

**STRATEGIC ORIENTATION AND PERFORMANCE OF
SELECTED SMALL AND MEDIUM ENTERPRISES (SMEs) IN
SOUTH-WEST NIGERIA**

BY

**ADEGBUYI ABIMBOLA ABIDEMI
MATRIC NUMBER: 13PAB00470**

**B.Sc. Co-operatives and Rural Development Enugu State University
of Science and Technology, Agbani.**

**MBA Business Administration Federal University of Agriculture,
Abeokuta.**

M.Sc. Business Administration Covenant University, Ota.

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OTA.**

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ACCEPTANCE

This is to attest that this thesis is accepted in partial fulfillment of the requirements for the award of the degree of the Doctor of Philosophy in Business Administration in the Department of Business Management, College of Business and Social Sciences, Covenant University, Ota.

Mr. John A. Philip

(Secretary, School of Postgraduate Studies)

.....

Signature and Date

Prof. Abiodun H. Adebayo

(Dean, School of Postgraduate Studies)

.....

Signature and Date

DECLARATION

I, **ADEGBUYI, ABIMBOLA ABIDEMI, (13PAB00470)**, declare that this research work was carried out by me under the supervision of Prof. Patrick Olajide Oladele of the Department Business Administration, Ekiti State University, Ekiti, Ekiti State and Dr. Oluwole Oludele Iyiola of the Department of Business Management, Covenant University, Ota, Ogun State. I attest that the thesis has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

ADEGBUYI, ABIMBOLA ABIDEMI

.....
Signature and Date

CERTIFICATION

We certify that this thesis titled “Strategic Orientation and Performance of Selected Small and Medium Enterprises (SMEs) in South-West Nigeria” is an original research work carried out by **ADEGBUYI ABIMBOLA ABIDEMI (13PAB00470)** in the Department of Business Management, College of Business and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Patrick O. Oladele and Dr. Oluwole O. Iyiola. We have examined and found this work acceptable as part of the requirements for the award of Doctor of Philosophy (Ph.D.) degree in Business Administration.

Prof. Patrick O. Oladele
(Supervisor)

.....
Signature and Date

Dr. Oluwole O. Iyiola
(Co-Supervisor)

.....
Signature and Date

Prof. Chinonye Love Moses
(Head, Department of Business Management)

.....
Signature and Date

(External Examiner)

.....
Signature and Date

Prof. Abiodun H. Adebayo
.....
(Dean, School of Postgraduate Studies)

Signature and Date

Dedication

This study is dedicated to God my Lord and Saviour who has made this research work a success and has provided the means to complete the work. To Him alone be all the glory.

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List of Abbreviations

SMEs:	Small and Medium Enterprises
SMEDAN:	Small and Medium Enterprises Development Agency of Nigeria
NASSI:	National Association of Small Scale Industrialists
RBV:	Resource Based View
CAC:	Corporate Affairs Commission
NBS:	Nigeria Bureau of Statistics

Abstract

This study focused on investigating the influence of strategic orientations on the performance of selected SMEs in South-West, Nigeria. There have been some arguments that one or two strategic orientation dimensions in a single study is prone to simplification and cannot be adopted by SMEs to improve their performance. Consequently, this study adopted a combination of strategic orientation measures such as market orientation, cultural orientation, entrepreneurial orientation, learning orientation and technology orientation in explaining the performance outcomes of SMEs in South-West, Nigeria. Mixed method (quantitative and qualitative approach) was adopted to proffer answers to the research questions as well as the research objectives. This study adopted a descriptive design because it sought to answer the why, how and when of the problem under study. Five hundred copies of questionnaire were distributed to SMEs operators across Six States in South-West, Nigeria, including: Lagos, Ogun, Oyo, Ondo, Osun and Ekiti while the qualitative data gathering was carried out through semi-structured interviews that were conducted on three SMEs operators in each of the geographical locations covered by this study. The analyses of the quantitative data collected were carried out using Pearson's correlation, multiple regression analysis and Structural Equation Modelling. The qualitative data was analyzed and interpreted using thematic analysis. Results of data analysis showed that there exists positive and significant relationship between cultural orientation and business effectiveness, market orientation significantly influenced business sales turnover, and the role of learning orientation on business efficiency was positive and significant. Also, the results from the Structural Equation Modelling showed that experience has the highest mediating effect on the relationship between strategic orientation and SMEs' performance at 0.796. The study concludes that cultural orientation should be adopted as a key part of SMEs' operations; that SMEs owners/managers should adopt market orientation as a strategic part of their firms' operations. Specifically, market orientation should emphasize a drive for competitive advantage, customer service, customer experience management, customer satisfaction and customer focus.

Keywords: Strategic orientation, Cultural orientation, Market Orientation, Learning orientation, Technology Orientation, Entrepreneurial orientation,