

Authentic leadership, ambidextrous engagement and competitiveness: How organisation unlearning mediates competitiveness-firm growth linkage

Jim-Saiki OjoLawal¹ & Onamusi Abiodun Babatunde²

^{1,2}Department of Management & Accounting Lead City University Ibadan

Date of Submission: 10-12-2023

Date of Acceptance: 20-12-2023

ABSTRACT

This study assessed the relative effect of authentic leadership and ambidextrous engagement on small business competitiveness; and how unlearning activities mediate the linkage between competitiveness and business growth of small business in Ibadan Oyo State, Nigeria. A survey of 519 SMEs across multiple across manufacturing, food, retail, poultry, aquaculture and in hospitality business were considered in Ibadan. The PLS-SEM analysis employed suggest that authentic leadership and ambidextrous engagement had positive and significant relative effect on SMEs competitiveness. Further analysis posit that unlearning activities acted as a significant mediator; providing explanation as to how SMEs competitiveness affect their growth in Ibadan Oyo State, Nigeria. This study concluded that deploying the authentic leadership and fostering ambidextrous engagement are critical to the attainment of competitiveness and via continuous unlearning activities, firm growth is assured. The study recommended that SMEs in Ibadan should invest in processes that aids unlearning activities, and bring to bear a work environment that allow the authentic leadership and ambidextrous engagement to flourish given their ripple effect on competitiveness.

KEYWORDS: Ambidextrous engagement, Authentic leadership, Behavioural perspective, Business growth, Competitiveness, Contingency theory, Unlearning activities, Small Business

I. INTRODUCTION

The global economic outlook presents a dynamic business environment characterized by uncertainties, complexities and intense competition. The attendant consequences of the coronavirus pandemic have left many SMEs to shut

down operations (Bularafa & Adamu, 2021; Ighomereho, Afolabi, Agada, & Afolabi, 2022). Those operating in emerging economies like Nigeria are finding it extremely challenging to compete (Bularafa & Adamu, 2021; Oyeku & Oduyoye, 2020) with brands from cheap imports countries and those from cost advantage locations. The Russia-Ukraine war has thrown in different dynamics creating more turbulence and complexities especially with SMEs supply-chain. Moreover, the insecurity concerns in Nigeria and the removal of petrol subsidy have further reinforced the turbulence experienced by SMEs which potentially hurt their growth and prosperity (Adegoriola & James, 2021; Oyedokun et al, 2023). It is important to stress that firms with dynamic competitive capabilities are more likely to survive and achieve growth than those who do not possess such capabilities (Ma, 2000; Onamusi, 2021). While this narrative may be true, what is yet unknown is the borderline condition that explain the path from competitiveness to firm growth.

Scholars have attributed several factors as critical to developing competitiveness. For instance, within banking, oil & gas, Textile, law firm, auto-mobile, Tourism, and agriculture export firm, manufacturing context (Akhuand & Abbas, 2021; Dvoulitý & Blažková, 2020; Lau, To, Zhang, & Chen, 2009; Onamusi, Adenekan, Ojo & Owolabi, 2021; Sipa, Gorzeń-Mitka, & Skibiński, 2015; Bibi, Khan, Qian, Garavelli, Natalicchio, & Capolupo, 2020; Tambade, Singh, & Modgil, 2019; Srivastava, Shah, & Talha, 2006). However, the relevance of an authentic leader and ambidextrous (employee-customer) engagement is yet to be explored as critical to developing competitiveness. The paucity of empirical studies on authentic leadership and ambidextrous engagement as they relate to competitiveness meant not much is known

about how these factors can enhance firm competitiveness.

The argument proposed by this study is that an authentic leader possess some unique attributes; one that can energize the entire organisation unto greatness. Specifically, the authentic leader performs more than transforming organisation processes, strategy, and structure. Having genuine concerns for employee wellbeing and ensuring open system of communication for all employees becomes a hallmark of an authentic leader (Evans, 2000; Gardner, Karam, Alvesson, & Einola, 2021; Purwanto, Asbari, Hartuti, Setiana, & Fahmi, 2021; Zhang, Guo, Zhang, Xu, Liu, & Newman, 2022). In addition, the ability of SMEs to collaborate with internal and external stakeholders by way of employee-customer engagement becomes a potential success factor. According to scholars, such internal-external collaboration act as a medium to acquiring critical market knowledge which enhance how the SMEs are able to align with erratic customer demand and market dynamics to achieve desire growth (Nilakant et al., 2014; Onamusi, 2020). Nilakant et al. (2014) submission although discussed as critical to adaptive resilience yet finds it relevance in ambidextrous literature as critical success factor during turbulent times.

The magnitude of the socio-economic disturbance induced by the pandemic left many business models, strategies and mode of operations obsolete hence charting a course for the new normal (Umukoro et al., 2023). For SMEs to remain viable and competitive, it is crucial that they rethink and renew their established mode of operation. This argument is buttressed by Nilakant et al. (2014). The scholars averred that it is counterproductive to stick to an existing strategy or goal when environmental changes make them obsolete and unrealistic. Moreover, organisational behaviour scholars posited that the process of renewing management strategies warrants a conscious effort to forget or unlearn established processes that may create hinderances (Morais-Storz & Nguyen, 2017). Unlearning activities becomes a learning process through which organisation creates opportunity to acquire new knowledge based on the necessities of the environment within which they operate (Huang, Chen, Zhang, & Ye, 2018; Lyua, Yanga, Zhangb, Teoc, & Guo, 2020). This study aligns with the organisation learning perspective to posit that unlearning activities of the SMEs holds the boundary condition which can explains how SMEs competitiveness can result in sustainable growth.

Empirical studies regarding organisational learning have been done in different research

context and have positioned the relevance of un/learning to the success of an organisation in challenging environment (Cegarra-Navarro & Dewhurst, 2006; Dasgupta, 2021; Giustiniano & Lombardi, 2021; Klammer, 2021; Onamusi, Umukoro, Ibrinke, & Babatope, 2022; Ruíz, Gutiérrez, Martínez-Caro, & Cegarra-Navarro, 2017; Sharma & Lenka, 2022); likewise positioned unlearning as critical success factor of adaptive resilience (Mohammad, & AbouElez, 2022; Nilakant et al., 2014). Despite the awaking of management scholars to un/learning activities, yet how unlearning activities mediate the firm competitiveness-growth linkage within the SMEs context in Ibadan Oyo State, Nigeria remained unexplored. Therefore, it becomes important to conduct an empirical study to address these gaps in management literature. Consequent on this discussion, this study answered the following research questions; what factors are critical for SMEs developing competitiveness in turbulent environment, and what boundary condition explain the path from SMEs competitiveness to growth in southwest Nigeria?

II. LITERATURE REVIEW

2.1 Theoretical background and hypothesis development

This study draws on the relevance of the leadership contingency theory, ambidextrous perspective, and the behavioural perspective to offer theoretical explanation to substantiate factors that contribute to competitiveness, and the borderline condition through which firm competitiveness predict SMEs growth. One of the arguments of the contingency theory is that beyond the organisational strategies certain contingencies holds potential effect on organisational performance. One of such contingencies is leadership. Adopting a contemporary approach to leadership, the authentic leader's mental, behavioural and emotional capability can boost employee morale, creativity and the overall competitiveness of a firm (Azanza et al., 2015). This is due to the fact that a healthy work atmosphere is fostered by the authentic leader's transformational orientation and genuine care for employee wellness with an open communication mindset. (Azanza et al., 2015; Mira & Odeh, 2019) that result in achieving higher level of firm competitiveness.

In addition, the ambidextrous perspective which found relevance in the relationship management perspectives suggest that organisation with dual capability to engage their employee as well as engage their customer stand a

better change of been competitive in changing market environment than those who cannot and thereby reap the growth opportunity in turbulent market (Onamusi, Asihkia, & Makinde, 2019). As an offshoot of relationship management perspective, engagement in management literature have dual usage; first when dealing with customers (Calder, Hollebeek, & Malthouse, 2017; Onamusi, 2020; Pansari & Kumar, 2017) and second when dealing with employees (Maundu & Simiyu, 2021; Rao, Narayana, & Niranjana, 2020). 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 (inside-out) (Winasisa, Djumarnob, Riyantoc, & Ariyanto, 2021) and by obtaining critical external knowledge from the customers (outside-in) so that organisation can respond appropriately to changing market demands (Onamusi, 2020) and be competitive. Moreover, the two approaches are considered critical success attributes of adaptive resilience as posited by Nilakant et al. (2014) during post-disruptions era (adaptive resilience are source of firm competitiveness). On this premise this study hypothesizes that having an authentic leader with the capacity to achieve collaborative engagement should significantly enhance SMEs competitiveness in turbulent environment.

The behavioral perspective provides the theoretical explanation for unlearning and its relevance in explaining the link between firm competitiveness and growth. The behavioral perspective suggests that unlearning involves the loss of obsolete standard organizational procedures (Ruíz et al., 2017; Sharma & Lenka, 2022). It becomes a strategic tool for abandoning existing outdated and less productive knowledge, skills, strategies, and organizational structure (Easterby-Smith & Lyles 2011; Cegarra-Navarro & Dewhurst, 2006; Dasgupta, 2021) in order to create the opportunity for the deployment of new ones (Leal Rodríguez et al. 2015; Giustiniano & Lombardi, 2021). When this process continues over time, such organisation is able to continuously innovate its business model, processes and its market offering which keeps them competitive; and with the potential of yielding business growth. Although this narrative derives from the behavioural perspective, however the explanation of how unlearning eventually mediates the interaction between competitiveness and SME growth has its footing in the mediation perspective as posited by Venkatraman (1989) in a work done about 'the concept of fit in strategy research'.

According to Venkatraman (1989) the mediation perspective had offered explanation for the existence of an intervening mechanism with significant indirect effect between the predictor and outcome variable. Specifically, when the introduction of a third variable (unlearning) accounts for a significant proportion of the relation between the predictor (firm competitiveness) and criterion variable (SME growth) then a mediation effect can be established. Based on this discussion, this study hypothesizes that continuous unlearning activities during unstable environment acts as a significant mediator, explaining the functional association between firm competitiveness and growth of SMEs in Ibadan.

2.2 Authentic leadership, ambidextrous engagement, and firm competitiveness

As a result of the trust and pleasant work environment that is fostered by an authentic leader, employees are able to perform at a better level (Azanza et al., 2015); and that the authentic leader has been found to influence high-performance working system (Mira & Odeh, 2019). Azanza et al. 2015 and Mira and Odeh's 2019 description of the relevance the authentic leader found support in Malik's (2020) narration. According to Malik, the authentic leader is associated with positive and genuine self-awareness with transparent, consistent, and behavioural integrity needed to encourage and enhance positive outcomes in employees and the organisation as a whole (Malik, 2018). From the empirical study done by Malik (2018) which focused on the health practitioners (nurses) in India, found that authentic leadership is positively linked to contextual performance of nurses. Often considered as a crisis-management leader, Avolio and Mhatre (2012) averred that in times of uncertainties and environmental complexities, the authentic leader has the potentials to promote employee creativity, inspire confidence and drive employee and organisational performance.

A study conducted by Mira and Odeh (2019) in the Islamic Port of Jeddah in the Kingdom of Saudi Arabia found a positive correlation between training programs, authentic leadership, and worker output. In addition, the study's results highlight the importance of an authentic leader in ensuring that training and performance are successful for both employees and the company as a whole. According to research by Ribeiro, Duarte, and Filipe (2018), authentic leadership improves corporate citizenship, staff innovation, and individual performance. The

outcomes are critical to the competitiveness of firms. Tak, Seo, and Roh, (2019) submission offered support for Ribeiro et al. (2018) by providing a path through which the authentic leader can enhance project performance of South Korean establishments. Moreover, that the authentic leader is a prerequisite for improving firm competitiveness.

On which leadership orientation offer higher adaptive performance, Kaya and Karatepe (2020) posits that servant leadership offered stronger impact on adaptive performance compared to the authentic leadership. Despite this result, Kaya and Karatepe still found relevance for authentic leadership in promoting organisational performance. In a related study in the health industry in Busan South Korea, Kim and Han (2019) through their study reveal that the Head nurses' authentic leadership and nurses' performance were strong correlates. Similar to Kim and Han (2019), empirical evidence linking authentic leadership to the kind of proactive employee actions that boost productivity and help a company stay competitive is provided by Liu, Fuller, Hester, Bennett, and Dickerson (2018) as well. Likewise, there is a level of commitment that employee must exhibit to enhance competitiveness. That level of commitment according to Nasab and Afshari (2019) is achieved through an employee validation that the leader is an authentic one,

Authentic leader's orientation has been found to boost work place happiness and employee affective commitment in Cape Verde (Semedo, Coelho, & Ribeiro, 2019). The implication of the study avers that positive work atmosphere and affective commitment potentially influence the efficiency and enhance the firm competitive potentials. Focussing on academic environment in Indonesia, Purwanto, Wijayanti, Hyun, and Asbari (2019) pointed out that the authentic leadership behaviour exhibited by the university lecturers were critical for the academic performance observed by their students. Wang, Kan, Qin, Zhao, Sun, Mao, ... and Hu (2021) align with earlier scholars (Hu et al., 2018; Kim & Han, 2018; Semedo et al., 2019) to offer explanation as to how authentic leader can drive firm competitive nature through having positive psychological influence on employee. Overall, these submissions have provided different research contexts yet one underlining consistent fact is that an authentic leader is essential for firms that intend to stay competitive.

Adopting the inside-out and outside-in perspective regarding engagement is strategic for firm's adaptive resilience (Nilakant, et al., 2014)

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 (Onamusi, 2021; Winasisa, et al., 2021). Katili, Wibowo, and Akbar (2021) found relevance for engagement. The scholars posited that engagement have significant influence on firm profitability through leadership styles and work-life balance. Further study demonstrates that employee involvement has a favorable and significant effect on company performance at Telkom University, which is in line with the findings of Rohman, Indiyati, and Ghina (2021) and Katiliet al. (2021). In a similar study, Nasidi, Waziri, Sunday, and Halim, (2020) differ in terms of organisational factors that enhance engagement however they share similar outcome in terms of the relevance of engagement to organisational performance. Specifically, Nasidi et al. (2020) 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.

2.3 The Mediating effect of unlearning

Crafted from the organisational behavioural theory, organisation unlearning become a critical aspect of organisation learning process (Guta, 2013) during rapidly changing times, and necessitated by the need for the firms to adapt to uncertainties and remain competitive (Onamusi et al., 2022). Ikoru (2020) pointed out that learning and sustaining competitive advantage are positive correlates. Moreover, Gurol, Karaboğa, and Balak (2017) and Makabila, et al. (2017) view organisational learning as an effective tool for securing and sustaining superior firm performance. Likewise, Onamusi et al. (2022) submitted that the link between explorative innovation behaviour and firm survival was significantly mediated/explained through unlearning activities.

For Gurol, Karaboğa, and Balak, (2017), gaining and sustaining competitive advantage is contingent on organisational knowledge and learning; however, when uncertainties set in as a result of environmental turbulence that demands strategy, operational and procedural changes from what the organisation consider status-quo, then unlearning as a learning process kicks in to help organisation stay alive and prosperous. A practical example of this narrative was how the private higher educational institutions in Nigeria in 2020 during COVID-19 lockdown went from physical

class-based teaching, physical class-based exam, physical payment of tuitions and course registration quickly unlearn and relearn virtual approach to teaching, conducting of examination including conducting virtual thesis oral examination, payment of tuition and course registration. The private universities understood the need for continued existence hence as a learning process, unlearn and achieved significant growth in terms of student graduation, academic payment and in enrolment compared to the public institution that mostly cancelled the 2020 academic session given their rigid structure that favour maintaining status-quo even during changing times.

Scholars such as Wang, Han, Fisher and Pan in 2017 and Wang, Lu, Zhao, Gong, and Li in 2013 had offered explanation for the outcome of learning as seen by the private institution in Nigeria. According to the scholars, when organisation investment resources and commit to learning, not only do they achieve their objectives more readily, they also develop the potential to survive and growth during challenging environment. More specifically, Wang et al. (2013) focused on small and mid-sized business in China posits that organisational unlearning is critical factor that significantly influence incremental and exploratory innovation performance. Empirical studies on the relevance of unlearning to management have been documented in different field of study, including; management coaching behavior (Park & Oh 2020), strategic flexibility (Wang, Qi, & Zhao 2018), organization learning (Orth & Schuldis 2020), and in new product development (Klammer & Gueldenberg 2019). Considering the exigencies of the need to survive the COVID-19 pandemic, the concept of unlearning has received significant attention from scholars as part of the strategic response to adapt to its disruptive tendencies and sustain business growth (Orth & Schuldis 2020).

Delshaba, Pyun, Kerwin, and Cegarra-Navarro (2021) study show that unlearning context positively impacts knowledge management in community sport clubs which, in turn, improve club's organizational performance. In a similar study, Leal-Rodríguez, Eldridge, Roldán, Leal-Millán, and Ortega-Gutiérrez, (2015) results affirm that organizational unlearning influence on organisational performance. In addition, Lyua et al. (2020) strengthen the submission of Wang et al. (2013). Lyua et al. (2020) found that under environmental uncertainties organizational unlearning influence exploratory innovation performance. Findings from the research of Ruiz, Gutiérrez, Martnez-Caroa, and Cegarra-Navarro

(2017) highlight the importance of unlearning by arguing that managers must cultivate an unlearning context process in order to build human capital. While the findings of Yang, Chou, and Chiu (2014) demonstrate that unlearning is a smart strategy, the results also show that its value relies on whatever dimension a firm adopts. Changes in routines and attitudes can have a favorable impact on radical innovation, which in turn can boost a company's growth.

Goh, Elliott, Quon (2012) in a meta-analysis stressed the relevance of organisational learning to organisational performance. Moreover, the learning has stronger influence on non-financial performance that financial measure. The implication of Goh et al (2012) submission is that through learning organisation can grow its potentials to deliver value. Battor and Battour (2013) corroborated Goh's et al (2012) submission to suggest that organisational learning plays a direct and indirect on firm performance. In a related study Siddique (2018) pointed out that organisational outcomes such as employee professional development, innovation, cost maximization and firm growth are attributable to when an organisation continue to learn and unlearning it business activities. Hence learning becomes a critical success factor for organisation to cope with changing times.

Within the context of Iranian automobile manufacturers, Abdi, Mardani, Senin, Tupenaite, Naimaviciene, Kanapeckiene, & Kutut, (2018), found that the relevance of learning goes beyond been a first order factor that aid innovation performance. Abdi et al. (2018) offered further explanation that learning serves as a boundary condition through which firm culture, knowledge management interact to influence innovation performance. Al-Juboori, Singh, Mansor, Kakar, Zulfiqar, & Pitchy (2021) equally confirm the significant influence learning has on innovation performance and its attendant consequences on the performance of small and mid-sized manufacturers in Malaysia. Similar to Abdi et al (2018) in terms of the role played by organisation learning but different in context, Jyoti, Chahal, and Rani (2017) posits that within the telecommunication industry in North India, learning becomes a critical factor through which a high-performance human resource practice influence innovation likewise learning explaining significant variation in innovation performance. Jyoti et al. (2017) submission strengthen the narrative that learning allows the development of KSA of employee that enhance innovation and its ripple effect (Jimenez-Jimenez & SanzValle, 2011). Jain and Moreno (2015)

submission offer more support for organizational learning-performance linkage. According to the scholar, within heavy engineering industry in India found that organizational learning had a positive impact on different dimensions of organizational

performance. Gurol, Karaboğa, and Balak, (2017) focused on mid-sized firms in Istanbul, and offer similar learning outcome; organizational learning has a positive and significant effect on financial and non-financial performance.

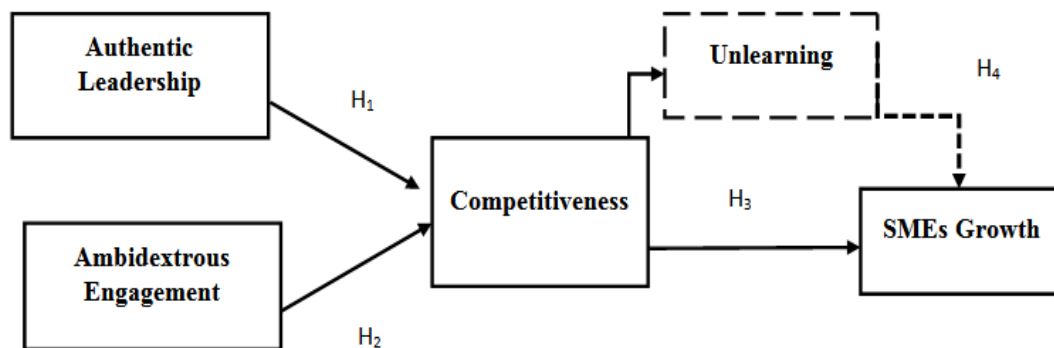


Figure 1. Conceptual Model: Authentic leadership, Ambidextrous engagement, Competitiveness, Unlearning, SMEs growth Source: Researcher's Model (2023)

Figure 1 presents the conceptual model which shows the relative effect of authentic leadership and ambidextrous engagement on firm competitiveness, the effect of competitiveness on SMEs growth, and the mediating effect of unlearning activities on the association between competitiveness and SMEs growth.

III. METHOD

1.1 Research context

Survey design offered this study the opportunity to collect primary data from SME owner and managers and to use same to establish the interaction effects of authentic leadership, ambidextrous engagement, competitiveness, unlearning and SMEs growth.

This study identified 7,987 SMEs made up of 7,468 small and 519 medium enterprises in Oyo State, Nigeria in economic sub-sector such as manufacturing, food services, agriculture, retail business, poultry, aquaculture and in hospitality business. A scientifically appropriate sample size given the population of SMEs in Oyo State is 367 which was obtained from Krejcie and Morgan sample-size determination table. Unlike the multinational organisations with strict protocols, SMEs by its nature allow unrestricted access to their business premises and this singular attribute made it easy for data gathering for this study. Three hundred and eighteen SME owner-manager participated in this study after five (5) weeks of data gathering. 318 represent 82 percent response rate was obtained.

This study's data was gathered through the use of an adapted and validate questionnaire. The adapted questionnaire had forty-two (42) items. Authentic leadership had twelve (12) items adapted from (Mira & Odeh, 2019; Ribeiro et al., 2017), ambidextrous engagement had nine (9) items adapted from (Pansari & Kumar, 2017; Rao et al., 2020; Winasisa et al., 2021), unlearning had eight (8) items adapted from (Delshaba et al., 2021); Cegarra-Navarro et al., 2011), competitiveness had seven (7) items adapted from (Onamusi, 2020; Vlachvei & Notta, 2017) and SME growth had six (6) items adapted from (Romaniuk, Dawes, & Nenycz-Thiel, 2018). The Likert scale was used in this study, with responses ranging from "strongly disagree" to "strongly agree" to align with existing literature (Adeyemo, Adie, & Onamusi, 2022).

3.2 Measurement of variables

This study operationalizes the variables under study, by adapting established measures from the existing literature. This involves applying mainly multi-item measures to increase the probability of valid results as well as their predictive validity (Bendig, 2018). Hence, the following variables are identified. Authentic leadership, ambidextrous engagement, unlearning, competitiveness, and business growth. The authentic leadership suggest a leader that performs more than transforming organisation processes, strategy, and structure. This leader has genuine concerns for employee wellbeing and ensuring open system of communication for all employees. Authentic leader is measured using items found in extant literature (Mira & Odeh, 2019; Ribeiro et al., 2018). This

study adopts the Likert-type scale as a measurement scale.

In addition, engagement is contextualized from an ambidextrous perspective which suggest a firm's capacity to engage employees and customers such that significant progress can be achieve during environmental turbulence. It was measured using six-point Likert-type scale with emphasis on items of customer engagement and employee engagement found in literature (Winasisa et al., 2021, Rao et al., 2020; Pansari& Kumar, 2017; Onamusi 2020).organisation unlearning reflects a firm ability to consciously forget obsolete processes and renewing knowledge to be able to survive and thrive during turbulent times (Nilakant, et al., 2014). This study followed measure established in existing literature and adopt the Likert-type scale as a measurement scale. Firm growth was measured using six-point Likert scale, consistent with (Shou, Zhao, & Chen, 2020; Romaniuk et al., 2018). Firm competitiveness was measure using six-point Likert scale consistent with empirical studies (Onamusi, 2020; Vlachvei&Notta, 2017).

3.3 Data analysis and model specification

Models one and two were analyzed using the Structural Equation Modelling via the SmartPLS version 4.0. The study followed the command of the PLS-algorithm, which is suitable for predicting effect-relationship, performed the bootstrapping to assess the level of significance of the prediction, and conducted the blindfolding to establish the predictive relevance of the structural model specified. PLS-SEM via SmartPLS was chosen over performing multiple regression in SPSS because it is a more advanced multivariate analytical technique that accomplishes all of these tasks with a single command and offers a visual depiction of the interactions (Adeyemo et al., 2022; Hair et al., 2018). The SmartPLS statistical platform also provides more stringent and robust analysis than what can be achieved using SPSS (Asikhia et al., 2022; Oyedokun et al, 2023).

Model 1 predict the effect of authentic leadership and ambidextrous engagement on firm competitiveness

$$Y = f(X)$$

Y = Outcome variable: Firm Competitiveness (FC)

X = Predictor variables: Authentic leadership (AC) and Ambidextrous Engagement(AE)

Z = Mediating variable: Unlearning (UL)

$$FC = \beta_0 + \beta_1 AC_i + \beta_2 AE_i + \mu_i \dots \dots \dots 1$$

Model 2 predicts the mediating effect of unlearning on the interaction between firm competitiveness and SMEs Growth

$$Y = f(X)$$

Y = Outcome variable: SMEs Growth (FG)

X = Predictor variables: Firm competitiveness (FC)

Z = Mediating variable: Unlearning (UL)

Based on the PLS-SEM threshold for calculating mediating effect, three path were identified below.

First path: Firm competitiveness → SMEs growth

$$BG = \beta_0 + \beta_1 FC_i + \mu_i \dots \dots \dots \text{Step 1}$$

Second path: Firm competitiveness → Unlearning

$$FC = \beta_0 + \beta_1 UL_i + \mu_i \dots \dots \dots \text{Step 2}$$

Third path: Unlearning → SMEs growth

$$UL = \beta_0 + \beta_1 BG_i + \mu_i \dots \dots \dots \text{Step 3}$$

IV. RESULT

4.1 Validity and reliability test

Although the adapted items in this study's questionnaire were from studies that confirmed that the items were valid and reliable. Nevertheless, the researcher ran a confirmatory analysis to ensure that within the context of this study, the questionnaire item pass the validity and the reliability test. Table 1 and 2 present the evidence needed to conclude that the instrument is indeed was valid and reliable for this study.

Table 1: Validity and Reliability test for measurement items.

Latent Variables	CA	CR	AVE
Authentic leadership	0.867	0.900	0.600
Ambidextrous engagement	0.847	0.886	0.567
Competitiveness	0.912	0.932	0.696
Firm growth	0.871	0.912	0.721
Unlearning	0.805	0.863	0.560

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

Table 2: Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)

Latent Variables	AL	BE	CM	FG	UL
Authentic leadership					
Ambidextrous engagement	0.538				
Competitiveness	0.740	0.782			
Firm growth	0.531	0.745	0.937		
Unlearning	0.344	0.801	0.622	0.741	

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

4.2 Hypotheses testing

The partial least square-structural equation model via the SmartPLS version 4.0 was employed to analyzed the hypotheses modeled (see fig. 1) and this involves the use of PLS-command algorithms for effect-relationship prediction, bootstrapping for significance testing, and blinding for evaluating the

structural model's predictive utility. The results of this multivariate analysis are presented in a table and three models (Figures 2, 3, and 4). (see Table 3). The measurement model is depicted in Figure 2, the structural model in Figure 3, and the validation of the structural model's predictive usefulness, Q4, is shown in Figure 3.

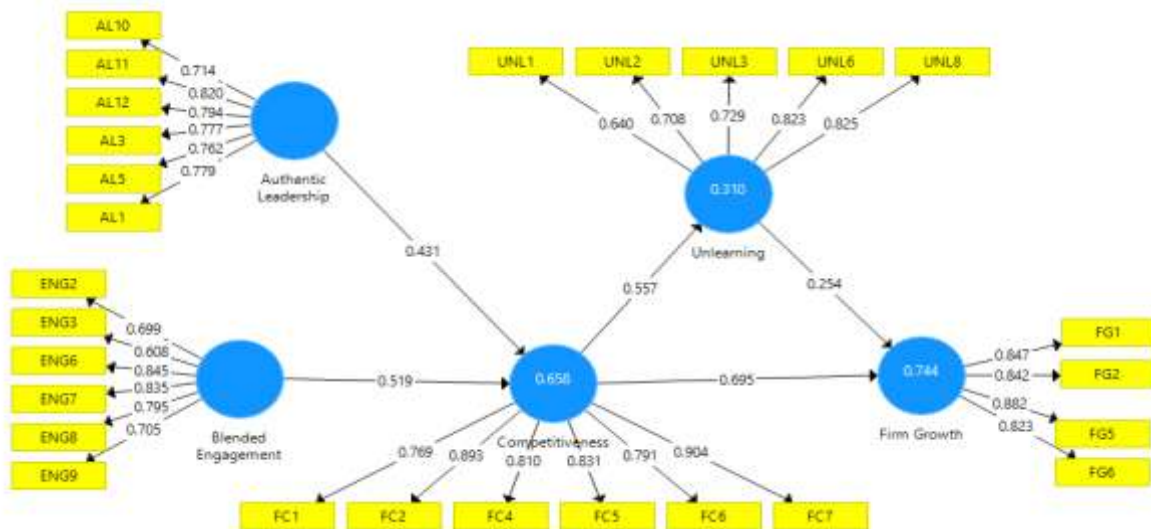


Fig.2 Measurement model

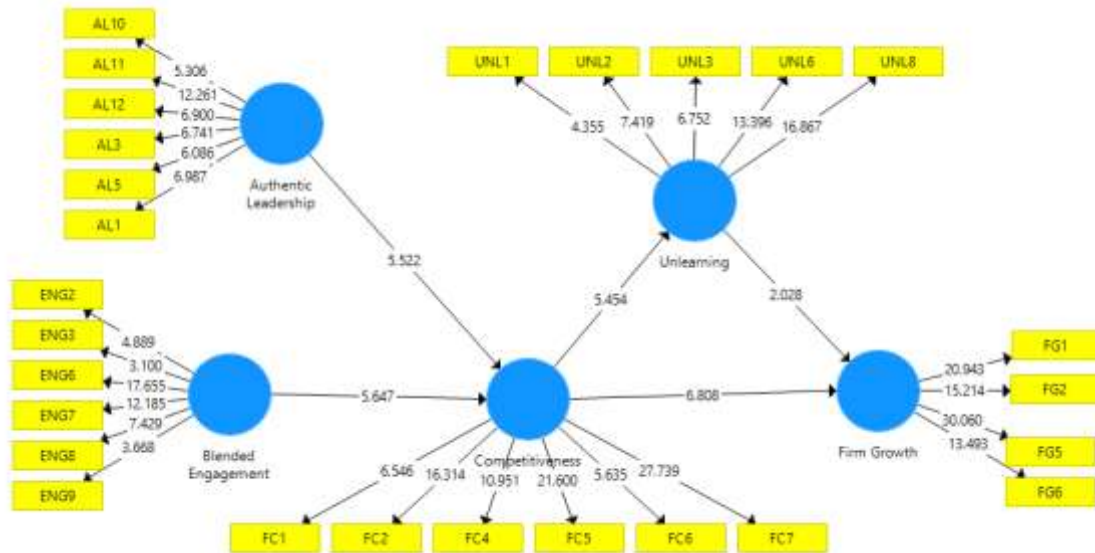


Fig.3 Structural Model

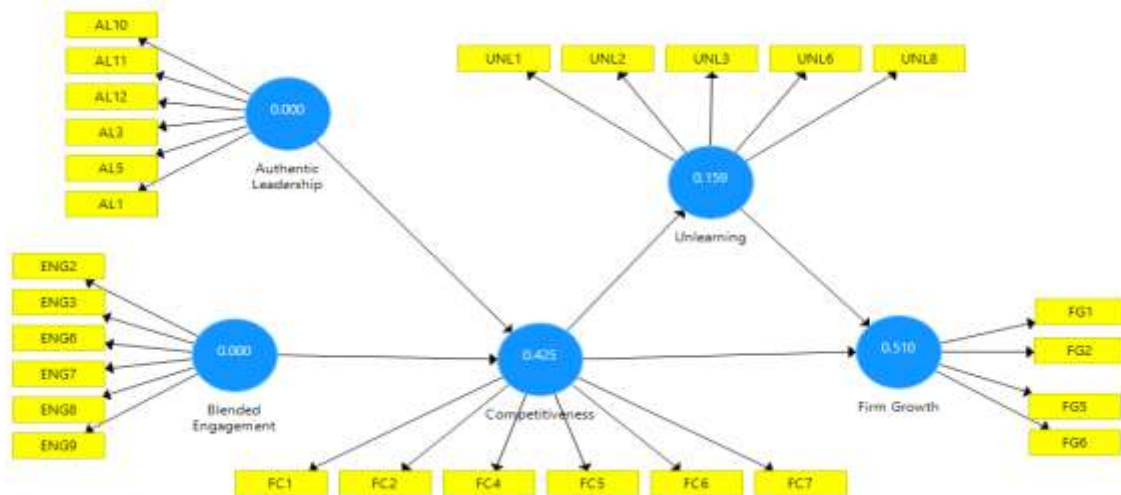


Fig4. Q² for predictive relevance

Source: Researcher’s Computation via SmartPLS V4.0

Table 3: Summary of PLS-SEM analysis in figure1-3

Path Coefficient	Original Sample(O)	Sample Mean(M)	STDEV	T-Statistics	P-Values	F ²
Model 1						
Authentic leadership → Competitiveness	0.431	0.422	0.078	5.522	0.000	0.431
Ambidextrous engagement → Competitiveness	0.519	0.524	0.092	5.647	0.000	0.627
Model 2						
Competitiveness → Firm growth	0.695	0.679	0.102	6.808	0.000	1.304
Competitiveness → Unlearning	0.557	0.572	0.102	5.454	0.000	0.449
Unlearning → Firm growth	0.254	0.269	0.125	2.028	0.043	0.173
Participants						
Gender	Male 65%	Female 35%				
Length of years in SME business	0-5 44.7%	6-10 34.2%	11-15 10.5%	16-20 10.5%	20+ -	
R Square	R ²	Adj R ²				Q ²
Model 1 Competitiveness	0.658	0.640				0.425
Model 2 Firm growth	0.744	0.730				0.510
Unlearning	0.310	0.292				0.159

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

Table 4 present the summarized results of two models. In the model one, the effect of authentic leadership and ambidextrous engagement on firm competitiveness was examined and in the

second model the mediating effect of unlearning on the firm competitiveness-growth linkage was examined using the PLS-SEM. The results were presented in figure 2-4 and summarized in Table 3.

In the model one, the adjusted R^2 was used to establish the predictive power of the study's model and it shows that 0.640 of the changes to SMEs competitiveness in Oyo State, Nigeria is attributable to authentic leadership and ambidextrous engagement while extraneous factors not considered in this study hold the potential to explaining the 0.36 of the change to SMEs competitiveness in Oyo State. This result suggests that authentic leadership and ambidextrous engagement account for 64% of the changes firm competitiveness of SMEs in Oyo State, Nigeria. The path coefficient of authentic leadership and ambidextrous engagement represents the coefficient of determination (β) which shows the relative effect of both variables on firm competitiveness in Oyo State, Nigeria. Specifically, the results revealed that at 95% confidence level, ambidextrous engagement has the higher relative effect on firm competitiveness ($\beta = 0.524$, $t = 5.522$) compared with authentic leadership's relative ($\beta = 0.431$, $t = 5.647$). This result suggests that a unit change on ambidextrous engagement and authentic leadership will have a resultant increase of 0.524 and 0.431 on firm competitiveness respectively.

Through the use of the F-Square (f^2) statistic, the PLS-SEM discovers the effect-size of the predictor variables (authentic leadership and ambidextrous engagement) on the outcome variable (firm competitiveness). Scholars suggested a cutoff for f^2 : values of 0.02, 0.15, and 0.35 denote small, medium, and large (substantial) effects (Adeyemo et al., 2022; Fasola, Asikhia, Akinlabi, & Makinde, 2020). Table 4 shows that authentic leadership has an effect size of $F^2 = 0.431$, while ambidextrous engagement has an effect value of $F^2 = 0.627$. According to Cohen's f^2 criterion, authentic leadership and ambidextrous engagement have a substantial effect size on the competitiveness of small and medium-sized enterprises (SMEs) in Oyo State, Nigeria.

Stone-Gleisser Q^2 value was used for additional analysis to determine the model's predictive value. Q^2 values of 0.02 and 0.15 are said to have a moderate amount of predictive power, while Q^2 values of 0.35 and above are said to have high predictive power. To confirm the relevance of the structural model provided, Hair et al. (2017) proposed using Q^2 values greater than zero. Table 4 shows that the median value of Oyo State Nigerian SMEs' Q^2 values is 0.425. Therefore, authentic leadership and ambidextrous engagement have large prognostic significance for SMEs' competitiveness in Oyo State, Nigeria. Because of this, the provided structural model is

appropriate and offers adequate predictive quality. Based on the results of the analysis ($\text{Adj } R^2 = 0.640$, $p = 0.000$, $Q^2 = 0.425$), the study concludes that the competitiveness of SMEs in Oyo State, Nigeria is significantly impacted by authentic leadership and ambidextrous engagement.

In the second model, the indirect effect of unlearning on the linkage between firm competitiveness and SMEs growth was examined. To achieve a full mediating effect in PLS-SEM via a SmartPLS platform and the threshold prescribed by Baron and Kenny (1986), the path from the predictor (firm competitiveness) to the mediator (unlearning) to the outcome variable (SMEs growth) must be significant while the direct path from the predictor to the outcome variable must be insignificant. However, when all the paths are significant, then a partial mediation effect is established. From the result in Table 4 model 2, the indirect path from firm competitiveness \rightarrow Unlearning ($\beta = 0.557$, $F^2 = 0.449$, $p = 0.000$, $Q^2 = 0.195$), and Unlearning \rightarrow SMEs growth ($\beta = 0.254$, $F^2 = 0.173$, $p = 0.000$, $Q^2 = 0.510$) were significant and the structural model specified is relevant and has sufficient predictive power. Further analysis reveals that the direct path from Firm competitiveness \rightarrow SMEs growth ($\beta = 0.695$, $F^2 = 1.304$, $p = 0.000$, $Q^2 = 0.510$) is equally significant and the structural model specified is relevant and has sufficient predictive power. By implication when the indirect and the direct effect are significant, a case of full mediation cannot be established rather what is observed is a partial mediation effect. Hence, this study posits that unlearning partially mediate the link between firm competitiveness and SMEs growth in Oyo State, Nigeria.

V. DISCUSSION, CONCLUSION, LIMITATION AND RATIONALE FOR FUTURE STUDIES

The finding of this study posits that authentic leadership and ambidextrous engagement has positive and significant effect on competitiveness of SMEs in Oyo State, Nigeria. The conceptual argument raised at the introductory section, posits that an authentic leader is knowledgeable, trustworthy, has emotional and mental capacity that recognize employees as strategic to organisational success and that their capacity to deliver significant value is contingent on their wellbeing. Moreover, there are benefits inherent for organisation that can harness its employee and customer commitment through ambidextrous engagement; one of such benefit is becoming responsive to market demands and

staying competitive under changing macro-environment. The findings of this study corroborate this proposition because authentic leadership and ambidextrous engagement significantly enhance SMEs competitiveness and the effect-size was seen to be large. This finding found support in leadership and engagement literature.

Authentic leadership is found to influence high-performance working system (Mira & Odeha, 2019). Azanza et al. 2015 and Mira and Odeha's 2019 description of the relevance the authentic leader found support in Malik's (2018) narration. According to Malik, the authentic leader is associated with positive and genuine self-awareness with transparent, consistent, and behavioural integrity needed to encourage and enhance positive outcomes in employees and the organisation as a whole (Malik, 2018). From the empirical study done by Malik (2018) which focused on the health practitioners (nurses) in India, found that authentic leadership is positively linked to contextual performance of nurses. Often considered as a crisis-management leader, Avolio and Mhatre (2012) averred that in times of uncertainties and environmental complexities, the authentic leader has the potentials to promote employee creativity, inspire confidence and drive employee and organisational performance.

Ribeiro, Duarte, and Filipe (2018) findings show that AL has a positive impact on organisation citizenship behaviour, employee creativity, and individual performance. The outcomes are critical to the competitiveness of firms. Tak, Seo, and Roh, (2019) submission offered support for Ribeiro et al. (2018) by providing a path through which the authentic leader can enhance project performance of South Korean establishments. Moreover, that the authentic leader is a prerequisite for improving firm competitiveness. Liu, Fuller, Hester, Bennett, & Dickerson, (2018) equally provides empirical evidence that authentic leadership is positively related to subordinates' proactive behavior needed to attain competitiveness. Likewise, there is a level of commitment that employee must exhibit to enhance competitiveness. That level of commitment according to Nasab and Afshari (2019) is achieved through an employee validation that the leader is an authentic one.

Authentic leader's orientation has been found to boost work place happiness and employee affective commitment Cape Verde (Semedo, Coelho, & Ribeiro, 2019). The implication of the outcome that positive work atmosphere and affective commitment potentially will influence the efficiency and enhance the firm competitive

potentials. Focussing on academic environment in Indonesia, Purwanto, Wijayanti, Hyun, and Asbari (2019) pointed out that the authentic leadership behaviour exhibited by the university lecturers were critical for the academic performance observed by their students. Wang, Kan, Qin, Zhao, Sun, Mao, ... & Hu, Y. (2021) align with earlier scholars (Hu et al., 2018; Kim & Han, 2018; Semedo et al., 2019) to offer explanation as to how authentic leader can drive firm competitive nature through having positive psychological influence on employee. Overall, these submissions have provided different research contexts yet one underlining fact is that an authentic leader is essential for firms that intend to stay competitive.

Adopting the inside-out and outside-in perspective regarding engagement is strategic for firm's adaptive resilience (Nilakant, et al., 2014) 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 (Onamusi, 2021; Winasisa, et al., 2021). Katili et al. (2021) found relevance for engagement. The scholars posited that engagement have significant influence on firm profitability through leadership styles and work-life balance. Rohman, Indiyati, and Ghina (2021) align with Katili et al. (2021) and pointed out that 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, Nasidi, Waziri, Sunday, and Halim, (2020) differ in terms of organisational factors that enhance engagement however they share similar outcome in terms of the relevance of engagement to organisational performance. Specifically, Nasidi et al. (2020) 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.

The finding of the second model in this study suggest that to a certain degree, unlearning activities explain the path from firm competitiveness to SME growth. This result substantiates the argument presented that organisation unlearning become a critical aspect of organisation learning process (Guta, 2013) during rapidly changing times, and necessitated by the need for the firms to adapt to uncertainties and remain competitive. Ikoro (2020)

pointed out that learning and sustaining competitive advantage are positive correlates. Moreover, Gurol, Karaboğa, and Balak (2017) and Makabila, et al. (2017) view organisational learning as an effective tool for securing and sustaining superior firm performance. For Gurol, Karaboğa, and Balak, (2017), gaining and sustaining competitive advantage is contingent on organisational knowledge and learning however when uncertainties set in as a result of environmental turbulence that demands strategy, operational and procedural changes from what the organisation consider status-quo, then unlearning as a learning process kicks in to help organisation stay alive and prosper.

Scholars such as Wang, Han, Fisher and Pan in 2017 and Wang, Lu, Zhao, Gong, and Li in 2013 had offered explanation for the outcome of learning as seen by the private institution in Nigeria. According to the scholars, when organisation investment resources and commit to learning, not only do they achieve their objectives more readily, they also develop the potential to survive and growth during challenging environment. More specifically, Wang et al. (2013) focused on small and mid-sized business in China posits that organisational unlearning is critical factor that significantly influence incremental and exploratory innovation performance. Empirical studies on the relevance of unlearning to management have been documented in different field of study, including; management coaching behavior (Park & Oh 2020), strategic flexibility (Wang, Qi, & Zhao 2018), organization learning (Orth & Schuldis 2020), and in new product development (Klammer & Gueldenberg 2019). Within the context of Iranian automobile manufacturers, Abdi et al., (2018), found that the relevance of learning goes beyond been a first order factor that aid innovation performance. Abdi et al. (2018) offered further explanation that learning serves as a boundary condition through which firm culture, knowledge management interact to influence innovation performance. Al-Juboori, Singh, Mansor, Kakar, Zulfiqar, & Pitchy (2021) equally confirm the significant influence learning has on innovation performance and its attendant consequences on the performance of small and mid-sized manufacturers in Malaysia.

The findings of this study (in model 1 & 2) offer support for theories reviewed. As predicted by the leadership contingency theory, the ambidextrous perspective and the behavioural perspectives, authentic leadership and ambidextrous engagement explained significant changes in firm competitiveness. Moreso,

unlearning partially explain the boundary condition through which firm competitiveness result in growth for SMEs in Oyo State, Nigeria. The managerial implication of the findings of this study point to the need for SMEs owner-managers to possess capabilities that are not static because the environment within which they operate is ever changing and complex. It is imperative that they are constantly on the lookout for factors that can negatively affect their competitive capacity, the resultant growth and proactively address them. This study has offered an empirical explanation regarding how SMEs owner-manager can address macroeconomic challenges and achieve significant level of competitiveness and growth through authentic leadership, ambidextrous engagement, and unlearning activities.

This study has some limitations that must be acknowledged to offer rationale for future studies. The current study considers two antecedents of firm competitiveness in authentic leadership and ambidextrous engagement. Also, causality could not be established since data was collected from SMEs owner-manager at a point in time. The consideration of SMEs in Oyo State, Nigeria meant the findings cannot be generalized to multinational firms in the country. Future researcher may consider other critical predictors of SMEs competitiveness beyond those examined and employ qualitative approach to data gathering to understand the workings of authentic leadership and the processes leading to ambidextrous engagement. Moreover, future studies may consider a longitudinal data collection approach as it can help in establishing causality among the variables investigated. Despite these limitations, this study offers significant contribution to current management literature by deepening the relevance of authentic leadership, ambidextrous engagement and unlearning activities for firm competitiveness and growth. Likewise presenting practical implication for practice and offering opportunities for future research.

REFERENCE

- [1]. Abdi, K., Mardani, A., Senin, A. A., Tupenaite, L., Naimavičienė, J., Kanapeckienė, L., & Kutut, V. (2018). The effect of knowledge management, organizational culture and organizational learning on innovation in automotive industry. *Journal of Business Economics and Management*, 19(1), 1-19.

- [2]. Adewale E. Adegioriola and Ademola James Adolphus (2021) Impact of Insecurity on Small and Medium Scale Enterprises (SMEs) in Nigeria. Proceedings of 3rd Annual National Conference, Federal University Lafia, Nasarawa State, Nigeria 26th – 28th October, 2021.
- [3]. Adeyemo, K., Adie, C., & Onamusi, A. (2022). Implementation and enforcement of transfer pricing regulations should improve tax revenue growth in Nigeria. Is this true? Does institutional capacity have a role? *International Journal of Advanced Multidisciplinary Research and Studies*, 2(6):623-631.
- [4]. Akhuand, A., & Abbas, S. (2021). Modeling determinants of competitiveness: a case of textile sector of Pakistan. *The Journal of The Textile Institute*, 22-31.
- [5]. Al-Juboori, Z. M. A., Singh, H., Mansor, N. N. A., Kakar, A. S., Zulfiqar, U., & Pitchy, A. L. B. A. (2021). The Impact of Organizational Learning, on Firm Performance in The Context of Manufacturing SMES in Malaysia, Mediating Role of Innovation Capability. *International Journal of Academic Research in Business and Social Sciences*, 11(5), 796–813.
- [6]. Asihkia, O. U., Adewole, A. A., Onamusi A. B. & Makinde G. O. (2022). The Affinity to Execute Strategy Could Drive Firm Profitability. Is This True? What Role Does an Agile Leader Play?. *Global Journal of Management and Business Research*, 22(A5), 45-58.
- [7]. Asikhia, O. U., Fasola, I. O., Makinde, G. O., & Akinlabi, B. H. (2020). Business Credit Affordability and Revenue Growth of Small and Medium Scale Enterprises: Evidence from Southwest, Nigeria. *IOSR Journal of Business and Management*, 22(3), 24-37.
- [8]. Avolio, B.J. and K.H. Mhatre (2012), ‘Advances in theory and research on authentic leadership’, in K.S. Cameron and G. Spreitzer (eds), *The Oxford Handbook of Positive Organizational Scholarship*, Oxford: Oxford University Press, pp. 773–83.
- [9]. Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J. P. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal*, 36(8), 955-971.
- [10]. Battor, M., & Battour, M. (2013). Can organizational learning foster customer relationships? Implications for performance. *The Learning Organization*, 20(4/5) 279-290.
- [11]. Baron, R.M. and Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173–1182.
- [12]. Bendig, D., Enke, S., Thieme, N., & Brettel, M. (2018). Performance implications of cross-functional cooperation in new product development: The mediating role of organisational learning. *Industrial Marketing Management*, 18(4), 66-80.
- [13]. Bibi, S., Khan, A., Qian, H., Garavelli, A. C., Natalicchio, A., & Capolupo, P. (2020). Innovative climate, a determinant of competitiveness and business performance in Chinese law firms: the role of firm size and age. *Sustainability*, 12(12), 1-24.
- [14]. Bularafa, B. A., & Adamu, U. G. (2021). Effect of COVID-19 pandemic on SME Performance in Nigeria. *Advanced International Journal of Business, Entrepreneurship and SMEs*, 3(7), 75-92.
- [15]. Calder, B. J., Hollebeek, L. D., & Malthouse, E. C. (2017). Creating stronger brands through consumer experience and engagement. *Customer Engagement Marketing*, 5(9), 221-242.
- [16]. Cegarra-Navarro, J. G., Sánchez-Vidal, M.E. & Cegarra-Leiva, D. (2011). Balancing exploration and exploitation of knowledge through an unlearning context: An empirical investigation in SMEs. *Management Decision*, 49(7), 1099-1119.
- [17]. Cegarra-Navarro, J.G., & Dewhurst, F.W. (2006). Linking shared organisational context and relational capital through unlearning: An initial empirical investigation in SMEs. *The Learning Organization*, 13(1), 49-62.
- [18]. Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Second Edition. Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers.
- [19]. Dasgupta, M. (2021). Linking unlearning with learning for performance in an era of

- disruption. *International Journal of Business Excellence*, 25(3), 391-411.
- [20]. Delshab, V., Pyun, D. Y., Kerwin, S., & Cegarra-Navarro, J. G. (2021). The impact of unlearning context on organizational performance through knowledge management: A case of community sport clubs in Iran. *Sport Management Review*, 24(1), 156-178.
- [21]. Dvouletý, O., & Blažková, I. (2020). Determinants of competitiveness of the Czech SMEs: findings from the global competitiveness project. *Competitiveness Review: An International Business Journal*, 31(3), 361-378.
- [22]. Easterby-Smith, M., & Prieto, I. M. (2008). Dynamic capabilities and knowledge management: An integrative role for learning?. *British Journal of Management*, 19(3), 235-249.
- [23]. Evans, R. (2000). The authentic leader. *The Jossey-Bass reader on educational leadership*, 287-308.
- [24]. Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. *The Leadership Quarterly*, 32(6), <https://doi.org/10.1016/j.leaqua.2021.101495>
- [25]. Giustiniano, L., & Lombardi, S. (2021). Resilient Leadership: Improvisation, Gardening and Unlearning. <https://iris.luiss.it/handle/11385/206557>
- [26]. Goh, S. C., Elliott, C., & Quon, T. K. (2012). The relationship between learning capability and organizational performance: A meta-analytic examination. *The learning organization*, 19(2), 92-108.
- [27]. Gurol, Y., Karaboğa, T., & Balak, D., (2017). Organizational learning and performance relation: The mediating role of knowledge management. 13th International Strategic Management Conference (ISMC) (pp.171-181). Podgorica, Serbia and Montenegro
- [28]. Guță, A. L. (2013). Organizational learning and performance. A conceptual model. In *Proceedings of The 7th International Management Conference „New Management for the New Economy* (pp. 547-556).
- [29]. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018), *Multivariate data analysis*, 8th ed.. Andover, Hampshire: Cengage Learning, EMEA.
- [30]. Hu, Y., Wu, X., Zong, Z., Xiao, Y., Maguire, P., Qu, F., ... & Wang, D. (2018). Authentic leadership and proactive behavior: the role of psychological capital and compassion at work. *Frontiers in psychology*, 9, 2470.
- [31]. Huang, D., Chen, S., Zhang, G., & Ye, J. (2018). Organizational forgetting, absorptive capacity, and innovation performance: A moderated mediation analysis. *Management Decision*. 57 (1), 87-104.
- [32]. Ikoru, A., & Amah, E. (2020). Organisational Learning and Competitive Advantage of Media Broadcasting Organisation in Rivers State. *Global Journal of Management & Business Research*. 20(16), 27-37.
- [33]. Jain, A. K., & Moreno, A. (2015). Organizational learning, knowledge management practices and firm's performance: an empirical study of a heavy engineering firm in India. *The Learning Organization*. 22(1), 14-39.
- [34]. Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organisational learning, and performance. *Journal of Business Research*, 64(4), 408-417.
- [35]. Jyoti, J., Chahal, H., & Rani, A. (2017). Role of organizational learning and innovation in between high-performance HR practices and business performance: A study of telecommunication sector. *Vision*, 21(3), 259-273.
- [36]. Katili, P. B., Wibowo, W., & Akbar, M. (2021). The effects of leadership styles, work-life balance, and employee engagement on employee performance. *Quantitative Economics and Management Studies*, 2(3), 199-205.
- [37]. Kaya, B., & Karatepe, O. M. (2020). Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership? *International Journal of Contemporary Hospitality Management*, 32(6), 2075-2095.
- [38]. Kim, M. J., & Han, J. Y. (2019). Effect of head nurses' authentic leadership on nurses' job satisfaction and nursing performance: Focusing on the mediating effects of empowerment. *Journal of Korean Academy of Nursing Administration*, 25(1), 25-34.
- [39]. Kim, M. J., & Han, J. Y. (2019). Effect of head nurses' authentic leadership on

- nurses' job satisfaction and nursing performance: Focusing on the mediating effects of empowerment. *Journal of Korean Academy of Nursing Administration*, 25(1), 25-34.
- [40]. Klammer, A. (2021). Embracing Organisational Unlearning As A Facilitator Of Business Model Innovation. *International Journal of Innovation Management*, 25(06), 2150061. <https://doi.org/10.1142/S1363919621500614>
- [41]. Klammer, A., &Gueldenberg, S. (2019). Unlearning and forgetting in organizations: a systematic review of literature. *Journal of Knowledge management*. 23(5), 860-888.
- [42]. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- [43]. Lau, C. K., To, K. M., Zhang, Z., & Chen, J. (2009). Determinants of competitiveness: Observations in China's textile and apparel industries. *China & World Economy*, 17(2), 45-64.
- [44]. Leal-Rodríguez, A. L., Eldridge, S., Roldán, J. L., Leal-Millán, A. G., & Ortega-Gutiérrez, J. (2015). Organisational unlearning, innovation outcomes, and performance: The moderating effect of firm size. *Journal of Business Research*, 68(4), 803-809.
- [45]. Liu, Y., Fuller, B., Hester, K., Bennett, R.J. and Dickerson, M.S. (2018), "Linking authentic leadership to subordinate behaviors", *Leadership & Organization Development Journal*, 39 (2), 218-233.
- [46]. Ma, H. (2000). Competitive advantage and firm performance. *Competitiveness Review*, 10(2), 15-32.
- [47]. Makabila, G. P., Iravo, M. A., Waititu, A. G., &Kagiri, A. W. (2017). The mediating role of organizational learning performance in the achievement of competitive advantage of state corporations in Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(3), 402-431.
- [48]. Malik, N. (2018). Authentic leadership—An antecedent for contextual performance of Indian nurses. *Personnel Review*, 47(6), 1244-1260.
- [49]. Maundu, M., & Simiyu, A. N. (2021). Level of education, leadership style and employee engagement. *Journal of Education and Practice*, 12(2), 59-64.
- [50]. Mira, M., & Odeh, K. (2019). The mediating role of authentic leadership between the relationship of employee training and employee performance. *Management Science Letters*, 9(3), 381-388.
- [51]. Mohammad, A. A., &AbouElezz, M. K. (2022). Adaptive resilience of hospitality enterprises: Key practices learned from the COVID-19 Pandemic. *Journal of Association of Arab Universities for Tourism and Hospitality*, 22(1), 92-109.
- [52]. Morais-Storz, M., & Nguyen, N. (2017). The role of unlearning in metamorphosis and strategic resilience. *The Learning Organization*. 24(2), 93-106.
- [53]. Nasab, A. H., & Afshari, L. (2019). Authentic leadership and employee performance: mediating role of organizational commitment. *Leadership & Organization Development Journal*, 40(5), 548-560.
- [54]. Nasidi, Y., Waziri, A. G., Sunday, A. A., & Halim, B. Y. (2020). Influence of training and career development on employee engagement among non-academic staff of university. *Journal of Intellectual Discourse*, 3(2), 383-395.
- [55]. Nilakant, V., Walker, B., van Heugen, K., Baird, R., & De Vries, H. (2014). Research note: Conceptualising adaptive resilience using grounded theory. *New Zealand Journal of Employment Relations*, 39(1), 79-86.
- [56]. Onamusi, A. B. (2020). Entry mode strategy, customer engagement, and firm performance. *Journal of Business and Social Review in Emerging Economies*, 6(1), 99-112.
- [57]. Onamusi, A. B. (2020). Strategic response capability and firm competitiveness: how Omoluabi leadership makes a difference. *Business Excellence and Management*, 10(4), 23-37.
- [58]. Onamusi, A. B. (2021). Adaptive Capability, Social Media Agility, Ambidextrous Marketing Capability, and Business Survival: A Mediation Analysis. *Marketing and Branding Research*, 8(1), 31-47.
- [59]. Onamusi, A. B., Adenekan, T. E., Ojo, E. O., &Owolabi, O. (2021). Firm Specific

- Capability Organisational Structure and New Product Performance of Fast Moving Consumer Goods Manufacturers in Emerging Economy. *Sustainable Business and Society in Emerging Economies*, 3(1), 1-11.
- [60]. Onamusi, A. B., Asihkia, O. U., & Makinde G. O. (2019). Environmental munificence and service firm performance: The moderating role of management innovation capability. *Business Management Dynamics*, 9(6), 13-25.
- [61]. Onamusi A. B., Umokoro J., Ibrinke O. E., & Babatope V. (2022). Twofold innovation behaviour and Omoluabi leadership: Surviving COVID-19 pandemic through unlearning effect. *Innovation* 71, 583-598.
- [62]. Orth, D., & Schuldis, P. M. (2020). Organisational resilience and the roles of learning and unlearning-An empirical study on organizational capabilities for resilience during the COVID-19 crisis.
- [63]. Oyedokun, G. E, Suleiman, M, A., & Onamusi, A. B. (2023). Sustainability testing and environmental dynamism: Are corporate governance with firm-specific factor relevant? *Lead City Journal of the Social Sciences*, 8(2).
- [64]. Oyeku, O. M., & Oduyoye, O. (2020). Effect of entrepreneurial orientation, entrepreneurial self-efficacy and environmental uncertainty on entrepreneurial success. *International Journal of Small Business and Entrepreneurship Research*, 8(4), 34-67.
- [65]. Pansari, A., & Kumar, V. (2017). Customer engagement marketing. *Customer Engagement Marketing*, 34(7), 1-27.
- [66]. Park, H. J., & Oh, S. J. (2020). The Effect of Managerial Coaching Behavior on Employees' Creativity in IT field: Focused on the Moderating Effect of Creative Self-efficacy and the Mediating Effect of Unlearning. *The Journal of the Korea Contents Association*, 20(3), 400-423.
- [67]. Purwanto, A., Asbari, M., Hartuti, H., Setiana, Y. N., & Fahmi, K. (2021). Effect of psychological capital and authentic leadership on innovation work behavior. *International Journal of Social and Management Studies*, 2(1), 1-13.
- [68]. Purwanto, A., Wijayanti, L. M., Hyun, C. C., & Asbari, M. (2019). The effect of transformational, transactional, authentic and authoritarian leadership style toward lecture performance of private university in Tangerang. *Dinasti International Journal of Digital Business Management*, 1(1), 29-42.
- [69]. Rao, M. M., Narayana, D. M. S., & Niranjan, D. K. (2021). Employee engagement: issues and concerns. *European Journal of Molecular & Clinical Medicine*, 7(7), 5826-5835.
- [70]. Ribeiro, N., Duarte, A. P., & Filipe, R. (2018). How authentic leadership promotes individual performance: mediating role of organizational citizenship behavior and creativity. *International Journal of Productivity and Performance Management*, 67(9), 1585-1607.
- [71]. Rohman, A. F., Indiyati, D., & Ghina, A. (2021). The Influence of Organizational Culture and Employee Engagement on Employees Performance at Telkom University, Indonesia. *International Journal of Science and Society*, 3(1), 75-88.
- [72]. Romaniuk, J., Dawes, J., & Nenycz-Thiel, M. (2018). Modeling brand market share change in emerging markets. *International Marketing Review*, 35(5), 785-805.
- [73]. Ruíz, M. D. A., Gutiérrez, J. O., Martínez-Caro, E., & Cegarra-Navarro, J. G. (2017). Linking an unlearning context with firm performance through human capital. *European Research on Management and Business Economics*, 23(1), 16-22.
- [74]. Ruíz, M. D. A., Gutiérrez, J. O., Martínez-Caro, E., & Cegarra-Navarro, J. G. (2017). Linking an unlearning context with firm performance through human capital. *European Research on Management and Business Economics*, 23(1), 16-22.
- [75]. Salome O. Ighomereho, Sola T. Afolabi, Solomon A. Agada and Afolabi A. Ojo (2022). Market and entrepreneurial orientations as predictors of small and medium enterprises' performance in the COVID-19 era. *Innovative Marketing*, 18(2), 161-173.
- [76]. Semedo, A. S., Coelho, A., & Ribeiro, N. (2019). Authentic leadership, happiness at work and affective commitment: An empirical study in Cape Verde. *European Business Review*, 31(3), 337-351.

- [77]. Shakeri, R. (2021). Applying a Meta-Synthesis Qualitative Approach to Provide a Model of Unlearning Outcomes in the Organization. *Quarterly Journal of Training and Development of Human Resources*, 30(30), 240-256.
- [78]. Sharma, S., & Lenka, U. (2022). On the shoulders of giants: uncovering key themes of organizational unlearning research in mainstream management journals. *Review of Managerial Science*, 16(6), 1599-1695.
- [79]. Shou, Y., Zhao, X. and Chen, L. (2020). Operations strategy of cloud-based firms: Achieving firm growth in the Big Data era. *International Journal of Operations & Production Management*, 40(6), 873-896.
- [80]. Siddique, C. M. (2018). Learning organization and firm performance: Making a business case for the learning organization concept in the United Arab Emirates. *International Journal of Emerging Markets*, 13(4), 689-708.
- [81]. Sipa, M., Gorzeń-Mitka, I., & Skibiński, A. (2015). Determinants of competitiveness of small enterprises: Polish perspective. *Procedia Economics and Finance*, 27, 445-453.
- [82]. Srivastava, D. K., Shah, H., & Talha, M. (2006). Determinants of competitiveness of South African agricultural export firms. *Competitiveness Review: An International Business Journal*. *Competitiveness Review*, 16 (3/4), 223-232.
- [83]. Tak, J., Seo, J., & Roh, T. (2019). The influence of authentic leadership on authentic followership, positive psychological capital, and project performance: testing for the mediation effects. *Sustainability*, 11(21), 6028-6045.
- [84]. Tambade, H., Singh, R.K., & Modgil, S. (2019). Identification and evaluation of determinants of competitiveness in the Indian auto-component industry, Benchmarking: An International Journal, 26 (3), 922-950.
- [85]. Umukoro, J. E., Onamusi, A. B., Egwakhe, J. A., & Folorunso, O. (2023). New normal and competitive advantage: A higher education experience. *Iranian Journal of Management Studies (IJMS)*, 16(1), 157-182.
- [86]. Venkatraman, N. (1989). Strategic orientation of business enterprises: The construct, dimensionality, and measurement. *Management science*, 35(8), 942-962.
- [87]. Vlachvei, A., & Notta, O. (2017). Firm competitiveness: theories, evidence, and measurement. In *Factors affecting firm competitiveness and performance in the modern business world* (pp. 1-42). IGI Global.
- [88]. Wang, D., Kan, W., Qin, S., Zhao, C., Sun, Y., Mao, W., ... & Hu, Y. (2021). How authentic leadership impacts on job insecurity: The multiple mediating role of psychological empowerment and psychological capital. *Stress and Health*, 37(1), 60-71.
- [89]. Wang, L., Han, J., Fisher, C. M., & Pan, Y. (2017). Learning to share: Exploring temporality in shared leadership and team learning. *Small Group Research*, 48(2), 165-189.
- [90]. Wang, X., Lu, Y., Zhao, Y., Gong, S., & Li, B. (2013). Organisational unlearning, organisational flexibility and innovation capability: An empirical study of SMEs in China. *International Journal of Technology Management*, 61(2), 132-155.
- [91]. Wang, X., Qi, Y., & Zhao, Y. (2018). Individual unlearning, organizational unlearning and strategic flexibility: The down-up change perspective. *Baltic Journal of Management*, 14(1), 2-18.
- [92]. Winasis, S., Djumarno, D., Riyanto, S., & Ariyanto, E. (2021). The effect of transformational leadership climate on employee engagement during digital transformation in Indonesian banking industry. *International Journal of Data and Network Science*, 5(2), 91-96.
- [93]. Yang, K. P., Chou, C., & Chiu, Y. J. (2014). How unlearning affects radical innovation: The dynamics of social capital and slack resources. *Technological Forecasting and Social Change*, 87, 152-163.
- [94]. Zhang, Y., Guo, Y., Zhang, M., Xu, S., Liu, X., & Newman, A. (2022). Antecedents and outcomes of authentic leadership across culture: A meta-analytic review. *Asia Pacific Journal of Management*, 39(4), 1399-1435.