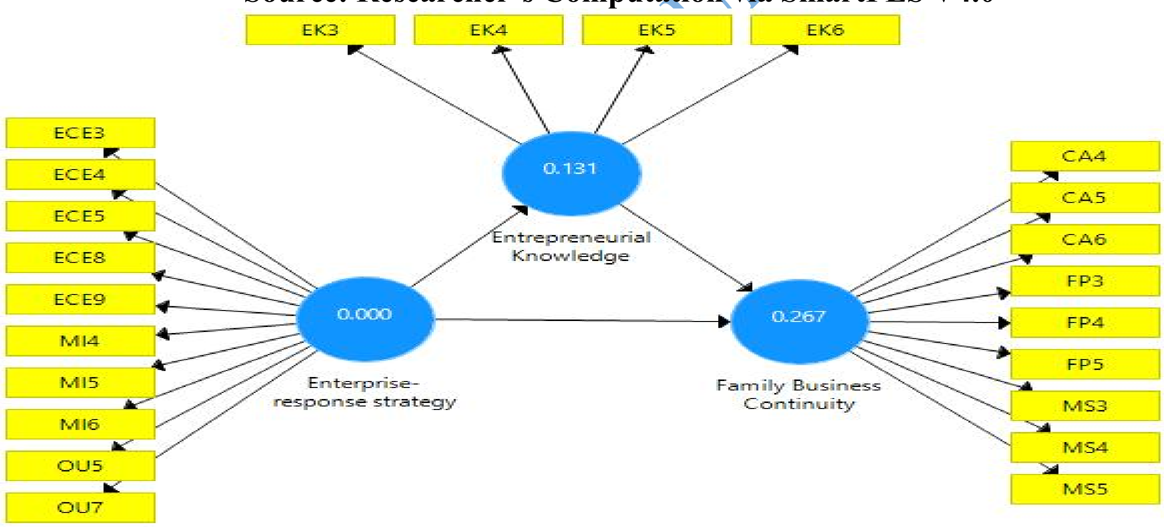

Figure 4.3: Q² Statistics for Hypothesis four
Source: Researcher's Computation via SmartPLS V4.0

Table 4.9: Summary of the PLS-SEM for the mediating effect of entrepreneurial knowledge on the interaction between enterprise-strategic response and family business continuity in Lagos State, Nigeria

Path Coefficient n=397	Original Sample(O)	Sample Mean(M)	T-Statistics	P-Values	Q^2
Model [1,2,3]					
Enterprise-Strategic response → family business continuity	0.499	0.496	7.256	0.000	0.267
Enterprise-Strategic response → Entrepreneurial knowledge	0.503	0.519	5.681	0.000	0.131
Entrepreneurial knowledge→ Family business continuity	0.377	0.387	5.290	0.019	
Specific Indirect Effect					
ESR → EK → FBC	0.189	0.200	3.962	0.000	

Note: ESR= Enterprise-Strategic response; EK= Entrepreneurial knowledge; FBC= Family business continuity

Source: Researcher's Results via SmartPLS V4.0 (2023)

Figure 4.1, 4.2, 4.1 and Table 4.9 presents the results of PLS-SEM analysis for the mediating effect of entrepreneurial knowledge on the interaction between enterprise-strategic response and family business continuity in Lagos State, Nigeria. To establish the mediating effect in PLS-SEM, the study followed the preconditions prescribed by [3]. According to Baron and Kenny, full mediation occurs when the direct interaction between an independent variable (enterprise-strategic response) and the dependent variable (business continuity) becomes insignificant at the introduction of a third variable (entrepreneurial knowledge) considered a mediator. In addition to Baron and Kenny, PLS-SEM via the SmartPLS offers the result for the specific indirect effect examined. The specific indirect effects from 'Enterprise-strategic response' → 'Entrepreneurial knowledge' → 'Business continuity' must be statistically significant[3]. If the impact is a full mediation, then the direct impact of enterprise-strategic response on family business continuity in Lagos State, Nigeria from the path analysis will be statistically insignificant. However, if the indirect effect and the direct effects are significant from the path analysis then a partial mediation is established.

Given the above precondition, the PLS-SEM result in figure 4.1, 4.2, 4.3 and in Table 4.9 shows that the direct path (influence) from Enterprise-strategic response to family business continuity in Lagos State, Nigeria is statistically significant (β= 0.499, t=7.256, p=0.000). The path from Enterprise-strategic response to entrepreneurial knowledge is statistically significant (β=0.503, t=5.681, p=0.000). Lastly, the path from entrepreneurial knowledge to family business continuity in Lagos State, Nigeria is statistically significant (β=0.377, t=5.290, p=0.010). The implication of this result (in relation to the preconditions for the present of a mediation as postulated by scholars suggests that since the specific indirect effect (Enterprise-strategic response → entrepreneurial knowledge → performance) is significant across all the paths (see Table 4.9), then the study provides evidence to establish a mediating impact[3]. More specifically, because the direct impact of Enterprise-strategic response on performance is significant and the specific indirect path 'Enterprise-strategic response → entrepreneurial knowledge → performance' is significant, hence a partial mediating effect is established. In other words, the result posits that the impact enterprise-strategic response has on business continuity is partially as a result of the entrepreneurial knowledge in at the disposal of the family businesses investigated in Lagos State, Nigeria. More specifically, the effect enterprise-strategic response has on family business continuity in Lagos State is partially explained through deploying entrepreneurial knowledge.

In addition, the PLS-SEM provides the result of the specific indirect effect to reinforce the mediation analysis threshold positioned by Baron and Kenny. According to Table 4.9, the result of the specific indirect effect shows a path analysis from Enterprise-strategic response

→ entrepreneurial knowledge → performance (β=0.302, t= 4.476, p= 0.000) proves that, as a whole, the indirect path is significant.On the strength of the specific indirect impact (β=0.189, t= 3.962, p= 0.000) and Q^2 value (0.267, 0.131), this study can conclude that entrepreneurial knowledge significantly and partially mediate the interaction between enterprise-strategic response and family business continuity in Lagos State, Nigeria hence, the study reject the null hypothesis four (H_{04}) which states that entrepreneurial knowledge does not significantly mediate the interaction between enterprise-strategic response and family business continuity in Lagos State, Nigeria Oyo State, Nigeria.

4.3 Discussion of Findings

The results of simple regression analysis for the effect of Customer-employee engagement on profitability family business revealed that Customer-employee engagement has positive and significant effect on profitability of family business in Lagos State, Nigeria. Conceptually the capacity to have internal organisational capacity to respond to disruptive environmental challenges induced by uncertainties and intense competition is a recipe for sustaining higher level of profitability. This finding aligns with this study's supposition concerning response strategy. This study considered response strategy as set of actions taken to align current strategy of a firm to environment changes so as to gain competitive advantage. Moreover, literature on response strategy organisations were better able to capitalize on their core capabilities, and as a result, offered value-adding products and services at prices that were more affordable than those offered by their rivals. More so, with response strategy expert emphasized that with strategic response capabilities, businesses are in a better position to boost their relevance in an environment that is changing by remaining consistent with their operations.

The findings of this study have support in empirical literature. For instance, a researcher established that adopting the inside-out and outside-in perspective regarding engagement is strategic for firm's adaptive resilience because it serves as internal and external collaborative mechanism aimed at enhancing intra-firm alignment of person, task, and the organisation during change and helps to obtain critical external market intelligence from the customers so that the organisation can respond appropriately to changing market dynamics[109]. A scholar found relevance for engagement when he posited that engagement have significant influence on firm profitability through leadership styles and work-life balance[110]. Organizational culture has a significant effect on employee performance, and further analysis shows that employee engagement has a positive and significant effect on firm performance at Telkom University. In a similar study, scholars differ in terms of organisational factors that enhance engagement however they share similar outcome in terms of the relevance of engagement to organisational performance[111]. Specifically, a scholar found that training and career development has significant influence on employee engagement; and that the ripple effect of engagement on organisational performance is positive and significant.

To substantiate the relevance of customer engagement to firm market performance, a study revealed that customer involvement management and market share are positive correlates[113]. A study focused on manufacturing companies in Valencia, and the result revealed that customer knowledge efforts contribute significantly to market share. Despite the research context of both differ as the former was done in Nigeria and the latter in Spain, yet underlining their findings is the information which suggests customer engagement capability would produce positive outcome to a firm's market share and consequently organisational performance.A scholar investigated how customer engagement behaviour (CEB) influence customer outcomes of firms in Australia, China, India, and the USA, the study revealed that to develop motivated and satisfied customers, firms need to build trust, treat customers fairly and engage in value co-creation activities. Thisfinding, upheld a scholar's submission, that Co-creation activity positively influences organisational performance through providing the opportunity to understand the customer desires and to meet them with the right market offering[114]. These chains of activities make customers happy and improve market share through repeated purchase.

Also, a submission was made on the relevance of customer relationship building, where is was found that when customers acknowledged a brand, they tend to overlook adverse report concerning such product. This buttresses the point that firms who build a positive relationship with their customer enjoy more from the relationship. More so through relationship building, the firm shares knowledge which enables the customer to uncover firms' unique capabilities and present value co-creation prospects that drive customer satisfaction and the resultant market share[115].

Although a scholar differs in terms of the unit of analysis, the procedures for data collection and analysis, however, highlighting their findings showcase the relevance of ensuring that customers are satisfied through appropriate engagement. Mainly because organisations have been set up to cater for various human needs and how well they meet these needs or exceeds them, is sacrosanct to the going-concern of this organisation. The author's focus was on China, and their finding suggested that advertisement strategy moderates the interaction between NPD and Customer lifetime value as a proxy to customer satisfaction. In addition, a scholar assessed whether customer involvement relates to market performance of manufacturing firms in River State[116]. The study was done in North-East UK and China respectively, however, the result revealed the existence of a significant positive relationship between customer involvement management and market share with regards to the manufacturing companies under study. The highpoint of these several studies is that they accentuated the significance of customer engagement capability to organisational performance.

In contrast, when a scholar assessed the implications of customer engagement initiative on customer behaviour, the result suggested a negative outcome. It showed that such an initiative decreased the market appeal because of the risk of the initiative backfiring on the organisation's brand equity. An empirical result showed that customer involvement capability is not a first-order capability that drives customer satisfaction, profit, and market share. Explicitly, the study posits that the customer involvement capability is a second-order competency whose performance effect was explained by a first-order proficiency such as management innovation[117].

The results of simple regression analysis for the effect of management innovation on on market share of family business revealed that Management innovation has positive and significant effect on market share of family business in Lagos State, Nigeria. Conceptually the capacity to reinvent management process holds the potential of enhancing the firms' standing through innovative products and process. This finding aligns as firm-level resources and competences that can drive innovative business mode of operation and service delivery thereby enhancing the amount of market share control by a firm given the high level of service delivery and customer satisfaction. with this study's supposition concerning management innovation. Moreover, literature on innovation capability suggest that it enhances a firm ability to capitalize on their core capabilities, and as a result, offered value-adding products and services at prices that were more affordable than those offered by their rivals.

The findings of this study have support in empirical literature. For instance, a researcher established that management innovation has significance positive relationship with firm performance. In addition, the findings also revealed that management innovation is a significant SMEs success factor hence, stressing the importance of organizations management innovation in rising the performance of SMEs. More so, the finding is in line with the assertion of another scholar who posited that management innovation can influence firm performance[96]. The necessary prerequisites for driving firm performance defends on well-designed, developed, and implemented innovations which play the important roles in bringing new ideas, improvement, reduction in cost of production and increase performance.

The study's findings align with a researcher that collected data collected from 264 large and medium sized Croatian companies with more than 100 employees, and found that companies with more developed innovative capabilities achieve higher performance levels, but that there is no difference in innovative capabilities between large and medium-sized companies. On the other hand, medium-sized companies have slightly higher levels of sales growth and increase in market share. Also, companies in foreign ownership are better at development of new products and new production methods, and they have higher levels of sales growth, market share and increase in market share[96].

This findings corroborate another study which suggest that found positive significant relationships between administrative innovation, process innovation & product innovation and firm performance (profitability, sales growth, market share, satisfaction and firm competitiveness)[97].

Furthermore, exploratory and exploitative innovations are salient *modi-operandi* through which the effects of technology-sensing and market-sensing capabilities affect firm financial performance[98]. Also, within India's context, a study revealed that individuals need to engage at high levels of creativity and attention-to-detail when seeking to impact the firms' pursuit of new product innovation as a contributor to financial performance.

In a study that focused on Influence of management innovation and customer experience, the scholar show that customer participation does not directly influence firm performance. This finding is in line with a theoretical contention that customer participation may result in opposite effects on speed to market[100]. Specifically, customer participation activities have no or even negative impact on firm performance because bringing customers into collaboration activities may reduce the efficiency and increase the timelines

A scholar studied Synergy effects of innovation on firm performance among 856 firms. result revealed that exploration and exploitation orientations have positive impacts on product innovation and process innovation respectively which have positive impacts on the firm's performance[101]. Product differentiation: a tool of Competitive advantage and optimal Organizational performance (a study of Unilever Nigeria Plc). Collecting data from 323 respondents based in Ota, Ogun state were selected based on the simple random sampling technique. Finding indicates that there is a significant relationship between new product innovation of an organization and its customer satisfaction.

The finding of a scholar posit that innovation capabilities affect service quality through customer participation. This new insight implies that firms that place their efforts on applying their knowledge and skills to implement innovation activities should engage in customer participation activities[103].

On the contrary, in a study on the effects of innovation on performance of manufacturing SMEs in Nigeria, the study sampled a total of 305 SMES in textile/leather/apparel and footwear subsector; wood/furniture and woodworks subsector; and domestic/industrial plastic and rubber subsector in southwestern nigeria[108]. The hierarchical regression analysis results revealed that process innovation and organizational innovation positively impacts firm performance significantly. However, product innovation and market innovation did not have significant impact on firm performance (Sales revenue). This is consistent with a scholar as their study revealed that marketing innovation had insignificant positive impact on performance.

The result of the simple regression analysis for the effect of unlearning on competitiveness of family business suggest that organisation unlearning has positive and significant effect on competitiveness advantage of family business in Lagos State, Nigeria. Conceptually, organisational unlearning is a vital part of the organization's learning process during times of fast change and is required by the requirement for enterprises to adjust to uncertainty and remain competitive and scholar believes that organizational learning is a powerful tool for achieving and sustaining excellent company performance.

Scholars had presented explanations for learning outcomes as seen by a private Nigerian college. In the opinion of the experts, organizations that invest resources and commit to learning are more able to meet their goals, as well as better able to survive and expand in a hard climate. According to another study on small and medium-sized businesses in China, organizational unlearning is a major element that considerably affects incremental and exploratory innovation success in the country. Management coaching, strategic flexibility, organization learning, and new product creation all have empirical studies on the importance of unlearning to management. Scholars have given significant attention to the topic of unlearning as a strategic reaction to the COVID-19 pandemic's disruptive tendencies and to maintain company growth.

Unlearning context has been shown to have a favorable impact on community sport clubs' knowledge management, which in turn enhances the efficiency of the organization. A comparable study found that organizational unlearning has a significant impact on the effectiveness of a company. According to a study, exploratory innovation performance is negatively impacted by organizational unlearning when faced with environmental uncertainty. A study found that managers need to construct an unlearning context process in order to produce human capital, which is a fundamental asset for improving firm performance[120]. However, results show that the effectiveness of unlearning depends on the company's choice of dimension. It is reasonable to believe that a company's radical innovation will be enhanced when it reviews and implements changes to its routines and beliefs.

The importance of organizational learning was highlighted in a meta-analysis[121]. It also has a greater impact on non-financial outcomes than financial metrics. Studies show that organizational learning has a direct and indirect influence over company performance. In a separate study, a researcher found that when an organization continues to learn and unlearn its business activities, these benefits can include employee professional development, innovation, cost maximization, and firm expansion. As a result, an organization's ability to adapt to changing conditions is a vital success factor.

A professor has found that learning is more than just a first-order element in the success of Iranian vehicle makers. Learning serves as an important boundary condition between corporate culture and knowledge management, according to a researcher. According to a study, learning has a major impact on innovation performance and, as a result, on the performance of Malaysia's small and medium-sized industries. According to an academic, high-performance human resource practices can have a substantial impact on innovation in the telecommunications industry in North India, and learning is a key aspect in this process. The narrative that learning enables the development of KSA of employees that enhance innovation and its cascading effects is strengthened by submitting a submission. If you're writing a proposal, include more evidence to back up the idea that learning and performance are linked in organizations. Researchers concluded that organisational unlearning improved various aspects of organizational performance in India's heavy engineering business, according to the scholar.

The result of the multiple regression analysis for the effect of entrepreneurial knowledge on the interaction between enterprise-strategic response and continuity of family business suggest that entrepreneurial knowledge has significant partial mediating effect on the interactions between enterprise-strategic response and continuity of family business in Lagos State, Nigeria.Conceptually Strategic management scholars emphasize the need for firms to possess strategic response capability as a precondition for achieving superior firm performance in a changing environment characterized by erratic consumer behavior, intense global/local competitive rivalry, inconsistent government policies, disruptive innovations, and weak purchasing power[124]. The narrative in suggested that much can be achieved for firms through the ownership and deployment of strategic response capability.

A scholar proposed that an appropriate means of survival and prosperity for organizations is to focus on their strategic response as this would assist in achieving an absolute response to the changing external environment. In general terms, response agility enhances firms' ability to increase market share, satisfy erratic consumer taste, facilitating new product development speed, and minimize the operational cost attributable to environmental surprises. Within the context of manufacturing in Kenya, a scholar posited that strategic response capability explained positive and significant association with SMEs' performance in export business. Similarly, it was revealed that strategic response capability in adaptive and sensing capabilities offers significant improvement for business operations and, consequently, improves Malaysia's SME performance.

Within the context of local Oil marketing companies in Kenya, a scholar revealed that strategic response capability has a positive and significant association with firm performance, hence presenting the local oil marketing firms the opportunity to cope with stiff competition in Kenya's market environment. The findings suggested a significant relationship between strategic responses, management practices, and customer loyalty. The conceptual logic around the finding suggests that organizations who achieve customer loyalty status will enjoy repeated customer patronage, which consequently improves organization performance[125]. Several empirical studies on strategic response capability that explained positive and significant contribution to firm performance regardless of research settings include a scholar in Oil and gas industry, in a Banking industry,in the textile industry, in the agrochemical industry, in the manufacturing industry and in-service industry. All these studies lay credence for the relevance of enterprise strategic response for firm performance. This study posits that enterprise strategic response can significantly influence a family business continuity[126].

Drawing from the interactionist perspective in other words, contingency theory of fit as a mediator, the success of a firm is contingent on its strategic fit with the environment. Specifically, the CT of fit as a mediator suggest that when the interaction between the independent variable and the dependent variable is explained with the introduction of a third variable then an indirect effect has taken place. By implication, the fit between the independent variable and the third variable should produce significant influence on the dependent variable. Hence, given this narrative, this study can conclude that the interaction between enterprise response strategy and family business continuity in Lagos State was explained by the introduction of entrepreneurial knowledge. This study's results are in concomitance with the contingency theoretical perspectives. Therefore, on the strength of the support found in conceptual, empirical and theoretical submissions in prior literature with this present study's result, the study posits that entrepreneurial knowledge has significant mediating effect on the interaction between enterprise response strategy and family business continuity in Lagos State, Nigeria**.**

Chapter Five

Conclusion

This chapter discusses the summary of the findings, conclusions and recommendations of the study. The findings of this study concisely summarize the contributions of the study to knowledge whilst also emphasizing respective limitations to study as well as suggestions to further studies.

5.1 Summary of Findings

The study evaluated the effect of enterprise-response strategy (customer-employee engagement, organisational unlearning, & management innovation) on business continuity measures (profitability, market share, and competitiveness advantage) of family business in Lagos State, Nigeria. It precisely assessed the effect of customer-employee engagement on profitability. Also, it evaluated the effect of management innovation on market share. Similarly, the study assessed the effect of organisation unlearning on competitive advantage. Further analysis was done to ascertain the mediating effect of entrepreneurial knowledge on the interaction between enterprise-strategic response and family business continuity. From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the major empirical findings of this study:

1. Customer-employee engagement has positive and significant effect on profitability of family business in Lagos State, Nigeria (R^2= 0. 205, F(1,384)= 99.253 p= 0.000).
2. Organisation unlearning has positive and significant effect on competitiveness advantage of family business in Lagos State, Nigeria (R^2= 0.511, F(1. 384) = 400.828 p= 0.000).
3. Management innovation has positive and significant effect on market share of family business in Lagos State, Nigeria (R^2= -0.149, F(1.384)= 67.309 p= 0.000).
4. Entrepreneurial knowledge has significant partial mediating effect on the interactions between enterprise-response strategy and continuity of family business in Lagos State, Nigeria (B= 0.302, P = 0.000 Q= 0.223).

5.2 Conclusion

Based on the empirical findings, this study concluded that there was a statistically significant effect of enterprise-response strategy (customer-employee engagement, organisational unlearning, & management innovation) on each of the measures of business continuity which include profitability, competitiveness advantage, and market share. Hence, the study established that enterprise-response strategyhas a significant effect on the business continuity of family business in Lagos State, Nigeria. Further analysis showed that entrepreneurial knowledge partially mediates the association between enterprise-strategic response and family business continuity in Lagos State, Nigeria.

Theoretically, the outcome of this study is in line with the dynamic capability theory and the contingency theory which provided the theoretical underpinnings for this study. The theories were selected to guide this study because their perspectives relate to the variables under investigation. The DCT provided a theoretical explanation for the continuous improvement in the internal organisational competence such as, customer-employee engagement, organisational unlearning, & management innovation are capability that drives superior organisational performance that guarantees sustenance of a going-concern status. The bottom line is that for family business in Lagos State, Nigeria that intends to survive and flourish in a fast-changing environment would rely heavily on its capacity to consistently adapt, sense, and innovate its internal resources to align with its environment.

Based on explanatory powers of these theories, the CT offers explanation for the potential of deploying entrepreneurial knowledge as a contingent factor that can mediate the interaction between enterprise-strategic response and business continuity of family business in Lagos State, Nigeria. On the strength of this discuss, the study is underpinned on CT and DCT because both theories complement each other to explain how enterprise-strategic response can interact with entrepreneurial knowledge to explain family business continuity in Lagos State, Nigeria.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made;

i. The study established that customer-employee engagement significantly contributes to profitability. However, the effect is moderate suggesting that more effort in resources commitment in terms of customer and personnel engagement are necessary to enhance better profitability.

ii. Management of family business in Lagos State should continue to ensure it adopt creative management process can enhance the business capacity to acquire new customers to increase its market share.

iii. Organisation un/learning is critical during uncertain environment. Hence, it is imperative that management of family business should consistently be on the lookout for changes in its environment and quickly relinquish obsolete process that might hinder its competitive tendencies- this is because such unlearning behaviour holds potential for continuous improvement of mode of operation. It is imperative for management to re-energize their commitment to offering opportunities to their staff in term of learning and up skilling their capability to deliver excellently.

iv. Entrepreneurial knowledge partially mediates the interaction between enterprise-response strategy and family business continuity in Lagos State, Nigeria. With partial mediation, it is critical that family-owned business take advantage of deploying appropriate entrepreneurial knowledge which can be used to take advantage of business opportunities in changing environment.

5.4 Contributions to Knowledge

The finding of this study its findings made important contributions to knowledge in the following ways:

Based on the conceptual review done, this study offers immerse contribution to knowledge conceptually in several ways. This study identified and filled conceptual gaps in literature regarding the mediating role of entrepreneurial knowledge as boundary condition that explain the functional relationship between enterprise-strategic response and family business continuity in Lagos State, Nigeria. Existing studies on Extant literature on the performance-effect of firm-level strategic response during changing environment been documented in strategic management literature, however, no known studies have conceptually evaluated how entrepreneurial knowledge served as boundary condition in explaining how enterprise-strategic response affect family business continuity in Lagos State, Nigeria. In conclusion, the conceptual model developed for the study suggests another area in which this study has contributed to the body of knowledge conceptually because no known similar studies, both theoretical and empirical, have utilized the model in their studies. Hence, adding to models that can explain the link between enterprise-strategic response, entrepreneurial knowledge, and family business continuity in Lagos State, Nigeria.

The outcome of this study is in line with the dynamic capability theory and the contingency theory of fit as a mediator which suggests that within a turbulent macro environment, it is imperative for firm desirous of achieving superior performance to possess capabilities that are renewable and can be used to adapt to the changing business environment. Hence, the enterprise-strategic response dimensions investigated are all capabilities which are not static but can be renewed by family business under investigation on a consistent basis to harness opportunities in the environment and consequently attaining superior performance.

This study evaluated the interactions of enterprise-strategic response, entrepreneurial knowledge, and family business continuity in Lagos State, Nigeria. The empirical outcome of this study contributes to the existing literature and empirical findings in the area of enterprise-strategic response, entrepreneurial knowledge, and family business continuity in Lagos State, Nigeria and equally served as a reference material for future researchers. Specifically, hypothesis one suggested that customer-employee engagement has positive and significant effect on profitability of family business in Lagos State, Nigeria. Hypothesis two posited that organisation unlearning has positive and significant effect on competitiveness advantage of family business in Lagos State, Nigeria. Hypothesis three averred that management innovation has positive and significant effect on market share of family business in Lagos State, Nigeria. Lastly, hypothesis five suggested that entrepreneurial knowledge has significant partial mediating effect on the interactions between enterprise-strategic response and continuity of family business in Lagos State, Nigeria.

Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the family business in Lagos State that were investigated.

5.5 Suggestion for Further Studies

The limitations of this study offer opportunity and suggestions for future study.

i. Future studies may consider a number of industries different from family business in the country to enhance the generalization of this study's findings.

ii. In order to provide explanations of causality between the variables studied over time, future studies may consider a longitudinal study.

iii. Future study may incorporate other enterprise-response strategy measures like environmental analysis capability, and social network capability to see their first-order and or second-order effect on family business continuity.

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Questionnaire

Lead City University Ibadan

Departments of Management and Accounting

Dear Respondent,

As part of the requirement for a Master of Science degree in Business Administration, I am carrying out a study on **"Enterprise-Response Strategy and Family Business Continuity in Lagos State".** This study is mainly an academic exercise as all information provided would be treated with the utmost confidentiality. In any case, you feel uncomfortable to proceed; you may withdraw your consent at no cost. Below is the questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.

Idowu Gafar

1. Kindly rate your **knowledge** of the overall organisational activities and performance of your organisation on the scale below.

Very low *Excellent*

1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**

Section A: Demographic Information

Please carefully go through each item and tick (√) as appropriate.

Gender: Male ( ) Female( )

1. What is your age bracket: 21- 30 ( ) 31- 40( ) 41-50 ( ) 51 – 60( ) 61 - 65 ( )
2. What is your highest academic qualification: ND/NCE ( )B.Sc/BA/HND ( ) PGD/MBA/MSc/MA ( ) MPhil ( ) PhD ( ) Others, (please specify)……………………….
3. Job Level: Top management ( ) Middle management ( ) Operational management ( )
4. Length of Service: Below 5yrs ( ), 6-10yrs ( ), 11-15yrs ( ) 16yrs + ( )

SECTION B: Enterprise-Response Strategy

The statement in this section concerns enterprise response strategies as applicable to your organisation. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Very High extent; 5 = High extent; 4 = Partially High extent; 3 = Partially Low extent; 2= Low extent; 1 = Very Low extent

I	**Employee-Customer Engagement** To what extent, does your organisation do the following?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1.	Develop a culture that values and practices open communication	6	5	4	3	2	1
2.	Possess a transparent performance appraisal mechanism	6	5	4	3	2	1
3.	Allow employee participation in goal settings	6	5	4	3	2	1
4.	Possesses a system that guarantees employee's personal and professional growth	6	5	4	3	2	1
5.	Encourages scheduling work flexibility that aids Work-life balance	6	5	4	3	2	1
6.	Invest resources necessary to closely connect with customers	6	5	4	3	2	1
7.	Take customers' viewpoint to design and improve business process	6	5	4	3	2	1

8.	Effectively interact with customers	6	5	4	3	2	1
9.	Are able to immerse in customer reality	6	5	4	3	2	1
II	**Management Innovation** To what extent, does your management achieve the following?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Introduce innovative work management	6	5	4	3	2	1
	Reduce operation costs.	6	5	4	3	2	1
3	Innovate business processes.	6	5	4	3	2	1
4	Support employee creativity at work.	6	5	4	3	2	1
5	Innovative reward system.	6	5	4	3	2	1
6	Flexible job responsibilities.	6	5	4	3	2	1
III	**Organisational Unlearning** To what extent, does your organisation encourage the following?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Acquire new technologies/knowledge from various channels	6	5	4	3	2	1
2	Permits new knowledge, even when it conflicts with well-accepted experience and knowledge	6	5	4	3	2	1
3	Provides a favourable context for changing obsolete beliefs	6	5	4	3	2	1
4	Ready to change the way it operates	6	5	4	3	2	1
5	Establishing new product/service processes based on real needs	6	5	4	3	2	1
6	Abandon outdated beliefs/routines	6	5	4	3	2	1
7	Training on new work procedures	6	5	4	3	2	1
8	Quick transition to new procedures	6	5	4	3	2	1

Section C: Family Business Continuity

The statement in this section concerns business continuity as applicable to your organisation. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Very High extent; 5 = High extent; 4 = Partially High extent; 3 = Partially Low extent; 2= Low extent; 1 = Very Low extent

IV	**FIRM PROFITABILITY** In the last 5 years, to what extent, does your firm achieve profits in the following years?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Increase between 2016 and 2017.	6	5	4	3	2	1
2	Increase between 2017 and 2018.	6	5	4	3	2	1

3	Increase between 2018 and 2019.	6	5	4	3	2	1
4	Increase between 2019 and 2020.	6	5	4	3	2	1
5	Increase between 2020 and 2021.	6	5	4	3	2	1
V	**Competitive Advantage** To what extent, does your firm achieve the following relative to other family business?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Better product quality	6	5	4	3	2	1
2	Better handling of customer complaints in new product	6	5	4	3	2	1
3	Produce at lower unit cost	6	5	4	3	2	1
4	More motivated and loyal workforce	6	5	4	3	2	1
5	Unique selling point	6	5	4	3	2	1
6	Better brand reputation	6	5	4	3	2	1
7	Acquisition of competitive resources	6	5	4	3	2	1
VI	**Market Share** To what extent, does your firm achieve the following relative to other family business?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Retaining existing customers	6	5	4	3	2	1
3	Branch expansion.	6	5	4	3	2	1
4	Increase in revenue generated.	6	5	4	3	2	1
5	New product development.	6	5	4	3	2	1
6	Increase in customer base.	6	5	4	3	2	1

Section D: Entrepreneurial Knowledge (Mediator)
The statement in this section concerns entrepreneurial knowledge as applicable to your organisation. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Very High extent; 5 = High extent; 4 = Partially High extent; 3 = Partially Low extent; 2= Low extent; 1 = Very Low extent

VII	**Entrepreneurial Knowledge:** To what extent, do you rate yourself on the following competencies?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Knowledge of support services	6	5	4	3	2	1
3	Business vision development	6	5	4	3	2	1
4	Business technical knowledge	6	5	4	3	2	1
5	Overall business strategy knowledge	6	5	4	3	2	1
6	Negotiation skills	6	5	4	3	2	1
7	Ability to identify business opportunity	6	5	4	3	2	1

Biodata

A. Personal Data

1. Full Names: Idowu Gafar Oludotun
2. Address: No 11, Achiever Estate, Ologuneru, Ibadan.
3. Date and Place of Birth: Oyo
4. Nationality: Nigerian
5. Name and Address of Next of Kin: No 11, Achiever Estate, Ologuneru, Ibadan.

B. Educational Background

A. Educational Background

1. Educational Institutions Attended with Dates and Qualifications –

• Lead City University, Ibadan BSc in Business Administration	2010
• Lead City University, Ibadan MSc (Business Administration	in-view

2. Professional Qualifications with Dates

MCIB	2003
ACIB	2022

B. Working Experience with Dates

Addax petroleum development ltd – account payables	2011
First bank of Nigeria ltd- relationship manager and various positions	2012 till date

C. Membership of Academic Professional Bodies

Professional Management Institute

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Signature **Date**

The University Compliance Certification

This is to certify that this Thesis was written by **Oludotun Idowu, GAFAR** with Matric No. **LCU/PG/002103**in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan in full compliance with approved University format.

Signature	**Date**