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ORGANISATIONAL LEARNING AND BUSINESS LONGEVITY OF FAMILY OWNED TRANSPORT COMPANIES IN SOUTH-EAST NIGERIA

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ABSTRACT

The study investigated the nexus between organisational learning (dimensioned by continuous learning and issue orientation) and business longevity (measured by financial strength and strategic perspectives) of family owned transport companies in South-East, Nigeria. The study was underpinned by the Social Learning Theory and the underlying philosophical paradigm is positivism. The research design adopted a cross-sectional survey approach, with a structured questionnaire based on a Likert's five-point scale. The target population comprised 11 family owned transport companies in South-East Nigeria, with national coverage. However, the elements of the accessible population were 480 Supervisors/Managers of the identified family owned transport companies. The Krejcie and Morgan's table was utilised to determine a sample size of 214 respondents, and the purposive sampling technique was adopted. The Partial least squares-structural equation modeling was deployed to test the hypotheses at 0.05 significance level. The study found that continuous learning has a moderate positive and significant relationship with financial strength. Also, there is a moderate positive and statistically significant relationship between continuous learning and strategic perspectives. Besides, issue orientation has a weak positive and significant relationship with financial strength. However, issue orientation has a weak positive but not significant relationship with strategic perspectives. Therefore, the study recommends that Managers of family-owned transport companies in South-East Nigeria should **prioritize continuous learning** by investing in training and development programs for employees at all levels, and staying updated on industry trends, technological advancements, and regulatory changes. More so, managers of family-owned transport companies should **strengthen issue orientation and foster strategic perspectives as a means of achieving business longevity of the firms.**

Keywords:

Organisational learning, business longevity, family business.

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1.0: INTRODUCTION

In today's economy and society, the transport industry is crucial and significantly affects a nation's or region's economy. This is because a nation's or region's economic prospects and prosperity are correlated with the movement of people and things (Stanković, 2021). Nearly 90% of all transportation operations in Nigeria take place on roads, and in 2023, the industry brought in N865.4 billion for the country's GDP (Bailey, 2024). There are, nevertheless, a number of family-run transport businesses in Nigeria (Ilo et al., 2024; Nwekpa & Wabara, 2022; Ologunagbe, 2022). Nigeria's economy depends heavily on family enterprises, which in 2023 contributed up to \$200 billion (Nlebem, 2024). According to current figures, only about 30% of Nigerian family businesses—including transport companies—survive beyond the first generation, despite their significant contribution. Additionally, 95% of them do not make it past the third generation of ownership (Olubiya, 2022). Numerous issues have been linked to the high death rate of family businesses, including: poor succession planning (Olubiya, 2022); inflation, infrastructural deficiencies, and inconsistent government monetary policies (PwC, 2021); and unprofessionalism in the majority of their operations (Onuoha, 2016; 2012). This study emphasises how important it is to do specialised research to identify the key elements required to guarantee their durability and ongoing performance. Therefore, the poor business lifespan of family-owned transport enterprises in South-East Nigeria is the study's concern. The longevity of family enterprises has been a topic of significant public interest, according to Haag et al. (2023). Family enterprises are unique because of their longevity (Haag et al., 2023; Löhde et al., 2020). The capacity of family companies to prosper across many generations is referred to as their longevity (Soelistyawati & Ridwan, 2024). According to Chang et al. (2022) and Jahmurataj et al. (2023), it is a crucial sign of their capacity to adjust to changing market circumstances, preserve family unity, and maintain steady company development over time. Researchers have determined that the following factors contribute to a company's longevity: financial strength, customer orientation, internal capabilities, strategic perspective, learning and growth, and succession planning, openness, and proper planning (Fahed-Sreih & Djounddourian, 2006); high levels of family involvement and commitment, an effective succession process, and a family firm competitive advantage (Bakr et al., 2009); and learning and growth. Financial strength and strategic viewpoints were chosen as indicators of firm lifespan for the purposes of this research. The capacity of a business to make money, keep enough cash flow, show that it is

financially competent, and provide its owners a return on their investment is what makes it financially strong (Minority Business Development Agency [MBDA], 2020). According to Nasimiya (2024), the success of every business depends on its cash flow, which is also critical for a company's survival, expansion, and shareholder returns (Osho & Olusolaomole, 2022). The strategist's viewpoint is a crucial component of strategic management (Nguyen et al., 2023). A business may concentrate on enhancing the competitive position of its goods and services in a certain market or industry by adopting a strategic approach (Türkeş et al., 2021).

On the other hand, the need for learning and adaptation to ensure sustained success of family owned businesses in an ever-changing business landscape, have been highlighted (Nlebem, 2024). Learning is essential for business success and makes it easier to create new goods and procedures (Tao et al., 2024). According to Martin et al. (2024), organisational learning is the process of simultaneously implementing new technology, ideas, or policies and modifying them to meet the demands of ongoing organisational practices as well as potential unforeseen events or issues. In line with the objective of this study, continuous learning and issue orientation were adopted as dimensions of organisational learning. Continuous learning is increasingly essential in the digital era, as it emphasizes the development of knowledge, skills, and talents relevant to technological advancements (Taşç & Titrek, 2020). Cendon (2018) emphasized the need for employees to continuously update their skills throughout their careers. Budiningsih and Soehari (2022) add that institutions will likely evolve into learning organizations, anticipating changes and enhancing the performance of their human resources. Issue or problem orientation approach to learning involves organizations adapting their form and functioning to the nature of the problems or challenges the organisation seek to address (Mayne et al., 2019). Organisations with positive issue orientation takes the problem rather than individuals as the point of departure and emphasizes the challenge of building capacity and support to make meaningful progress (Mayne et al., 2019).

Despite the preponderance of various predictors of business longevity such as: **leadership and management skills** (Schoemaker & Krupp, 2019); **innovation and adaptability** (Christensen & Raynor, 2013); **customer relationships and satisfaction** (Kotler & Keller, 2016); **corporate governance and ethical practices** (Ogunleye, 2018) and **employee engagement and retention** (Becker & Huselid, 2021), the challenge of low business longevity of family owned businesses is still significant. Therefore, a lacuna exist.

Furthermore, a review of extant literature suggests that studies that have adopted Partial-Least Squares-Structural Equation Modelling (PLS-SEM) to assess the relationship between organizational learning and business longevity, are scant. It is against this backdrop that this study was undertaken to fill the identified contextual and methodological gaps, by critically assessing organizational learning and how it relates to business longevity of family owned transport companies in South-East Nigeria, by deployed the PLS-SEM as a statistical technique.

Research Hypotheses

To guide the rest of the study, the following hypotheses were formulated:

H₀₁: There is no significant relationship between continuous learning and financial strength.

H₀₂: There is no significant relationship between continuous learning and strategic perspectives.

H₀₃: There is no significant relationship between issue orientation and financial strength.

H₀₄: There is no significant relationship between issue orientation and strategic perspectives.

2.0 Conceptual Framework:

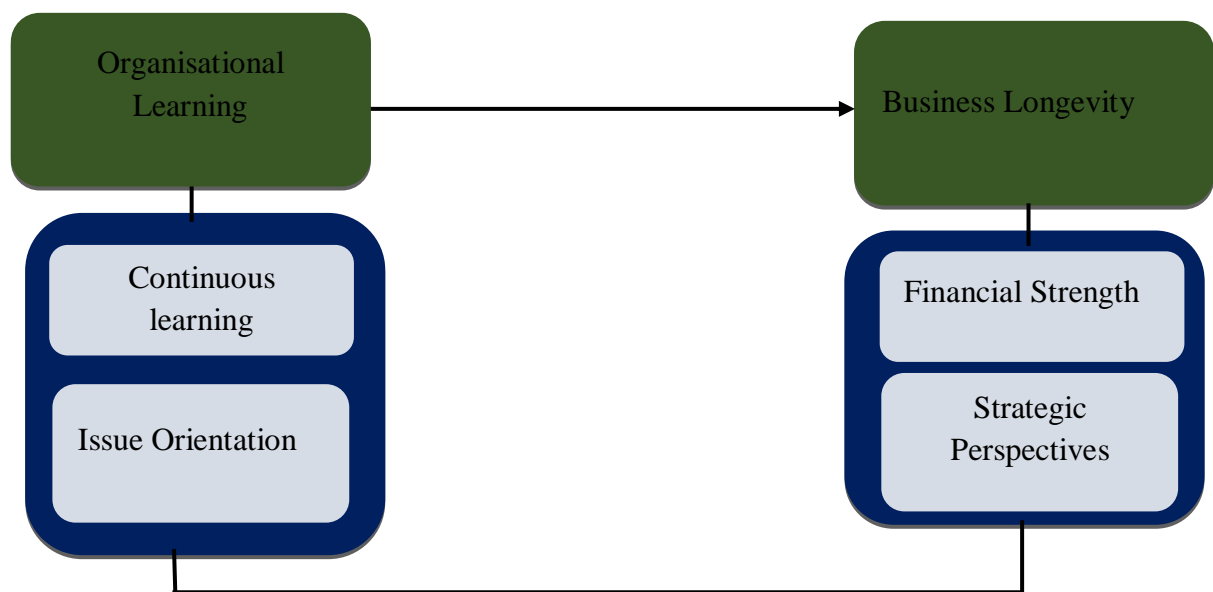


Figure 1: Conceptual Framework of Organisational Learning and Business Longevity
Source: Conceptualised by the Researcher. Adapted from Yavas and Celik (2020), and Ahmad et al. (2019).

2.1 LITERATURE REVIEW

2.1.1 Organisational learning: Through the process of organisational learning, businesses may enhance their skills, influence behaviours, and gain new information and insights from the experiences of others (Hael et al., 2024). The process of concurrently introducing new technologies, concepts, or policies and adapting them to fit the needs of existing organisational practices as well as any unanticipated occurrences or challenges is known as organisational learning (Martin et al., 2024).

2.1.2 Dimensions of Organisational learning

Continuous learning: In organizations, Continuous learning is often manifests through structured training, mentorship, workshops, and self-directed learning programs, ensuring that employees remain proficient and adaptable to changes in their roles and industry demands (Senge, 2006). Continuous learning is increasingly essential in the digital era, as it emphasizes the development of knowledge, skills, and talents relevant to technological advancements (Taşc & Titrek, 2020). Budiningsih and Soehari (2022) add that institutions will likely evolve into learning organizations, anticipating changes and enhancing the performance of their human resources.

Issue Orientation:

Issue orientation is a management job that highlights learning organisations' shortcomings and encourages conflict resolution in a positive manner (Yavas & Celik, 2020). According to Yavas and Celik (2020), issue orientation promotes democratisation, power equality, and participation; it also facilitates communication and enhances learning and creativity. Organisations that use an issue or problem orientated approach to learning modify their structure and operations to better suit the issues or challenges they are trying to solve (Mayne et al., 2019). Positive issue-oriented organisations focus on the difficulty of developing the ability and support necessary to achieve significant change, starting with the problem rather than the person (Mayne et al., 2019).

2.1.4 Business longevity

The capacity to adapt to change and preserve competitive advantage are key to the idea of business longevity (Cottan et al., 2023). Numerous elements have been determined to

increase a business's chances of survival. For example, Ngouapegne and Chinomona (2018) and Neill and Hemmington (2021) noted that technology is crucial to a company's ability to withstand various setbacks and continue to operate for a long time. In a similar vein, Tuomi et al. (2022) confirm that technology raises survival rates by claiming that lifespan is directly impacted by business flexibility. The quality of the workforce also affects lifespan and survival. According to Garcia-Lillo et al. (2017) and Neill and Hemmington (2021), the correct team will boost performance. According to Garcia-Lillo et al. (2017), new ideas usually lead to prospects for development and help companies remain in the market longer.

2.1.5 Measures of Business longevity

Financial strength:

The capacity of a business to make money, keep enough cash flow, show that it is financially competent, and provide its owners a return on their investment is what makes it financially strong (Minority Business Development Agency [MBDA], 2020). The prosperity of every firm depends on the flow of cash (Nasimiyu, 2024). The cash flow ratio is one metric used to assess a company's financial health. The capacity of the business to maintain itself, expand, and diversify is reflected in the total cash flow (Nasimiyu, 2024). Any firm that wants to develop and expand must have strong finances. The company's existence, expansion, and shareholder returns depend on this (Osho & Olusolaomole, 2022). A business has to be able to make enough money and have enough cash flow to cover its expenses, pay its debts, and distribute dividends to its shareholders in order to be financially sound (Osho & Olusolaomole, 2022).

Strategic perspectives

According to Ibrahim et al. (2023), strategy is the all-encompassing plan and course of action that a company uses to get a competitive edge by effectively allocating its resources in response to a changing business environment and satisfying the needs of its stakeholders. It is a framework that integrates a business's primary objectives, activities, and values into a cohesive whole; it entails establishing novel circumstances within the competitive environment (Leppänen et al., 2023). The strategist's viewpoint is a crucial component of strategic management (Nguyen et al., 2023). Organisations may improve the competitive position of their goods and services in a certain market sector or industry by adopting a strategic approach (Türkeş et al., 2021). Companies may become market leaders by putting

their long-term plans and objectives into action with the support of a stronger strategy, which can also help them generate new ideas, open up possibilities to enter the market, and undertake experiments despite the risks (Haddad et al., 2021).

2.2 Theoretical Framework

Resource Based View Theory

The Resource-Based View (RBV) theory is a valuable framework for understanding how organizational learning contributes to business longevity, particularly in family-owned transport companies in South-East Nigeria. According to the RBV, a firm's competitive advantage and long-term survival stem from its ability to acquire, develop, and deploy valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). In the context of family-owned transport companies, organizational learning can be seen as a key internal resource that contributes to the development of unique competencies, capabilities, and knowledge that competitors may find difficult to replicate (Namada, 2018). . Organizational learning enables these companies to improve operational efficiency, innovate in service delivery, and respond to market demands (AlSaied & Alkhoraif, 2024). Family-owned businesses often have the added advantage of close-knit relationships, which enhance trust and the sharing of tacit knowledge across generations, further reinforcing the firm's ability to sustain competitive advantage and longevity (Eddleston & Morgan, 2014). By embedding organizational learning as a core resource, family-owned transport companies can develop dynamic capabilities that allow them to evolve and withstand industry challenges. In relation to the present study, the RBV emphasizes that firms that effectively leverage their internal resources, such as accumulated knowledge and learning processes, are better positioned to adapt to external changes and ensure business continuity (Wallace, 2019). In summary, the RBV theory is integral to understanding how internal capabilities, such as organizational learning, contribute to the **business longevity** of family-owned transport companies. It emphasizes that knowledge and other non-tangible resources within the organization can provide a sustainable competitive advantage in a highly competitive transport industry in South-East Nigeria.

2.3 Empirical Reviews

Table 2.1: Webometrics of Empirical Reviews

S/No.	Name(s) of Author	Country	Methodology	Findings	Gaps in Comparison with Present Study
1.	Zhou et al. (2015)	China	Quantitative study on 287 listed companies using secondary data	Positive association between organizational learning and firm performance (financial and innovation measures).	Focuses on larger, listed firms and relies on secondary data; does not consider smaller private firms. Financial performance is measured using limited metrics compared to the current study's comprehensive approach.
2.	Yang and Xu (2022)	China	Mixed-method (survey, secondary data, and behavioral lab experiment)	Problem-solving approach influences financing decisions and venture performance under working capital constraints.	Focuses on problem-solving under financial constraints in new ventures, differing from the current study's focus on strategic perspectives in family-owned transport companies.
3.	Park (2022)	USA	Longitudinal study and field experiment using top managers	Comprehensive strategic problem formulations, considering multiple causes and relationships, improve strategic outcomes.	Emphasizes comprehensive problem formulation and causal dependency, which is not significantly supported in the present study that found weak and non-significant effects of issue orientation on strategic perspectives.
4.	Yangailo (2023)	Tanzania/Zambia	Principal component analysis, factor analysis, regression analysis with Jamovi software	Strategic planning and quality results impact continuous improvement; education/training does not mediate the relationship between strategic planning and continuous improvement.	Current study focuses on financial strength and strategic perspectives in a different context, i.e., family-owned transport companies, not railway organizations. Also, the role of education/training differs.
5.	Shafie et al. (2023)	Egypt	Mixed methods (qualitative and quantitative; online questionnaire)	Significant relationship between strategic learning and strategic vigilance.	The focus of the present study is on financial strength and issue orientation in transport companies, unlike Shafie's emphasis on strategic learning and vigilance in petroleum companies.
6.	Theophilus (2023)	Nigeria	Dynamic panel data methods (random effects, fixed effects, D-GMM)	Organizational learning (staff training and consultancy services) has no significant short-term effect on firm competitiveness; however, organizational culture moderates the relationship.	The current study reveals moderate positive relationships, focusing on transport companies, while Theophilus focused on long-term effects in consumer goods and oil & gas sectors, with a moderating influence of organizational culture.

3.0 METHODOLOGY: The underlying philosophical paradigm is positivism. The research design adopted a cross-sectional survey approach, with a structured questionnaire based on a Likert's five-point scale. The target population comprised 11 family owned transport companies in South-East Nigeria, with national coverage. However, the elements of the accessible population were 480 Supervisors/Managers of the identified family owned transport companies. The Krejcie and Morgan's table was utilised to determine a sample size of 214 respondents, and the purposive sampling technique was adopted. The Partial least squares-structural equation modeling was deployed to test the hypotheses at 0.05 significance level. 214 copies of the questionnaire were administered, however, only 190 (88.79%) copies of the research instrument were retrieved, while 180 copies (84.11%) were found to be adequately completed and usable. A minimum Cronbach's Alpha and composite reliability coefficients of 0.7 were adopted as reliability cut-off point for this study. As prescribed by Hulland (1999), Path coefficients/outer loadings (β) threshold of 0.70 were accepted, while indicator reliability (β^2) ≥ 0.50 indicates that the construct explains more than 50% of the indicator's variance. Similarly, as prescribed by Fornell and Larcker, (1981) an average variance extracted (AVE) of 0.5 and above indicated sufficient convergent validity, while

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discriminant validity was attained when the square root of a constructs' AVE were greater than their construct correlations. t-values >1.96 and p-values<0.05 were the cut-off points for significant relationships.

Table 1.1. List Of Family Owned Transport Companies In South-East Nigeria, With National Coverage

S/N	Name of Family Owned Transport Company	Number of Supervisors/Managers	Bowley's Proportional Sample Allocation
1	God is Good Motors (GIGM)	46	20
2	Peace Mass Transit (PMT)	48	21
3	ABC Transport	42	19
4	Chisco Transport Limited	38	17
5	GUO Transport	42	19
6	Bonny Way Motors	40	18
7	Ifesinachi Transport Limited	46	20
8	Ezenwo Motors	42	19
9	Ekene Dili Chukwu Motors	48	22
10	The Young Shall Grow Motors	46	20
11	Ekeson Motors	42	19
<i>Source: Researcher's Compilation (2024)</i>		Accessible Population = 480	Sample Size = 214

Table 1.1 Descriptive Statistics (Univariate Analysis)

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Std. Error	Std. Error
CONTINUOUS LEARNING	180	15.84	4.515	.439	.337
1. Every <u>programme</u> and activity in our <u>organisation</u> is regularly archived.	180	2.42	1.090	.066	.337
2. Achievement reports and materials of professional and educational nature are easily archived in our <u>organisation</u> , and everyone can access them whenever they want.	180	2.82	.850	-.056	.337
3. Written sources/reports about the professional changes and innovations in our <u>organisation</u> are circulated to everyone in the <u>organisation</u> .	180	2.56	.861	.207	.337
4. Employees in our <u>organisation</u> are included in the process of making important decisions.	180	2.70	1.111	.446	.337
5. We have an organization culture that promotes learning about the successful practices and developments that take place in other <u>organisations</u> .	180	2.82	1.101	.372	.337
ISSUE ORIENTATION	180	14.58	3.654	.305	.337
1. In our <u>organisation</u> , the focus is on the mistake and its causes, rather than who made the mistake.	180	2.50	1.074	.515	.337
2. Administrators and employees in our <u>organisation</u> make an effort to be open to criticism.	180	2.54	.973	.782	.337
3. Everyone at our organization has the idea that 'we are all on the same boat, everyone can make mistakes'.	180	3.50	1.182	-.077	.337
4. In our firm, we focus on the underlying issues rather than just the surface - level symptoms, when discussing current events or social issues.	180	2.80	.904	.934	.337

From table 1.1, the descriptive statistics for the study on organizational learning and business longevity of family-owned transport companies in South-East Nigeria reveal moderate levels of both continuous learning and issue orientation. The mean scores for continuous learning (15.84 out of 25) and issue orientation (14.58 out of 20) suggest that these companies somewhat regularly engage in learning activities and focus on underlying issues rather than surface-level symptoms. Financial strength, with a mean score of 13.98 out of 30, and strategic perspectives, with a mean score of 20.14 out of 30, indicate moderate financial stability and strategic foresight. The standard deviations for these factors show moderate variability in responses, and the skewness and kurtosis values generally point to distributions close to normal, with slight positive skews in some areas. This suggests that while the companies demonstrate moderate effectiveness in these areas, there is room for improvement, particularly in the consistency and comprehensiveness of their practices.

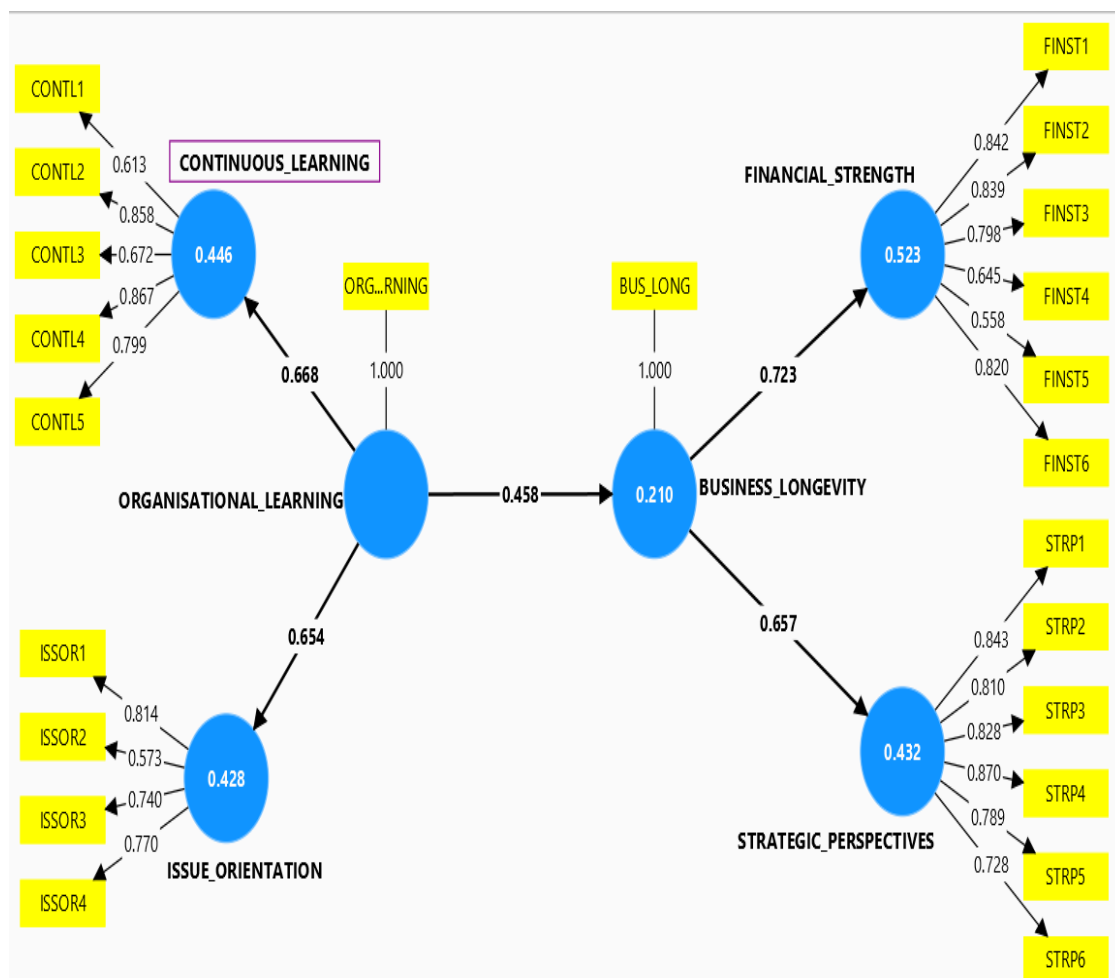


Figure 1: Measurement (Outer) Models
Source: SmartPLS 4.1.0.5 output of Research Data, 2024

Table 2: Result for Reflective Measurement Models

Constructs	Items	Convergent Validity			Internal Consistency Reliability			
		Path coefficient(β)	Indicator Reliability	AVE	Composite Reliability	Effect sizes	(R^2)	Cronbach's Alpha
CONTINUOUS LEARNING	CONTL1	0.620	0.384	0.590	0.876	0.230	0.187	0.823
	CONTL2	0.851	0.724					
	CONTL3	0.649	0.421					
	CONTL4	0.870	0.757					
	CONTL5	0.813	0.661					
ISSUE ORIENTATION	ISSOR1	0.789	0.623					
	ISSOR2	0.537	0.288	0.526	0.777	0.487	0.327	0.710
	ISSOR3	0.740	0.548					
	ISSOR4	0.803	0.645					
FINANCIAL STRENGTH	FINST1	0.854	0.729					
	FINST2	0.862	0.743	0.585	0.893	0.363	0.375	0.858
	FINST3	0.812	0.659					
	FINST4	0.661	0.437					
	FINST5	0.606	0.367					
	FINST6	0.759	0.576					
STRATEGIC PERSPECTIVES	STRP1	0.807	0.651				SSSSSSSSSSSSSSSS	
	STRP2	0.830	0.689	0.661	0.921	0.825		0.897
	STRP3	0.831	0.691					
	STRP4	0.873	0.762					
	STRP5	0.793	0.629					
	STRP6	0.732	0.536					

As shown in Figure 1 and Table 2, the results from the Reflective Measurement Models for Organizational Learning and Business Longevity of family-owned transport companies in South-East Nigeria demonstrate varying levels of validity, reliability, and predictive accuracy. For **Continuous Learning**, the path coefficients (β) range from 0.620 to 0.870, with indicator reliability (β^2) values

from 0.384 to 0.757. The Average Variance Extracted (AVE) is 0.590, indicating satisfactory convergent validity. The composite reliability (ρ_c) is 0.876, and Cronbach's Alpha is 0.823, both surpassing the 0.7 threshold, indicating strong internal consistency reliability. The effect size (f^2) is 0.230, and the predictive accuracy (R^2) is 0.187, showing moderate explanatory power. For **Issue Orientation**, the path coefficients range from 0.537 to 0.803, with indicator reliability values from 0.288 to 0.645. The AVE is 0.526, meeting the convergent validity criterion. The composite reliability is 0.777, and Cronbach's Alpha is 0.710, both above the 0.7 threshold, ensuring adequate internal consistency reliability. The effect size is 0.487, and the R^2 is 0.327, indicating moderate predictive accuracy. For **Financial Strength**, the path coefficients range from 0.606 to 0.862, with indicator reliability values from 0.367 to 0.743. The AVE is 0.585, demonstrating good convergent validity. The composite reliability is 0.893, and Cronbach's Alpha is 0.858, both above the 0.7 threshold, indicating high internal consistency reliability. The effect size is 0.363, and the R^2 is 0.375, showing moderate explanatory power. For **Strategic Perspectives**, the path coefficients range from 0.732 to 0.873, with indicator reliability values from 0.536 to 0.762. The AVE is 0.661, indicating excellent convergent validity. The composite reliability is 0.921, and Cronbach's Alpha is 0.897, both exceeding the 0.7 threshold, demonstrating strong internal consistency reliability.

The effect size is 0.825, and the R^2 is 0.452, indicating substantial predictive accuracy. Overall, the constructs exhibit satisfactory levels of validity and reliability, with varying degrees of effect sizes and predictive accuracies, reflecting the diverse impacts of organizational learning and business longevity proxies on family-owned transport companies in South-East Nigeria.

TABLE 3: DISCRIMINANT VALIDITY

	CONTINEOUS _LEARNING	FINANCIAL_ STRENGTH	ISSUE_ORI ENTATION	STRATEGIC_P ARTNERSHIP
CONTINEOUS _LEARNING	0.768			
FINANCIAL_S TRENGHT	0.672	0.765		
ISSUE_ORIEN TATION	0.601	0.628	0.725	
STRATEGIC_P erspectives	0.701	0.760	0.650	0.813

From Table 3, the discriminant validity results using the Fornell-Larcker criterion demonstrate that each construct—Business Longevity, Continuous Learning, Financial Strength, Issue Orientation, Organizational Learning, and Strategic Perspectives—meets the required standards. The square roots of the Average Variance Extracted (AVE) for each construct are greater than their correlations with other constructs, confirming that the constructs are distinct from one another. This indicates satisfactory discriminant validity for

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the constructs in the study of organizational learning and business longevity of family-owned transport companies in South-East Nigeria.

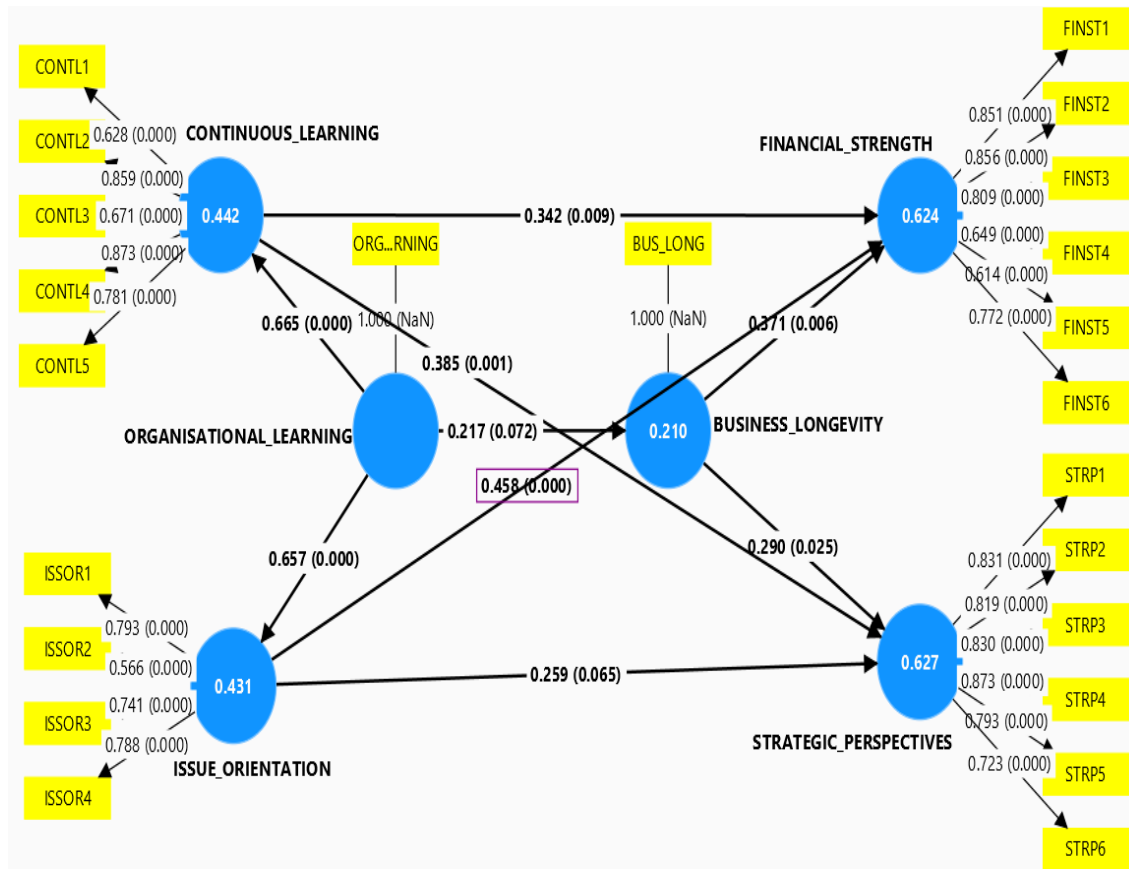


Figure 2:Structural Model showing the beta values and p-values
Source: SmartPLS4.1.0.5 Research Data, 2024

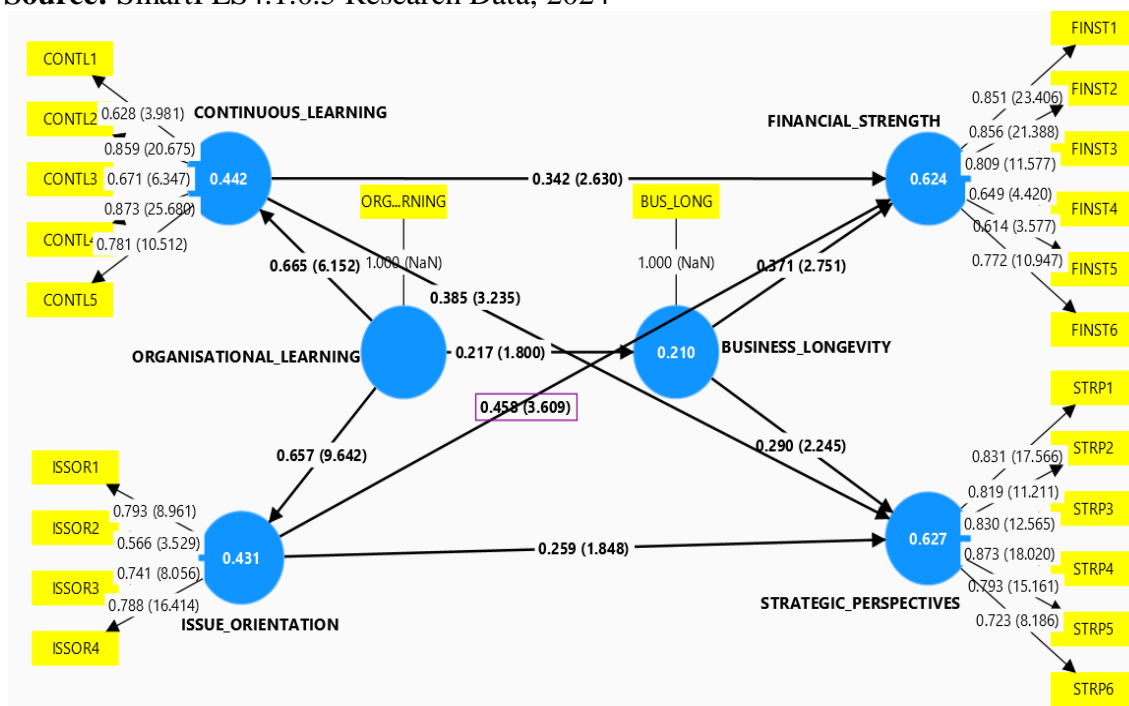


Figure 3:Structural Model showing the beta values and t-values.

Source: SmartPLS4.1.0.5 Research Data, 2024

Table 4 : Results of Hypotheses Testing

Null Hypo.	Stages	Path Coefficients (β)	R^2	T Statistics ($t \geq 1.96$)	P Values ($p < 0.05$)	Decision on Null Hypotheses
H ₀₁	CONTL→FINST	0.342 (Weak)	0.613 Moderate	2.630 (Significant)	0.000 (Significant)	Not Supported
H ₀₂	CONTL→STRP	0.343 (Weak)	0.763 Strong	3.235 (Significant)	0.009 (Significant)	Not Supported
H ₀₃	ISSOR→FINST	0.458 (Weak)	0.616 Moderate	3.609 (Not Significant)	0.000 (Not Significant)	Supported
H ₀₃	ISSOR→STRP	0.259 (Weak)	0.166 Weak	1.848 (Not Significant)	0.065 (Not Significant)	Supported

Source: SmartPLS4.1.0.5 Output of Research Data, 2024

4.0 DISCUSSIONS OF FINDINGS

1. Relationship between Continuous Learning and Financial Strength:From figures 2 and 3, and table 4, the study found a moderate positive and significant relationship between continuous learning and the financial strength of family-owned transport companies in South-East Nigeria. The β value of 0.342 suggests that as continuous learning activities increase, financial strength improves moderately. The statistically significant p -value of 0.000 supports the rejection of the null hypothesis (H₀₁), and the t -value of 2.630 further confirms this finding. The R^2 value of 0.613 shows that continuous learning explains 61.3% of the variance in financial strength, emphasizing the importance of continuous learning in boosting financial performance. This finding aligns with Zhou et al. (2015), who demonstrated a positive association between organizational learning and firm performance, although their study focused on larger, listed Chinese companies and noted that different results might occur for smaller, private firms. Zhou et al.'s observation that a combination of several learning

characteristics influences firm performance is consistent with this study's conclusion that continuous learning drives financial strength. However, Theophilus (2023) provides a contrasting perspective, showing that in Nigeria's oil and gas and consumer goods industries, continuous learning had no significant short-term effect on firm competitiveness and profitability. Nonetheless, Theophilus recommends a focus on long-term benefits, similar to this study's implication that continuous learning positively impacts financial performance in the long run. Thus, while the results differ across sectors, the evidence supports the notion that continuous learning can significantly influence firm performance under certain conditions.

2. Relationship between Continuous Learning and Strategic Perspectives: From figures 2 and 3, and table 4, the study found a moderate positive and significant relationship between continuous learning and strategic perspectives of family-owned transport companies in South-East Nigeria. The β value of 0.343 indicates that as continuous learning activities increase, strategic perspectives improve moderately. The statistically significant p -value of 0.009 supports the rejection of the null hypothesis (H_{02}), and the t -value of 3.235 further confirms this relationship. With an R^2 value of 0.763, the study reveals that continuous learning explains 76.3% of the variance in strategic perspectives, highlighting its crucial role in enhancing strategic capabilities. These findings are partially supported by Yangailo (2023), who found that strategic planning and continuous improvement are positively linked, with quality results mediating this relationship. However, while Yangailo emphasized the importance of quality results in strategic planning, his study noted that education and training do not directly mediate the relationship between strategic planning and continuous improvement. In contrast, this study emphasizes continuous learning as directly influential on strategic perspectives, suggesting that learning plays a foundational role in organisations developing strategic capabilities. Similarly, Shafie et al. (2023) found a significant relationship between strategic learning and strategic vigilance, reinforcing the idea that learning at the strategic level is key to improving organizational vigilance and decision-making, aligning with this study's conclusion that continuous learning is essential for strengthening strategic perspectives.

3. Relationship between Issue Orientation and Financial Strength: From figures 2 and 3, and table 4, the study found a moderate positive and significant relationship between issue orientation and the financial strength of family-owned transport companies in South-East

Nigeria. The β value of 0.458 suggests that as companies focus more on addressing underlying issues rather than surface-level symptoms, their financial strength improves. The statistically significant p-value of 0.000 supports the rejection of the null hypothesis, and the t -value of 3.609 further validates this relationship. With an R^2 value of 0.616, the study shows that issue orientation explains 61.6% of the variance in financial strength, highlighting the importance of a problem-focused approach in driving financial success. This finding is consistent with Yang and Xu (2022), who demonstrated that a problem-solving approach, particularly when dealing with financial constraints, positively influences venture performance. They found that decision-makers using an abstract problem-solving approach—focused on core issues—achieved better outcomes than those focusing on immediate or concrete problems. While their study focused on new ventures under financial pressure, the parallel in findings suggests that, whether in established family-owned transport companies or new ventures, focusing on root causes rather than symptoms leads to improved financial performance. This highlights the universal importance of issue orientation in enhancing organizational outcomes.

4. Relationship between Issue Orientation and Strategic Perspectives: From figures 2 and 3, and table 4, the study found a weak positive but not significant relationship between issue orientation and strategic perspectives in family-owned transport companies in South-East Nigeria. The β value of 0.259 suggests a weak positive association between the company's focus on underlying issues and its strategic outlook, but with a p-value of 0.065 and a t -value of 1.848, the relationship is not statistically significant. The R^2 value of 0.166 indicates that issue orientation explains only 16.6% of the variance in strategic perspectives, suggesting that other factors, such as industry dynamics, leadership style, and external environmental influences, may play more dominant roles in shaping strategic outlooks. This finding contrasts with Park (2022), who emphasized that comprehensiveness in strategic problem formulation and causal dependency significantly aid top managers in developing effective strategies. Park's research found that formulating problems by understanding the interrelationships among underlying causes can lead to stronger strategic perspectives, supporting the notion that a robust problem-solving approach benefits strategic thinking. However, in this study's context, issue orientation alone seems insufficient in significantly influencing strategic perspectives, perhaps due to the influence of other environmental and

organizational factors not accounted for, aligning with Park's broader claim that strategic success requires addressing a comprehensive set of factors.

5.0 Conclusion: The study explores the link between organizational learning and business longevity in family-owned transport companies in South-East Nigeria. Results show a positive correlation between continuous learning and financial strength and strategic perspectives. However, the relationship with strategic perspectives is weaker, suggesting that addressing underlying issues contributes to financial success but may not directly relate with strategic thinking. The study underscores the significance of organizational learning in driving business longevity.

5.1 Recommendations: 1. **Managers of family-owned transport companies in the South-East, Nigeria should strengthen continuous learning initiatives in order to improve the financial strength of the firms, by investing in employee training and development programs.**

2. Owners and managers of family-owned transport companies in the South-East, Nigeria should increase the adoption of **continuous learning as a means of improving the strategic perspectives of the firms, by providing opportunities for skill enhancement, knowledge acquisition, and exposure to industry best practices.**

3. Management of family-owned transport companies in the South-East, Nigeria should **enhance issue orientation capabilities as a means of improving their financial strengths, by improving their ability to identify and address critical issues proactively.**

4. Management of family-owned transport companies in the South-East, Nigeria should adopt a more issue oriented approach to enhance their strategic perspectives, by fostering a culture of problem-solving, critical thinking, and adaptability, and by aligning financial goals with long-term strategic objectives.

5.2 Suggestions for Further Research: Future research should explore factors that might moderate or mediate the relationship between organizational learning and business longevity. This could include variables such as company size, industry dynamics, leadership style, and economic conditions.

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