European Journal of Management and Marketing Studies
ISSN: 2501 - 9988
ISSN-L: 2501 - 9988
Available on-line at: http://www.oapub.org/soc

DOI: 10.46827/ejmms.v7i4.1391 Volume 7 | Issue 4 | 2022

EXAMINING THE EFFECT OF NETWORKING ON ORGANIZATIONAL PERFORMANCE IN THE BANKING INDUSTRY: EVIDENCE FROM NIGERIA

Saula, B. K.[1],
Akinlabi, B. H.[2],
Onu, C. A.[3i]
[1]Nustar Energy,
U.S.A
[2]School of Creative and Cultural Business,
Robert Gordon University,
Aberdeen, Scotland,
United Kingdom
[3]Department of Business Administration & Marketing,
Babcock University,
Ilishan-Remo, Ogun State,
Nigeria

Abstract:
This study was on the networking and organisational performance of deposit money banks in Nigeria. The purpose was to determine how networking capability influences organisational performance of deposit money banks in Nigeria. The design of the study was a survey and the population was 2,413 low, medium, and senior-level managers of five selected deposit money banks in Nigeria licensed by Central Bank of Nigeria (CBN) for commercial banking. The sample was 463 determined using Krejcie and Morgan (1970) formula in addition to an attrition rate of 40%. The study used the stratified proportionate random sampling technique. Primary data were collected using the structured validated questionnaire from the specified units of measurement with instruments assessed for reliability using the Cronbach alpha coefficient. Results demonstrated all constructs to be highly reliable, Cronbach's alpha coefficients for the constructs ranged from 0.783 to 0.842. The response rate was 86.9%. Data collected were analyzed using multiple linear regression analysis. The finding revealed that networking through ATMs, branches, phones, and the Internet as introduced by Nigerian deposit money banks improved organisational performance ($\beta = 0.139$, $t = 3.281$, $p < 0.05$). The study recommended that It is also recommended that executive management should spend more on current technology and financial innovation. This will improve bank

[i] Correspondence: email saula.babatunde@gmail.com, hakinlabitunde@yahoo.co.uk, onuc@babcock.edu.ng

efficiency and cut expenses. Through financial innovations, the bank may expand its products and services, improving sales and bank performance.

Keywords: networking, organisational performance, banks, innovation

1. Introduction

Globally, commercial banks realise the necessity of networking for greater operational performance. Recent advances in retail financial services have prompted doubts regarding bank branches. Internet banking, ATMs, and centralised contact centres, together with post-merger efficiency efforts, set to undermine the old branch way of banking. Although researchers have supported branch network expansion in improving access to banking products or services and addressing specific customer needs (Ostadi & Monsef, 2014), and allowing smaller financial institutions to derive competitive gains over large firms through personal links and interactions with customers. Kamande, Zablon, and Ariemba (2015) said banks establish new branches in small and emerging communities to attract new consumers and give easy banking services. Ariambe and Muturi (2015) claim that agency banking has helped banks better serve clients. Commercial banks can provide cost-effective financial services through numerous distribution channels.

Harimaya and Kondo (2012) as cited in Chelangat and Muturi (2016) warned organisations to create branch networks carefully. Institutions starting a branch network must be ready to compete with established institutions in the region with similar aims and greater networks and knowledge. Business in other prefectures is pricey. Most institutions having branch networks haven't completely benefitted from them. Davidsson and Steffens (2009) say that branch network expansion does not guarantee improved sales and profits since the operating costs of a new branch may exceed its earnings. Hirtle (2007) found no correlation between branch size and profitability.

Although the banking business in Nigeria has remained competitive, several banks have implemented new innovative products, processes, technology, and organisational improvements that have resulted in better efficiency and product differentiation. Technologically, banks have been pushed to offer a wide range of deposit, investment, and lending products via a variety of distribution channels such as enough Automated Teller Machines (ATMs), branches, phones, and the Internet. Commercial banks are starting to lean toward marketing and innovation. Marketing innovation and the development of new services, marketing innovation and innovations in the delivery of customer banking services, and marketing innovation and creativity in marketing and providing those services to professionals in a timely and environmentally friendly manner are all examples of this. This has enabled management to address the problems and aims of both sides. Firm performance benefits from networking capacity because it helps overcome resource, knowledge, and competence limits (Parida, Pesamaa, Wincent, & Westerberg, 2017; Sreckovic, 2018). Despite its significance, the research on networking capabilities has been concentrated on Europe and Asia, with few studies in Africa, particularly Nigeria (Cenamor, Parida, & Wincent, 2019; Majid, Yasir, Yousaf, & Qudratullah, 2019). Similarly, research has concentrated on how branch networks and expansions might improve the functioning of banks and other major companies (Hannan & Prager, 2004; Evanoff & Ors, 2008; Bradach, 2003; Ghemawat, 2001; Boland, 2009). As a result, the purpose of this study is to fill a gap in the literature by investigating bank effectiveness in networking investment by boosting organisational performance. Furthermore, similar to motivation, this research tries to understand how networking affects organisational performance.

2. Literature Review

Networking is related to sharing resources, market access, and new technology that enterprises can't access alone (Bengesi & Roux, 2014). It requires enterprises to understand, be willing, and be able to use their business network to acquire resources from other network participants (Sulistyo, 2020). When a company can't find external resources, networking may be the best answer (Giusino, 2020). Networking capability is a firm's ability to establish and exploit an inter-organizational network to access resources owned by other entities (Parida et al., 2017). Firms employ networks to improve their performance, which improves innovation and secures competitive advantage (Aujirpongpan & Hareebin, 2020; Yoon et al., 2018).

Networking may help enhance personal and professional prospects and improve organisational effectiveness by improving communication and resource access (Gibson, Hardy, & Buckley, 2014). Organisation can network anytime and anywhere, making every chance a networking opportunity. Therefore, networking ties lead to effective business practises and the development of mutual respect, trust, and social capital (Klerk, 2010). Companies utilise networking to enhance and create new products, present the firm to new consumers, and grow and strengthen organisational resources (Ganjeh, Sanayei, & Tabriz, 2021).

In Mu et al. (2017), networking allows enterprises to create networks and utilise network resources for product creation. Sulistyo (2020) defined networking as a company's capacity to build and use internal and external contacts. Networking capacity is the strength of network linkages that help companies achieve goals and enhance performance (Yoon et al., 2018). Networking competence is an organization's ability to build, manage, and efficiently exploit network relationships to capture business network possibilities. It's a firm’s capacity to develop connections with buyers, suppliers, and rivals (Mustikarini & Setyawati, 2020).

Although performance is the essence of all processes and activities in organisations and affects an organization's existence, it is a relative concept/term used in various fields to explain how actions achieve their goals (Sawaean & Ali, 2020; Syahdan et al., 2020). According to Vij and Farooq (2015), business performance is defined as the extent to which an organisation is able to fulfil the demands of its stakeholders as well as its own survival needs. Nasir et al. (2017) argue in their study that company performance is a multifaceted construct comprised of revenue and cost-based financial performance, customer-related performance, innovation-related performance, and employee-related performance. In accordance with this, the researcher contends that in order to acquire a better knowledge of organisational performance, both financial and non-financial dimensions of performance must be measured. According to Richard, Devinney, Yip, and Johnson (2009), any management research on performance should have a theoretical reason for the nature of performance, that is, a theory (model) determining which measurements are acceptable for the study setting.

2.1 Networking and Organisational Performance

Networking helps firms overcome resource, knowledge, and competence restrictions (Parida et al., 2017; Sreckovic, 2018). Studies have linked networking capabilities to corporate performance (Yoon, Kim, & Dedahanov, 2018). Despite its importance, literature on networking has focused mainly on Europe and Asia, with few studies in Africa (Cenamor et al., 2019; Majid, Yasir, Yousaf, & Qudratulah, 2019). It has been argued that companies with many network partners will encourage innovation because this bond will give those important resources, information, and technological knowledge (Sulistyo, 2020). Parida et al. (2017) studied network capabilities, innovation, and performance. Their study shows that networking capability's influence on performance is indirect, but organisational innovativeness based on aggressive firm-level experimentation actively replaces outdated ideas, products, and product lines. Strategic conduct reflects organisational innovation. This behaviour factor depends on the firm's capacity to use network linkages for future competitiveness. Yoon et al. (2018) evaluated international entrepreneurial orientation from a network capabilities standpoint. International entrepreneurial attitude affects international success, research shows. Stronger SMEs' networks with universities, industry, and technoparks boost their international performance. Stronger networks provide tech SMEs easy access to important technology, improving worldwide performance.

Cenamor et al. (2019) studied how entrepreneurial SMEs compete through digital platforms, examining digital platform capability, network capability, and ambidexterity. Digital platform capability indirectly affects entrepreneurial SMEs' performance via network capabilities. Exploitation and exploration orientations modulate this impact adversely and favourably, respectively. Results imply enterprising SMEs might improve performance by aligning digital platform capacity with their direction. Majid, Yasir, Yousaf, and Qudratullah (2019) studied network capacity, structural flexibility, and managerial commitment in the hotel business. Results show networking influences strategic performance. In addition, structural flexibility has been verified as a mediator between networking capabilities and strategic performance. Moderation research shows that senior management commitment to strategic performance enhances networking capabilities and performance.

Bengesi and Roux (2014) studied the impact of networking on SME performance. Findings revealed that internal communication, partner knowledge, and relationship skills positively affect SME performance, whereas coordination negatively affects SME performance. King'oo et al. (2020) studied the impact of networking on organisation performance. The survey found private universities only somewhat implemented networking. Relational trust, capacity, strength, network coordination, and information sharing affected private university success. Business ties and success-learning had little influence on university achievement. The study found that networking affects private university performance in Kenya. Sreckovic (2018) evaluated the network and management capacities of entrepreneurial enterprises. Under high environmental unpredictability, network capabilities are more critical for architectural businesses' success than management ones. The networking capability has been studied as an independent variable (Aujirpongpan & Hareebin, 2020) and as a moderating variable (King'oo et al., 2020). (Mu, Mu, Thomas, Peng, & Benedetto, 2017). Jafarpanah, Arasti, and Mokhtarzadeh (2020) noted that despite the conceptual and empirical richness, diverse nomenclatures and theoretical variety in networking capabilities led to conceptual ambiguity and lack of consensus on this essential issue. In the banking industry context, the applicability of networking to organisational performance has so far been limited to conceptual and branch size. Hence, this study hypothesized that:

H_{01}: Networking has no significant effect on organisational performance of deposit money banks in Nigeria.

2.2 Diffusion of Innovation Theory

Rogers' diffusion of innovation theory guides this study. Roger’s theory (1995) on the diffusion of innovation (DOI) is used to describe how people embrace new technology. Rogers describes diffusion as a member of a social society communicating an invention over time (Rogers, 1995). New ideas or objects are innovations (Rogers, 1995). Roger’s theory (1995) on the diffusion of innovation (DOI) is used to describe how people embrace new technology. Rogers describes diffusion as a member of a social society communicating an invention over time (Rogers, 1995). New ideas or objects are innovations (Rogers, 1995).

Rogers (2003) defined the innovation-decision process as "*information-seeking and information-processing*" (p. 172). Rogers (2003) outlines five processes in the innovation-decision process: knowledge, persuasion, choice, execution, and confirmation. These steps are usually time-ordered. Figure 2.1 depicts this.

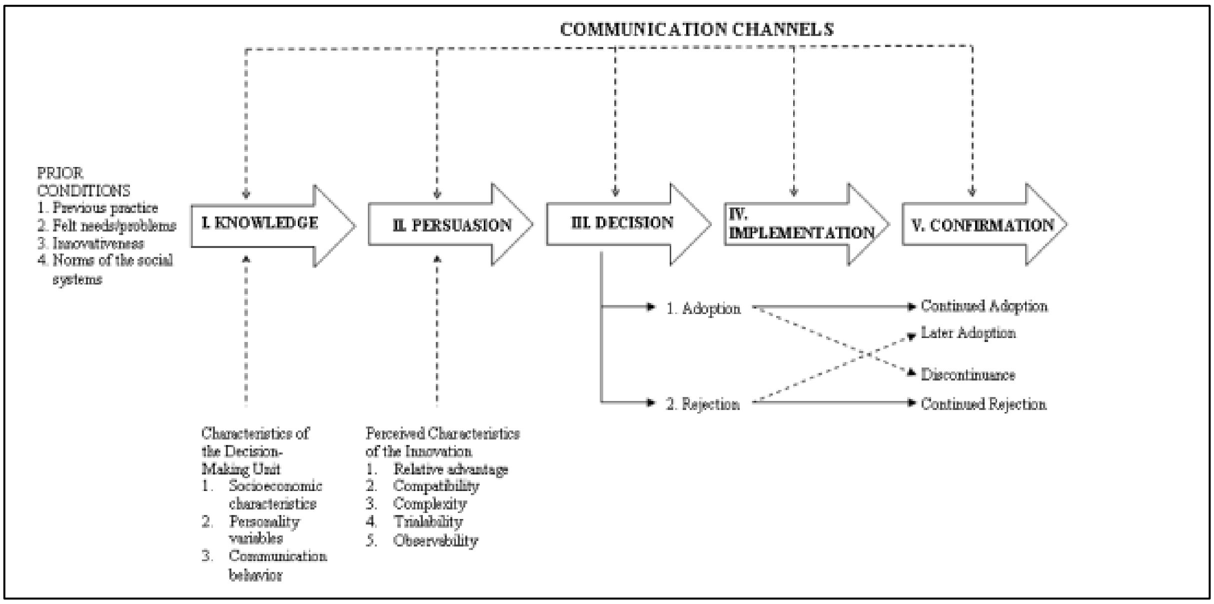

Figure 2.1: A Model of Five Stages in the Innovation-Decision Process (Source: Diffusion of Innovations, Fifth Edition by Everett M. Rogers. Copyright (c) 2003 by The Free Press. Reprinted with permission of the Free Press: A Division of Simon & Schuster.)

Diffusion theory explains why banks embrace technology. Relevant advantages are one reason banks employ technology. Banks that utilise technology have a financial edge over those that do not.

3. Methodology

The survey research design was used in this study. This approach is consistent with comparable research by Aminu and Shariff (2015); Amsami, Ibrahim, and Hamid (2020); Egberi and Osio (2019); Lee and Hidayat (2018); Popescu et al. (2019); Tseng, Chang, and Chen (2019); Tutar et al. (2015); Tweneboah-Koduah & Farley (2015); Tweneboah-Koduah & Far (2016). The study's population consisted of 2,413 middle managers, senior managers, and executive management from five (5) chosen Nigerian deposit money institutions regulated by the Central Bank of Nigeria (CBN) for commercial banking. These five (5) banks were selected from among Nigeria's twenty-two (22) Deposit Money Banks because they have been reported as the top five banks in Nigeria and have operations that integrate networking capability (Brand Finance, 2020; Osoko et al., 2020). Furthermore, these banks (i.e., Access Banks Plc, First Bank of Nigeria Plc, Guaranty Trust Bank, United Bank for Africa, and Zenith Bank of Nigeria Plc) hold a significant amount of the market share in client deposits (60.17%) and total assets (57.35%) (NDIC, 2019), providing a solid representation of the banking sector. The study's sample unit consists of managers (low, medium, and senior-level managers) from the chosen Deposit Money Banks in Lagos State, Nigeria (Egberi & Osio, 2019). The Krejcie and Morgan (1970) formula were used to calculate a sample size of 331 with a 40% attrition rate to get at 463 as Tijani, Adenekan, and Onamusi did (2021). The stratified proportional random sampling technique was used. To collect information from respondents, a modified and structured questionnaire was employed. The researcher randomly selected samples from each stratum before combining the samples from each stratum into a single sample. Furthermore, the sample size of each stratum was equal to the fraction of each subgroup in the population to determine the proportion of each stratum utilised for the study (Thomas, 2021). The questionnaire used a 6-point Likert scale. The selections on the research instrument vary from Very High, High, Moderately High, Moderately Low, Low, to Very Low, with scale ratings ranging from 6 to 1. The instrument Cronbach's Alpha reliability coefficients for the constructs are Networking (0.783) and Operational Performance (0.842). The hypothesis was tested using inferential statistics (linear regression).

4. Results and Discussion

The study collected data on low, medium, and senior-level managers from five (5) selected deposit money banks in Nigeria. The researchers distributed a total of 463 copies of the questionnaire to the respondents, out of which 414 copies were rightly filled and returned to the researcher. The response rate of the participants to the questionnaire administered is 86.9%. The analysis was conducted by using the linear regression analysis at 5% level of significance and the results of the analysis are presented in Table 1.

Table 1: Summary of multiple regression analysis for the effect of Networking on Organisational Performance of selected Deposit Money Banks in Nigeria

Model	**Beta**	**t**	**Sig.**	**R**	**R²**	**Adj. R²**	**Anova Sig.**	**F(df)**
(Constant)	1.365	6.972	.000	.633[a]	.401	.396	.000[b]	10.764(1,412)
Networking	.139	3.281	.001					

a. Dependent Variable: Organisational Performance
b. Predictors: (Constant), Networking
Source: Researcher's Field Survey Results (2022).

Table 1 shows that networking positively affects the performance of chosen deposit money banks (R = 0.633, p=0.000). The adjusted coefficient of determination (*Adj* R^2) of 0.396 demonstrates that networking explains 39.6% of the variance in organisational performance of chosen deposit money institutions under investigation, while other exogenous factors explain the remaining 60.4%. This finding implies that networking influences 39.4% of bank performance in Nigeria, while the remaining 60.4% is due to other factors not included in the model. The F-statistic was 10.764 at a significance threshold of 0.000, which is less than 0.05, hence the model was statistically significant in predicting how networking affected bank performance in Nigeria. Thus, networking through ATMs, branches, phones, and the Internet as introduced by Nigerian deposit money banks improved organisational performance. Hence, improving networking improves access to banking products and services and targets individual customers. At 95% confidence level, networking ($\beta = 0.139$, $t = 3.281$, $p < 0.05$) of the chosen deposit money banks in Nigeria was statistically significant ($p < 0.05$, $t > 1.96$). Based on coefficient of regression Table 1, the regression model is restated as follows:

OP = 1.365 + 0.139NE + U_i-----Eqn i (Predictive Model)

Where:
OP = Organisational Performance
NE = Networking

According to the above regression equation, the organisational performance of chosen deposit money banks in Nigeria is 1.365, with all other components held constant at zero. According to the predictive model, networking is statistically significant in predicting organisational performance in the surveyed banks; thus, the management of the selected banks should consider networking as a cost-saving alternative to growing branches. A unit change in networking will result in a 0.139 improvement in the organisational performance of chosen deposit money institutions in Nigeria, assuming all other parameters remain constant and are set to zero. This study concludes, based on its findings, that networking has a significant impact on the organisational performance of chosen deposit money institutions in Nigeria. Based on this, the study rejects the null hypothesis (H_0) which states that networking has no significant effect on organisational performance of deposit money banks in Nigeria. As a result, the study deduces that networking has a significant impact on the organisational performance of chosen deposit money banks in Nigeria during the period of the study. Access to high-quality information and information sharing become more frictionless. This study's findings are consistent with those of Afshan et al. (2018), who discovered that networking helps firms make more informative business decisions. The availability of various communication devices facilitates internal and external company communications (Tarute & Gatautis, 2013), hence boosting performance. Decision-makers can devise an effective business-level strategy (Drnevich & Croson, 2013) that tackles challenges related to a company's competitiveness in order to achieve a competitive advantage with the aid of networking. When applicable networking technologies are utilised in the execution of a company's operational procedures, financial and business performance are enhanced (Dewan & Ren, 2011; Morimura & Sakagawa, 2018).

5. Conclusions and Recommendations

The study studied networking's impact on Nigerian deposit money banks. This has important consequences for bank management and the company in Nigeria, especially deposit money institutions. As small banks have limited resources, managers focus on activities that boost organisational performance. Despite technological and regulatory developments that may have reduced banks' reliance on brick-and-mortar branches, the number of full-service bank branches in Nigeria has risen since the 1990s. Banks may collect huge deposits via networking and IT. The study indicated that networking impacts organisational performance. Investing in branch networks appears to be at a competitive disadvantage, especially compared to the larger networks. According to the study, networking through technology innovation improves the performance of Nigerian deposit money institutions. For this reason, it is important that deposit money banks in Nigeria should continue with the popularization of networking through advanced technology and relevant innovation in the industry as this has a positive effect on their organisational performance. It is also recommended that executive management should spend more on current technology and financial innovation. This will improve bank efficiency and cut expenses. Through financial innovations, the bank may expand its products and services, improving sales and bank performance.

Conflict of Interest Statement

The authors declare no conflicts of interest.

About the Authors

Saula, B. K. is a researcher in the Nustar Energy, U.S.A.
Dr. Akinlabi, B. H. is a Post Doctoral Fellow in the School of Creative and Cultural Business, Robert Gordon University, Aberdeen, Scotland, United Kingdom.
Onu, C. A. is an Associate Professor in the Department of Business Administration & Marketing, Babcock University, Ilishan-Remo, Ogun State, Nigeria.

References

Aminu, I. M., & Shariff, M. N. M. (2015). Influence of strategic orientation on SMEs access to finance in Nigeria. *Asian Social Science, 11*(4), 298-309.

Amsami, M., Ibrahim, S. B., & Hamid, A. E. A. (2020). Influence of corporate social responsibility actions on customer loyalty towards Nigerian retail banks within north eastern Nigeria. *Asian Journal of Empirical Research, 10*(2), 40-52.

Ariambe, J. K., & Muturi, W. (2015). Determinants of Branch Network of Commercial Banks in Kenya: A Survey of Commercial Banks in Kisii County, Kenya, International Journal of Economics, Commerce and Management, United Kingdom, 3,6,2348-0386

Aujirpongpan, S., & Hareebin, Y. (2020). The effect of strategic intuition, business analytic, networking capabilities and dynamic strategy on innovation performance: The empirical study Thai processed food exporters. *Journal of Asian Finance, Economics, and Business, 7*(1), 259-268.

Bengesi, K. M. K., & Roux, I. L. (2014). The influence of dimensions of networking capability in small and medium enterprise performance. *International Journal of Business and Social Science, 5*(2), 189-200.

Boland, V. (2009). Modern dilemma for world's oldest bank. Milan: Financial Times. Bradach, J. L. (2003). Going to Scale Social Enterprise Series, No.9. Harvard: Harvard Business School.

Cenamor, J., Parida, V., & Wincent, J. (2019). How entrepreneurial SMEs compete through digital platforms: The role of digital platform capability, network capability, and ambidexterity. *Journal of Business Research, 100*, 196-206.

Cenamor, J., Parida, V., & Wincent, J. (2019). How entrepreneurial SMEs compete through digital platforms: The role of digital platform capability, network capability, and ambidexterity. *Journal of Business Research, 100*, 196-206

Davidsson, P., & Steffens, P. (2009). Growing profitable or growing from profits: Putting the horse in front of the cart, Journal of Business Venturing, 24(4), 388-406.

Dewan, S., and Ren, F. (2011). Information Technology and Firm Boundaries: Impact on Firm Risk and Return Performance. *Information Systems Research, 22*(2), pp. 369–388.

Drnevich, P. L., and Croson, D. C. (2013). Information Technology and Business-Level Strategy: Toward an Integrated Theoretical Perspective. *MIS Quarterly, 37*(2), 483-509.

Egberi, A. K., & Osio, E. J. (2019). Effect of market orientation on organizational performance (A study of the Nigerian banking industry). *International Journal of Business and Social Science, 10*(12), 93-102.

Evanoff, D. D. and Ors, E. (2008). The Competitive Dynamics of Geographic Deregulation in Banking: Implications for Productive Efficiency. Journal of Money, Credit, and Banking.

Ganjeh, F. M., Sanayei, A., & Tabriz, A. A. (2021). A networking capability perspective on marketing performance of SMEs: The role of market knowledge and entrepreneurial orientation. *Journal of Industrial Strategic Management, 6*(2), 33-53.

Ghemawat, P. (2001). Distance Still Matters: The Hard Reality of Global Expansion, Harvard: Harvard Business Review.

Ghemawat, P. (2001). Distance Still Matters: The Hard Reality of Global Expansion, Harvard: Harvard Business Review.

Gibson, J. H., Hardy, M., & Buckley, R. (2014). Understanding the role of networking in organizations. *Career Development International, 19*(2), 146-161.

Hannan, T. H. and Prager, R. A. (2004). The Competitive Implications of Multimarket Bank Branching. Illinois: Journal of Banking and Finance.

Hirtle, B. J. (2007). The return to retail and the performance of US banks, Journal of Banking and Finance, 31, 1101–1133.

Jafarpanah, I., Arasti, M. R., & Mokhtarzadeh, N. (2020). Networking capability of integrator firm: A systematic review of literature and future research agenda. *Journal of Science & Technology Policy, 12*(4), 49-70.

Kamande, E. G., & Zablon, E. B., & Ariemba, J. (2015). Growth in branches of commercial banks in Kenya, International Journal of Sciences: Basic and Applied Research, 2307-4531.

King'oo, R. N., Kimencu, L., & Kinyua, G. (2020). The role of networking capability on organization performance: A perspective of private universities in Kenya. *Journal of Business and Economics Development, 5*(3), 178-186.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*, 607-610.

Lee, C. W., & Hidayat, N. (2018). The impact of absorptive capacity on service innovation performance: An empirical study on banking in East Borneo Indonesia. *Journal of Applied Finance & Banking, 8*(5), 105-116.

Majid, A., Yasir, M., Yousaf, Z., & Qudratullah, H. (2019). Role of network capacity, structural flexibility, and management commitment in defining strategic performance in hospitality industry. *International Journal of Contemporary Hospitality Management, 31*(8), 3077-3096.

Morimuraa, F., and Sakagawab, Y. (2018) Information technology use in retail chains: Impact on the standardisation of pricing and promotion strategies and performance. *Elsevier -Journal of Retailing and Consumer Services*, *45,* 81–91.

Mu, J., Mu, J., Thomas, E., Peng, G., & Benedetto, A. D. (2017). Strategic orientation and new product development performance: The role of networking capability and networking ability. *Industrial Marketing Management, 64*, 187-201.

Mustikarini, C. N., & Setyawati, C. Y. (2020). The relationship between entrepreneurial orientation and product development performance in family business located in Java and Bali: The moderating role of networking capability and environmental dynamism. *Journal of Tourism, Hospitality and Environment Management, 5*(21), 52-73.

Nasir, W. M. N. W. M., Al-Mamun, A., & Breen, J. (2017). Strategic orientation and performance of SMEs in Malaysia. *Sage Open, 7*(2), 1-13.

Ostadi, H. & Monsef, N. (2014) Assessing the impact of bank concentration and liquidity of Refah bank branches on profitability during the period 1383-190, International Journal of Human Resource Studies, 4(1), 248-258.

Parida, V., Pesamaa, O., Wincent, J., & Westerberg, M. (2017). Network capability, innovativeness, and performance: a multidimensional extension for entrepreneurship. *Entrepreneurship & Regional Development, 29*(1-2), 94-115

Popescu, D. I., Ceptureanu, S., Alexandru, A., & Ceptureanu, E. G. (2019). Relationships between knowledge absorptive capacity, innovation performance, and information technology. Case study: The Romanian creative industries SMEs. *Studies in Informatics and Control, 28*(4), 463-475.

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management, 35*(3), 718-804.

Rogers, E. M. (2003). Diffusion of innovations (5th ed.). New York: Free Press.

Sawaean, F. A. A., & Ali, K. A. M. (2020). The impact of entrepreneurial leadership and learning orientation on organizational performance of SMEs: The mediating role of innovation capacity. *Management Science Letters, 10*, 369-380.

Sreckovic, M. (2018). The performance effect of network and managerial capabilities of entrepreneurial firms. *Small Business Economics, 50*(4), 807-824.

Sulistyo, H. (2020). Enhancing the innovation capability through knowledge management capability and networking. *Advances in Economics, Business and Management Research*, *115*, 137-142.

Syahdan, R., Djaelani, Y., & Mahdi, S. A. (2020). Strategic orientation and performance of SMEs in Indonesia: The mediating role of access to finance. *Management Science Letter*, *10,* 1151-1160.

Tarute, A. and Gatautis, R. (2014). ICT impact on SMEs performance; Procedia - Social and
Behavioural Sciences, 110 1218 – 1225.

Thomas, L. (2021). How to use stratified sampling. Available online at https://www.scribbr.com/methodology/stratified-sampling/ accessed on 11 November, 2021.

Tijani, O. O., Adenekan, T. E., & Onamusi, A. B. (2021). The relevance of organizational capabilities for nursing mother's satisfaction. *IAR Journal of Business Management, 2*(1), 12-20.

Tseng, C. H., Chang, K. H., & Chen, H. W. (2019). Strategic orientation, environmental innovation capability, and environmental sustainability performance: The case of Taiwanese suppliers. *Sustainability, 11*(4), 1-19.

Tutar, H., Nart, S., & Bingol, D. (2015). The effects of strategic orientations on innovation capabilities and market performance: The case of ASEM. *Procedia-Social and Behavioral Sciences, 207*, 709-719.

Tutida, A. Y., Possamai, C. T. N., Barcelos, R. L., & Rossetto, C. R. (2019). Micro foundations of absorptive capacity: A theoretical discussion about the theme. *Revista Eletronica Cientifica do CRA-PR, 6*(2), 1-15.

Tuwei, H. C., & Willy, M. (2016). Effect of branch network on financial performance in private colleges in Kenya. International Journal of Economics, Commerce and Management, IV(10), 1212-1224,

Tweneboah-Koduah, E. Y., & Farley, A. Y. D. (2016). Relationship between customer satisfaction and customer loyalty in the retail banking sector of Ghana. *International Journal of Business and Management, 11*(1), 249-262.

Vij, S., & Farooq, R. (2015). The relationship between learning orientation and business performance: Do smaller firms gain more from learning orientation? *The IUP Journal of Knowledge Management, XIII*(4), 7-28.

Yoon, J., Kim, K. K., & Dedahanov, A. T. (2018). The role of international entrepreneurial orientation in successful internationalization from the network capability perspective. *Sustainability*, *10*(6), 1-14.