

LEARNING CAPABILITY AND NIGERIAN SME'S MARKETING INNOVATION– THE MODERATING INFLUENCE OF DYNAMIC BUSINESS ENVIRONMENT

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ABSTRACT

Although, literature showed that marketing innovation construct has been widely studied. Yet, literature is limited on factors that influence marketing innovation of Small and Medium Enterprises (SMEs). More so, literature is yet to establish the influence of learning capability on marketing innovation at construct and dimensional levels. Equally, there is dearth of literature on the influence of dynamic business environment on the association between learning capability and marketing innovation. Therefore, the study is designed to fill this paucity in the literature, by drawing support from Dynamic Capability View (DCV), and developing and testing a model on the relationship between these research variables. Hence, the study adopted a quantitative research and cross sectional survey design. A valid response of 225 owners/managers of SMEs in Katsina State, Nigeria, was obtained and analyzed using self-administered questionnaires and SPSS version 24. According to the findings, at construct level, the study established significant influence of learning capability on marketing innovation. While, at dimensional level, the study only found statistical support on the significant influence of systems perspective on marketing innovation strategy. But, no support was found on the significant influence of managerial commitment and openness and experimentation on marketing innovation strategy. Also, the study found no support on the significant influence of managerial commitment, openness and experimentation and systems perspective on marketing innovation performance. Interestingly, the study established statistical support on the influence of dynamic business environment as moderator on all the hypothesized relationships. The findings demonstrate that managers should recognize learning capability as fundamental concept in the stimulation of marketing innovation. Likewise, the outcome of the study implied that in a dynamic business environment, learning capability influences marketing innovation of SMEs.

Keywords: Learning capability, dynamic business environment, marketing innovation.

1. INTRODUCTION

According to literature, marketing innovation is an evolving concept that has been described as crucial to the growth and survival of SMEs (Garba, Yeoh and Yaty, 2018). Consequently, researchers have approached the concept using terminologies such as distinguished marketing (Leeflang, 2011), innovative marketing (O'Dwyer, Gilmore & Carson, 2009) and market-based innovation (Ozkaya, Droge, Hult, Calantone & Ozkaya, 2015). Nevertheless, researchers have given a number of interpretations to the marketing innovation concept. For example, marketing innovation is defined in terms of new method of selling final product (Simon & Honore Petnji Yaya, 2012) and improvement of product design, and methods of product delivery, promotion as well as pricing (Naidoo, 2010). In contrast, Mothe and Uyen

Nguyen Thi (2010) defined marketing innovation as alteration in method of product delivery and sales and distribution technique as well as changes in packaging of product or product design.

Although, literature showed that marketing innovation as dependent or independent variable has been studied much by researchers. However, previous studies have considered the concept as either a type/dimension or unidimensional construct (Gunday, Ulusoy, Kilic & Alpkan, 2011; Mothe & Uyen Nguyen Thi, 2010). Therefore, the study is intended to fill this paucity in the literature, by operationalizing the marketing innovation concept in terms of marketing innovation strategy (new marketing strategy) and marketing innovation performance (improved marketing performance).

According to literature, marketing innovation can be predicted by a number of independent variables (Garba *et al.*, 2018). Notwithstanding, though, the effect of learning capability on other categories of innovation such as organizational innovation (Fang, Chang & Chen, 2011), process and product innovation (Santos-Vijande, López-Sánchez & Trespalacios, 2012; Murat Ar & Baki, 2011) have been examined. However, there are limited studies on the influence of learning capability on marketing innovation of SMEs (Camisón & Villar-López, 2011). Likewise, there is dearth of literature on the influence of learning capability dimensions such as managerial capability, openness and experimentation and systems perspective on the dimensions of marketing innovation. Thus, the study examined the influence of learning capability on marketing innovation both at the levels of constructs and dimensions.

Furthermore, despite the contradictory effects of learning capability on different forms of innovation (Fernández-Mesa, Alegre-Vidal, Chiva-Gómez, & Gutiérrez-Gracia, 2013; Murat Ar & Baki, 2011; Westerlund & Rajala, 2010). Still, according to literature, the moderating influence of dynamic business environment on the relationship between learning capability or its dimensions and marketing innovation or its dimensions has not been established. Therefore, the study examined the influence of learning capability on marketing innovation of SMEs. Equally, the study examined the influence of managerial commitment, openness and experimentation and systems perspective on marketing innovation strategy and marketing innovation performance. Again, the study examined the influence of dynamic business environment as moderator on the relationships. The study is divided into five parts which are: introduction, literature review, research methodology, analysis and findings and discussion and implications.

2. LITERATURE REVIEW

2.1 The Dynamic Capability View

According to Teece and Pisano (1994) and Teece, Pisano and Shuen (1997), the DCV theory is built on the notion that for firms to derive competitive edge, they need to use their assets position to develop essential capabilities and competences. Equally, the theory is built on the assumption that bygone is rarely a bygone, and often business companies use prior experience acquired in the course of daily operations to build necessary competence and capabilities and implement strategies. Based on this argument, the theory seems suitable for this study. Therefore, the study assumed that assets position such as relational and knowledge assets, market structure as well as technological and complementary assets are essential in

building organizational learning capability as well as stimulation of marketing innovation of SMEs.

2.2 Learning Capability and Marketing Innovation

According to literature, learning capability has several meanings. For example, learning capability has been defined as organizational features and management qualities that seek to promote learning process (Fang et al., 2011). As well, learning capability has been defined as necessary resources for diagnose of staff training need, analysis of unproductive business activities as well as transmission of lesson learnt among work teams (Sok & O`cass, 2011). Consequently, learning capability is described as strategic resources for competitiveness (Zhao, Li, Lee & Chen, 2011) and business survival (Sok & O`cass, 2011). Equally, Santos-Vijande et al. (2012) described learning as an outcome of performance, efficiency and innovation. Accordingly, Sok and O`cass (2011) asserted that learning capability can support firms in boosting productivity, sensing market opportunities, identifying resources, minimizing cost, adjusting business activities and delivery of new product into the market.

Furthermore, Jerez-Go´mez, Ce´spedes-Lorente, and Valle-Cabrera (2005) asserted that the potentials of business firm to survive, grow and innovate is determined by its ability to learn. Based on this, Westerlund and Rajala (2010) classified learning into exploitative and explorative. Exploitative learning focuses purely on learning by doing or execution of business activities based on existing business opportunities. While, explorative learning focuses purely on pursuit of new or potential business opportunities. In addition, Altinay, Madanoglu, De Vita, Arasli and Ekinci (2015) argued that for proper understanding of learning capability, it is important to consider both human and nonhuman aspects. While, the human aspect of learning involves collection of individual workers and work teams. The nonhuman aspect involves organizational systems, structures and procedures. Similarly, Jerez-Go´mez et al. (2005) have acknowledged the following essential components of organizational learning capability: managerial commitment, openness and experimentation and systems perspective. Therefore, in this study, learning capability is seen from the three components (i.e., managerial commitment, openness and experimentation and systems perspective).

Even though, literature showed that a number of researchers have examined the association between learning capability and other forms of innovation such as organizational, process and product innovation (Fang et al., 2011; Murat Ar & Baki, 2011). Yet, literature is limited on the influence of learning capability on marketing innovation of SMEs. Moreover, the influence of learning capability on the constructs is contradictory (Fernandez-Mesa et al., 2013; Murat Ar & Baki, 2011; Westerlund & Rajala, 2010). Hence, Camison and Villar-Lopez (2011) have established the effect of learning capability on marketing innovation. Thus, the study postulated that,

H1: Learning Capability exerts significant influence on Marketing Innovation

2.2.1 Managerial Commitment and Marketing Innovation Strategy and Performance

The term managerial commitment was defined by Jerez-Gomez et al. (2005), as the capability of managers to recognize learning as invaluable resources by introducing a culture among employees that seeks to promote knowledge creation, acquisition and sharing. Also, the term managerial commitment has been defined by Akgün, Ince, Imamoglu, Keskin and Kocoglu (2014) as managerial support as well as commitment designed to motivate workers to accept

or implement the organizational learning agenda. Similarly, Calantone, Cavusgil and Zhao (2002) described managerial commitment as the degree at which a firm promotes learning or preparedness of a firm to foster learning climate. Correspondingly, Salim and Sulaiman (2013) described learning organizations as those that are not only committed to learning, but also attached greater importance to learning. Contending that such organizations have possibility of achieving higher learning as well as benefiting from knowledge and skills.

Equally, Ussahawanitchakit (2008) asserted that business firms that commit more resources to learning, have greater possibility of accessing market information faster and understanding the market environment better than those firms that commit a smaller amount of resources. Accordingly, Calisir, Altin Gumussoy, and Guzelsoy (2013) maintained that learning commitment is synonymous with change readiness of an enterprise through the integration of new knowledge with existing knowledge. Likewise, managerial commitment has been described as a critical factor for business survival (Calisir et al., 2013) and regeneration of business enterprises in the face of emerging challenges (Lin, 2008). Managerial commitment has also been described as vital in terms of developing knowledge, motivating employees and supporting innovation process (Ussahawanitchakit, 2008).

Although, researchers have examined the relationship between learning or managerial commitment and product innovation (Salim & Sulaiman, 2013), product and process innovation (Kocoglu, İmamoğlu & İnce, 2012), innovation capability (Aziz & Omar, 2013) as well as product innovation efficiency and efficacy (Calisir et al., 2013). However, the research outcome is contradictory (Calisir et al., 2013; Koçoğlu, İmamoğlu & İnce, 2012). More so, there is dearth of literature on the influence of managerial commitment on marketing innovation strategy and marketing innovation performance. Hence, literature has established positive relationship between managerial commitment and product innovation (Salim & Sulaiman, 2013; Koçoğlu et al., 2012). Thus, the study postulated that,

H1a: Managerial Commitment exerts significant influence on Marketing Innovation Strategy

H1b: Managerial Commitment exerts significant influence on Marketing Innovation Performance

2.2.2 Openness and Experimentation and Marketing Innovation Strategy and Performance

The term openness was defined by Jerez-Gomez et al. (2005), as acceptance of novel ideas regardless of the originator by employees of a company. While, experimentation, according to Jerez-Go´mez et al. (2005), implies to continuous searching, learning from mistakes, accommodation of failure and risk taking for the purpose of renewal and improvement of organizational knowledge. Also, Ismail (2013) maintained that experimentation means providing a remedy to existing and potential problems of an enterprise through the launch of innovative solutions. Therefore, openness and experimentation has been described by Akgün et al. (2014) as acceptance of new ideas and different points of view as well as experimentation for the purpose of renewal and expansion of employees' knowledge and skills. In addition, Ismail (2013) contended that the goal of openness and experimentation is to accept new ideas and promote openness culture. Similarly, Salim and Sulaiman (2013) emphasized that absence of openness and experimentation implied that a business organization has to over rely on obsolete knowledge and old routines, even in the face of technological and environmental changes. Accordingly, Nwankpa and Roumani (2014)

maintained that for successful launch of innovation, a business enterprise has to open up to new ideas and as well, build a structure for experimentation.

Although, literature has established the relationship between openness and experimentation and product innovation (Salim & Sulaiman, 2013), product and process innovation (Kocoglu et al., 2012), product innovation efficiency and efficacy (Calisir et al., 2013) as well as innovation (Zhou, Hu & Shi, 2015). Still, the relationship between openness and experimentation and marketing innovation strategy and marketing innovation performance has not been examined. Hence, literature has established positive association between openness and experimentation and various types of innovation. Thus, the study postulated that,

H1c: Openness and Experimentation exerts significant influence on Marketing Innovation Strategy

H1d: Openness and Experimentation exerts significant influence on Marketing Innovation Performance

2.2.3 Systems Perspective and Marketing Innovation Strategy and Performance

The term systems perspective, according to Nwankpa and Roumani (2014), means a process of making employees to have clear mindset as well as a common organizational identity and vision. Equally, Jerez-Go´mez et al. (2005) asserted that systems perspective is important in realization of corporate objectives, through bringing together of employees to share common identity and pursue the same organizational vision. Since, Senge et al. (1999) described organization as a system where each unit or department is to perform in a coordinated manner, a certain activity. Thus, Nwankpa and Roumani (2014) argued that systems perspective is a critical component of organizational learning capability, particularly in terms of shared vision and building of synergy among employees. In addition, Voltmer, Rosta, Siegrist and Aasland (2012) maintained that building an efficient systems perspective implies that information is exchanged among employees of various departments. Correspondingly, Hwang and Kandampully (2012) emphasized that systems perspective is important in helping employees to generate novel ideas, produce new prototype model, create new solutions and develop new product and method.

Although, relationship between systems perspective and R&D engineers' creativity as well as product and process innovation has been investigated (Tan & Chang, 2015; Koçoglu et al., 2012). Yet, there is dearth of literature on the influence of systems perspective on marketing innovation strategy and marketing innovation performance of SMEs. Hence, positive association between systems perspective and process and product innovation has been established (Koçoglu et al., 2012). Thus, the study postulated that,

H1e: Systems Perspective exerts significant influence on Marketing Innovation Strategy

H1f: Systems Perspective exerts significant influence on Marketing Innovation Performance

2.3 Dynamic Business Environment as Moderator

According to literature, the environment within which business companies operate is highly dynamic, as it is characterized by uncertainties and unpredictability (Perez-Luno, Wiklund & Cabrera, 2011) as well as rapid changes that confront business enterprises (Jiao, Alon, Koo & Cui, 2013). Accordingly Garcia-Zamora, Gonzalez-Benito and Munoz-Gallego (2013) defined the concept from general dynamism and specific dynamism. While characteristics such as market and technological turbulence as well as competition was used to describe

general dynamism. In contrast, specific dynamism is characterized by hostility and competitive rivalry. Furthermore, Baron and Tang (2011) have interpreted dynamic business environment using technology as well as market dynamism. While, technology dynamism involves technological changes and adoption of advance technological equipment. In contrast, market dynamism involves competition as well as change in demand and customer preference.

Although, literature has shown that the effect of dynamic business environment on marketing innovation performance of SMEs has been established (Garcia-Zamora et al., 2013). However, literature is limited on the influence of the construct on the relationship between learning capability and marketing innovation. Also, even though, the effect of dynamic business environment as moderator has been tested between creativity and firm-level innovation (Baron & Tang, 2011), risk taking and innovative tendency (Perez-Luno et al., 2011), product and process innovation and new product success (Garcia-Zamora et al., 2013) and absorptive capacity and explorative and exploitative innovation (Kohlbacher, Weitlaner, Hollosi, Grunwald & Grahs, 2013). Yet, literature did not establish its influence on the relationship between managerial commitment, openness and experimentation and systems perspective and marketing innovation strategy as well as marketing innovation performance. Hence, the relationship between dynamic business environment and marketing innovation has been established as positive (Garcia-Zamora et al., 2013). Thus, the study postulated that,

H2: Dynamic Business Environment exerts significant influence on the association between Learning Capability and Marketing Innovation

H2a: Dynamic Business Environment exerts significant influence on the association between Managerial Commitment and Marketing Innovation Strategy

H2b: Dynamic Business Environment exerts significant influence on the association between Managerial Commitment and Marketing Innovation Performance

H2c: Dynamic Business Environment exerts significant influence on the association between Openness and Experimentation and Marketing Innovation Strategy

H2d: Dynamic Business Environment exerts significant influence on the association between Openness and Experimentation and Marketing Innovation Performance

H2e: Dynamic Business Environment exerts significant influence on the association between Systems Perspective and Marketing Innovation Strategy

H2f: Dynamic Business Environment exerts significant influence on the association between Systems Perspective and Marketing Innovation Performance

2.4 Research Framework

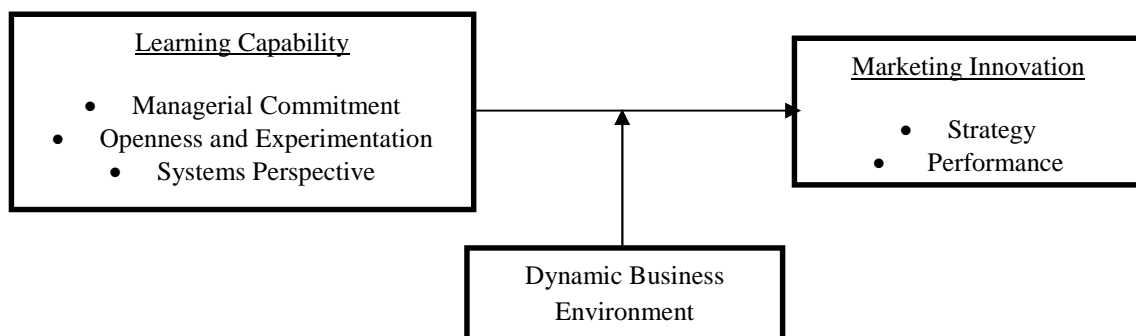


Fig. 1: Research Framework

3. METHODOLOGY

Hence, the objective is to examine relationship between the research variables. The study adopted quantitative technique, using cross sectional survey design. While, systematic random sampling technique was employed in the identification of respondents as well as distribution of questionnaires to 411 owners/managers of SMEs in Katsina State, Nigeria. All the instruments used in the study, were adopted from valid and reliable scholars, as follows:(a) items for learning capability (independent variable) were adopted from Ismail (2013),and items for marketing innovation (dependent variable) were adopted from Gunday et al. (2011) and Garcia, Sanzo and Trespalacios (2008). While, items for dynamic business environment (moderating variable) were adopted from Omri (2015).

The study utilized statistical package of the social sciences (SPSS) in analyzing a valid response of 225 owners/mangers.Basedon the reliability analysis in table 1, the research constructs and their dimensions have Cronbach’s alpha of 0.52 and above. Therefore, all the research instruments are suitable for further statistical analysis. However, based on the outcome of factor analysis, 3 items that measure learning capability construct were excluded from the regression analysis as suggested by Hair, Black, Babin, Anderson and Tatham (2010), because of cross loadings and poor factor loadings. Whereas, all items that measure marketing innovation and dynamic business environment have good loadings above 0.50.

Table 1: Research Instrument and their Reliability Coefficient

Item	Variables	Dimensions	Items	Cronbach`s Alpha	
				Dimensions	Variables
1	Marketing innovation	Marketing innovation strategy	5	0.63	0.81
		Marketing innovation performance	6	0.86	
2	Learning capability	Managerial commitment	5	0.52	0.82
		Openness and experimentation	5	0.70	
		Systems perspective	5	0.61	
3	Dynamic business environment	-	6		0.70

4. RESEARCH FINDINGS

4.1 Learning Capability and Marketing Innovation

According to the outcome of bivariate regression analysis, learning capability explained 2.4% variance of marketing innovation. Equally, the results showed that learning capability ($\beta = .156$, t-value 2.361, $p < 0.05$) is significantly related with marketing innovation. Thus, based on the result highlighted in table 2, H1 which postulated that learning capability exerts significant influence on marketing innovation is statistically supported.

Table 2: Results of Bivariate Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	Sig.	R ²	Decision
	B	Std. Error					
(Constant)	3.179	.207		15.355	.000		
LC	.134	.057	.156**	2.361	.019	.024	Supported

Note: Marketing innovation (dependent variable). LC = learning capability. ** $p < 0.05$

4.2 Learning Capabilities and Marketing Innovation Strategy

From the results of multiple regression analysis, managerial commitment, openness and experimentation and systems perspective explained 6.4% variance of marketing innovation strategy. Similarly, the findings showed that managerial commitment($\beta = .078$, t-value .921, $p>0.05$) and openness and experimentation($\beta = .065$, t-value .752, $p>0.05$) were not significantly related with marketing innovation strategy. While, systems perspective ($\beta = .171$, t-value 2.383, $p< 0.05$) is significantly related with marketing innovation strategy. Therefore, according to the result in table 3, H1a and H1c, which postulated that managerial commitment and openness and experimentation exert significant influence on marketing innovation strategy have no statistical support. Whereas, H1e, which postulated that systems perspective exerts significant influence on marketing innovation strategy is statistically support.

Table 3: Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	Sig.	R ²	Decision
	B	Std. Error					
(Constant)	2.708	.209		12.935	.000		
MC	.060	.065	.078	.921	.358	.064	Not Supported
OE	.040	.054	.065	.752	.453		Not Supported
SP	.115	.048	.171**	2.383	.018		Supported

Note: Marketing innovation strategy (dependent variable). MC = managerial commitment, OE = openness and experimentation, SP = systems perspective. ** $p< 0.05$

4.3 Learning Capabilities and Marketing Innovation Performance

Similarly, according the research findings, managerial commitment, openness and experimentation and systems perspective explained 0.9% variance of marketing innovation performance. Likewise, the research outcome has shown that managerial commitment ($\beta = .079$, t-value .908, $p>0.05$), openness and experimentation($\beta = -.048$, t-value -.543, $p>0.05$) as well as systems perspective ($\beta = .061$, t-value .828, $p>0.05$) have no significant relationship with marketing innovation performance. Thus, according to the findings in table 4, H1b and H1d and H1f, which postulated that managerial commitment, openness and experimentation and systems perspective exert significant influence on marketing innovation performance lack statistical support.

Table 4: Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	Sig.	R ²	Decision
	B	Std. Error					
(Constant)	3.447	.300		11.487	.000		
MC	.085	.094	.079	.908	.365	.009	Not Supported
OE	-.042	.077	-.048	-.543	.588		Not Supported
SP	.057	.069	.061	.828	.409		Not Supported

Note: Marketing innovation performance (dependent variable). MC = managerial commitment, OE = openness and experimentation, SP = systems perspective. ** $p< 0.05$

4.3.1 Influence of Dynamic Business Environment on Learning Capability and Marketing Innovation

Additionally, from the hierarchical regression, learning capability explained 2.4% variance of marketing innovation. While, the inclusions of dynamic business environment accounted for additional 1.8% variance of marketing innovation. Furthermore, the introduction of interaction term explained additional 4.2% variance in marketing innovation. Based on the results, dynamic business environment ($\beta = .207$, t-value 3.178, $p < 0.01$) exerts significant positive influence on learning capability and marketing innovation. Therefore, as highlighted in table 5, H2, which postulates that dynamic business environment exerts significant influence on the association between learning capability and marketing innovation is supported.

Table 5: Result of Hierarchical Regression Analysis

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

Note: Marketing innovation (dependent variable). LC = learning capability (independent variable), DE = dynamic environment (moderator). *** $p < 0.01$

4.3.2 Influence of Dynamic Business Environment on Managerial Commitment and Marketing Innovation Strategy and Performance

According to the hierarchical regression, dynamic business environment ($\beta = .138$, t-value 2.160, $p < 0.05$) exerts significant positive influence on managerial commitment and marketing innovation strategy. Equally, dynamic business environment ($\beta = .139$, t-value 2.038, $p < 0.05$) exerts significant positive influence on managerial commitment and marketing innovation performance. Thus, as highlighted in appendix 1a and b, H2a and H2b, which postulates that dynamic business environment exerts significant influence on the association between managerial commitment and marketing innovation strategies as well as marketing innovation performance were statistically supported.

4.3.3 Influence of Dynamic Business Environment on Openness and Experimentation and Marketing Innovation Strategy and Performance

Also, from the hierarchical regression results, dynamic business environment ($\beta = .133$, t-value 2.071, $p < 0.05$) exerts significant influence on openness and experimentation and marketing innovation strategy. Likewise, from the results, dynamic business environment ($\beta = .141$, t-value 2.060, $p < 0.05$) exerts significant influence on openness and experimentation and marketing innovation performance. Therefore, as highlighted in appendix 2a and b, H2c and H2d, which postulates that dynamic business environment exerts significant influence on the

association between openness and experimentation and marketing innovation strategy as well as marketing innovation performance was supported.

4.3.4 Influence of Dynamic Business Environment on Systems Perspective and Marketing Innovation Strategy and Performance

According to the hierarchical regression results, dynamic business environment ($\beta = .160$, t -value 2.490, $p < 0.05$) exerts significant influence on systems perspective and marketing innovation strategy. Also, the results indicated that dynamic business environment ($\beta = .171$, t -value 2.501, $p < 0.05$) exerts significant influence on systems perspective and marketing innovation performance. Therefore, as shown in appendix 3a and b, H2e and H2f, which postulates that dynamic business environment exerts significant influence on the association between systems perspective and marketing innovation strategy as well as marketing innovation performance was supported.

5. DISCUSSION

The study is designed to fill paucity in the literature, by developing and testing a model on the influence of: (a) Learning capability and marketing innovation of SMEs; (b) Learning capability dimensions, which are managerial commitment, openness and experimentation and systems performance on marketing innovation dimensions, namely; marketing innovation strategy and marketing innovation performance; and (c) Dynamic business environment on the associations between learning capability and marketing innovation both at constructs and dimensional levels. Based on the research model, 2 hypotheses were postulated and analyzed using SPSS. While, H1 is on the direct influence of learning capability and its dimensions on marketing innovation and its dimensions. On the contrary, H2 is on the moderating influence of dynamic business environment on the relationships.

As expected, from the statistical output, H1 which postulated that learning capability exerts significant influence on marketing innovation is supported. Likewise, H1e which postulated that systems perspective exerts significant influence on marketing innovation strategy is supported. Surprisingly, H1a and H1c which postulated that managerial commitment and openness and experimentation exert significant influence on marketing innovation strategy were not supported. Equally, H1b, H1d and H1f which postulated that managerial commitment, openness and experimentation and systems perspective exert significant influence on marketing innovation performance were not supported.

Interestingly, from the statistical output, H2 which postulated that dynamic business environment exerts significant influence on the association between learning capability and marketing innovation is supported. Accordingly, H2a, H2c and H2e which postulated that dynamic business environment exert significant influence on the association between managerial commitment, openness and experimentation and systems perspective and marketing innovation strategy were statistically supported. Also, H2b, H2d and H2f which postulated that managerial commitment, openness and experimentation and systems perspective exert significant influence on marketing innovation performance were supported statistically.

6. CONCLUSION

Even though, the research outcome concurred with that of Camison and Villar-Lopez(2011), who found positive association between learning capability and marketing innovation of SMEs. Nevertheless, the research outcome is quite distinct, as the relationship between the dependent and independent variables was examined both at the construct and dimensional levels. Once more, the research findings contributed to literature on the influence of dynamic business environment on the association between learning capability and marketing innovation of SMEs. Lastly, the study contributed to the literature on the influence on dynamic business environment on the association between managerial commitment, openness and experimentation and systems perspective and marketing innovation strategy as well as marketing innovation performance.

Besides, the study like any other previous one, has a number of limitations. First, it is cross sectional survey design. Second, the data was collected from single respondents. Third, the study was conducted in the context of Nigeria. Therefore, future study may collect data from multiple respondents, and explore the relationship qualitatively or quantitatively using case study or longitudinal research. Likewise, the relationship between the variables can be examined in different countries within or outside the African context.

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APPENDICES

Appendix1A

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R² Change	Decision
(Constant)	2.987		16.179	.000		
MC	.139	.180***	2.735	.007	.032	
(Constant)	2.557		12.900	.000		
MC	.020	.026	.373	.709		
DBE	.249	.336***	4.756	.000	.089	
(Constant)	2.578		13.099	.000		
MC	.033	.042	.600	.549		
DBE	.224	.303	4.217	.000		
Interaction	.043	.138**	2.160	.032	.018	Supported

Appendix 1B

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R² Change	Decision
(Constant)	3.537		13.563	.000		
MC	.076	.071	1.062	.289	.005	
(Constant)	3.471		11.817	.000		
MC	.058	.054	.716	.475		
DBE	.039	.037	.496	.620	.001	
(Constant)	3.501		11.989	.000		
MC	.075	.070	.930	.353		
DBE	.004	.004	.048	.961		
Interaction	.060	.139**	2.038	.043	.018	Supported

Appendix2A

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R² Change	Decision
(Constant)	3.081		20.560	.000		
OE	.113	.181***	2.750	.006	.033	
(Constant)	2.610		14.966	.000		
OE	-.008	-.013	-.167	.867		
DBE	.263	.355***	4.734	.000	.089	
(Constant)	2.558		14.626	.000		
OE	.015	.024	.313	.755		
DBE	.249	.336	4.483	.000		
Interaction	.033	.133**	2.071	.040	.017	Supported

Appendix 2B

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R² Change	Decision
(Constant)	3.731		17.583	.000		
OE	.022	.026	.386	.700	.001	
(Constant)	3.605		13.938	.000		
OE	-.010	-.011	-.142	.887		
DBE	.070	.068	.853	.395	.003	
(Constant)	3.529		13.601	.000		
OE	.024	.027	.335	.738		
DBE	.050	.048	.603	.547		
Interaction	.049	.141**	2.060	.041	.019	Supported

Appendix3A

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R ² Change	Decision
(Constant)	2.939		18.185	.000		
SP	.152	.224***	3.438	.001	.050	
(Constant)	2.548		14.136	.000		
SP	.033	.048	.642	.521		
DBE	.239	.322***	4.289	.000	.073	
(Constant)	2.624		14.516	.000		
SP	.036	.053	.714	.476		
DBE	.206	.278	3.643	.000		
Interaction	.045	.160**	2.490	.013	.024	Supported

Appendix 3B

	Unstandardized Beta	Standardized Beta	t-value	Sig.	R ² Change	Decision
(Constant)	3.571		15.499	.000		
SP	.066	.071	1.057	.292	.005	
(Constant)	3.515		13.145	.000		
SP	.049	.052	.656	.513		
DBE	.034	.033	.416	.678	.001	
(Constant)	3.628		13.531	.000		
SP	.054	.058	.728	.467		
DBE	-.014	-.014	-.171	.865		
Interaction	.067	.171**	2.501	.013	.027	Supported