EFFECT OF STRATEGIC INNOVATION ON ORGANIZATIONAL PERFORMANCE IN PHARMACEUTICAL INDUSTRY

(A CASE STUDY OF TUYIL PHARMACEUTICALS INDUSTRY, ILORIN)

BY

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CERTIFICATION

This project has been read and approved by the undersigned on behalf of the Department of Business Administration and Management, Institute of Finance and Management Studies as meeting the requirement for the award of (ND) National Diploma in Business Administration and Management.

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DEDICATION

This research is dedicated to the ancient of days, the author and finisher, the giver of knowledge, for the grace given to me to carry out this work successfully and also dedicated this to my lovely parents.

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My profound gratitude goes to my creator, give thanks to the most high God for his guidance and protection for sparing my life up to this moment and put me through in all my academics years. Also my gratitude goes to my parent **MRS. TIJANI & MR OLAKUNLE TIJANI.** for their moral, spiritual and financial support of my education, most especially my Brother thank you so much.

For his moral financial support and advice, thank you for always being there for me may God Almighty reward you abundantly and God will continue to lift you up.

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TABLE OF CONTENT

ABSTRACT

This study aimed at examining the effect of strategic innovations on organizational performance of manufacturing firms in Tuyil Pharmaceuticals. The study adopted descriptive survey design. The target population of the study comprised 122 staff of manufacturing firms in Tuyil Pharmaceuticals. For this study, data was collected using structured questionnaires based on the research questions. Data analysis was done with the help of Statistical Package for Social Science (SPSS) version 23. Descriptive statistics included mean and standard deviations, while inferential statistical analysis used included correlations, and multiple regression analysis. The study findings established that it has a positive and insignificant relationship with the performance of manufacturing firms. Therefore this implied that a unit increase in technological innovation would lead to an increase in organizational performance. On product innovation, regression test indicated a positive and significant effect on the organizational performance. Further, it was observed that marketing innovation had a positive and significant effect on organizational performance. The study concluded that the manufacturing firms carry out benchmark activities with the best technology in the industry. On product innovation, the study concluded that the surveyed manufacturing firms have been producing new products with a view to enhance their performance. Finally the study concluded that the manufacturing firms have invested in automating routine tasks so as to improve efficiency. The study recommend that manufacturing firms should invest in benchmarking with the best technology in the industry so as to cut a niche in the industry without necessarily reinventing the wheel. Further, the study recommends that the manufacturing firms should

continuously produce new products and re-engineer existing products so as to prolong the product life cycle. Finally, it is recommended that manufacturing firms should invest in automating routine tasks so as to improve efficiency in the production process.

Key terms: *Organization performance, Process innovation, Product innovation, Strategic innovation, Technology innovation*

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

According to Nybakk and Jenssen (2020), strategic innovation has a significant role in financial performance, organization, and sustainable competitive advantage on a global scale. According to Mehltzberg, Ahlstrand, and Lampel (2021), strategy innovation is thought to be able to provide organizational direction by outlining the firm's course, concentrating effort through coordination, giving people a clear understanding of the organization, fostering consistency, and eliminating ambiguity. It has been proposed that there is a constant need to think strategically about what is going on in service industries like mobile telecommunication, where competition can move very quickly and new competitors can enter readily (Schmenner, 2020). It seems that this is exactly what the industrial sector, in particular, has started to do recently.

A strategy is a plan that outlines the intended course of action for a company and acts as a reference while handling various circumstances (Lusweti, 2020). A strategy is about finding a market niche that will bring in enough money to help a company outmaneuver its rivals. A successful strategy is one that brings about a durable advantage that sets an organization apart from its rivals and is useful, uncommon, and difficult to replicate (Jin, Hewitt, and Thompson, 2021).According to Frame & White (2020), innovation is the process of converting an idea or invention into a good or service that adds value or that consumers are willing to pay for. It is also the act of figuring out how to do something better.

Innovation can be viewed as the application of better solutions that meet new requirements, in-articulated needs, or existing market needs. Innovation is accomplished through having effective products, processes, services, technologies, or ideas that are readily available to markets, governments and society. The term innovation can be defined as something original and, as a consequence, new, that breaks into the market or society (Frankelius, 2021).

Innovativeness is one of the fundamental instruments of growth to enter new markets, to increase the existing market share and to provide the company with a competitive edge

(Gundayetal., 2021). Motivated by the increasing competition in global markets, companies have started to hold the significance of innovation, since dynamic technologies and real competition in the global arena quickly wear away the value added of existing services and products. Therefore, inventions entails an crucial element of the company strategies for many reasons like applying for manufacturing processes that are more productive, to improve the market, to look for positive image in the perception of the customer and hence to increase justifiable competitive advantage (Gunday et al., 2020).

The theory on the relationship between strategic innovation and industry' performance has its history to the work of Schumpeter and a large body of research regarding this relationship exists which has found that innovation is a key component for long-term firm success. In addition, several scholars argue that innovative businesses are more successful than others. However, research has also shown that innovation can be risky and that failure is the most likely outcome of product innovations (Cooper, 2022). Furthermore, Cooper (2022) argued that the benefits of innovation vary and may not accrue at all. Other scholars have argued that the relationship can be U- shaped, with high and low levels of innovation likely resulting in the highest performance (Cooper & Brentani, 2021).

Strategic innovations have been found to be critical requirement for the growth and profitability of organizations. It has a considerable impact on corporate performance by producing an improved market position that conveys competitive advantage and superior performance (Walker, 2021). Strategic innovation is an important ingredient for sustained industry' performance. Much weight has been accorded on building innovative institutions and the management of the innovation progression as necessary elements of institutional survival. Firm's strategic innovation level is determined by prescribed indicators or standards of effectiveness, efficiency, and environmental accountability such as productivity, cycle time, regulatory compliance and waste reduction (Brown, 2020).

Strategic innovation is one of the fundamental instruments of growth strategies to enter new markets, to increase the existing market share and to provide the company with a competitive edge (Nybakk & Jenssen, 2021). Motivated by the increasing competition in global

markets, companies have started to grasp the importance of strategic innovation, since swiftly changing technologies and severe global competition rapidly erode the value added of existing products and services. Thus, strategic innovations constitute an indispensable component of the corporate strategies for several reasons such as to apply more productive processes, to perform better in the market, to seek positive reputation in customers' perception and as a result to gain sustainable competitive advantage. Innovations provide industry a strategic orientation to overcome the problems they encounter while striving to achieve sustainable competitive advantage (Hitt, Ireland, Camp &Sexton, 2021).

Polder et al. (2021) argues that industry bring product innovation to bring efficiency in the business and reflects the nature of strategy adopted by the firm. In highly competitive environment of today, industry have to develop strategies aimed at developing new products according to customer's needs. The aim of product innovation is to attract new customers. Shorter product life cycle of the products forces the industry to adopt innovative strategies aimed at bringing innovation in the products (Duranton&Puga, 2022). Innovative products faces low competition at the time of introduction and that is why it earns high profit (Roberts, 2021). Product innovation is one of the key factors that contribute to success of an organization.

Strategic competitiveness can best be achieved by industry through developing new technologies. Therefore, the only way for a firm to gain a sustainable competitive advantage is invariably upgrade its processes and activities through innovation (Porter, 2021). Even if innovation do not get direct rewards by market, it can be used to generate dynamic capabilities to manage changes in the organization's environment and to gain first- mover advantages or react speedily to market changes (Cohen &Levinthal, 2022). Strategic innovation can take the form of product, process innovation, process innovation or marketing innovation. Product innovation means introducing the new products/services or brining significant improvement in the existing products/services. For product innovation, the product must either be a new product or significantly improved with respect to its features, intended use, software, user-friendly or components and material (Polder, Leeuwen, Mohnen, and Raymond, 2021). Change in design

that brings significant change in the intended use or characteristics of the product is also considered as product innovation (OECD, 2019).

The measures of innovation at the organizational level include financial efficiency, process efficiency, employees' contribution and motivation, as well benefits for customers. Measured values will vary widely between businesses, covering for example new product revenue, spending in research and development, time to market, customer and employee perception & satisfaction, number of patents, additional sales resulting from past innovations (Frankelius, 2021). Strategic innovation is considered as critical requirement for the growth and profitability of organizations. It has a considerable impact on corporate performance by producing an improved market position that conveys competitive advantage and superior performance (Walker, 2020).

Furthermore, industry in the manufacturing sector in Nigeria are operating in increasingly competitive, highly regulated and dynamic market and therefore they have to formulate strategies to ensure their survival. The manufacturing industry environment has of late been affected adversely by the changing operations, in this regard, various studies have been done trying to understand the influence of strategic innovation.

However despite many studies having been done in the area of strategic innovations on virtually all sectors of the economy in the world, there is no study specifically done on the manufacturing industry. Therefore, this study sought to examine the effect of strategic innovation on organizational performance with specific focus on manufacturing industry in Nigeria.

1.2 Statements of the Problem

There has been an increasing call for organizations to be creative in developing new products that will survive in the highly competitive environment (Ford and Gioia, 2000). New products creation environment is becoming more and more competitive and this results to increased pressure on organizations to adapt as well as create changes (Barclay and Dann, 2000).The development of new products and services is critical for firm survival and growth (Lehmann, 2019). Organizations are in no doubt enthusiastic about creating new products, but the benefits of such products to the larger society is an intriguing question that must be answered

(Lehmann, 2006). Successful product innovation is vital to many organizations. The commercial success of the product innovation depends on how well the product's design meets customers' needs (Rothwell et al., 2018).

Although, an innovative product tends to face low competition at the point of introduction, the high profits earned attract imitators. The impact of entrepreneurial orientation through creativity and innovation is a widely studied topic within the field of entrepreneurship, but the results vary from a strong positive relationship to no significant direct relationship between the two (Rauch, Wiklund, Lumpkin and Frese, 2020).

The business environment is changing and this requires innovative, strategic, and entrepreneurial minds to help bridge the business gap. Through innovativeness and creative thinking ability. This will help meet the needs, tastes, and preferences of the market environment. Therefore, ridding the failure of most businesses in Nigeria as a result of poor market analysis, lack of creative thinking, an over-concentration on one or two markets for finished goods, lack of succession plan, inexperience, lack of proper book-keeping, a lack of proper records or no records at all, insufficient resources, lack of technology, poor management support and so on are impediments to entrepreneurship development in Nigeria. These are problems that require many investigations and testing to ascertain or establish a fact as stated in literature (Onugu, 2021).

Nigerians have been unable to contribute to the country's entrepreneurship development despite government efforts to promote entrepreneurship in Nigeria (Onuselogu and Zita, 2018), entrepreneurship growth has been sluggish, and failure and even death have been common. This scenario contrasts sharply with the unprecedented entrepreneurial growth of Europe, Asia, and the United States. Further literature by (Oke et al., 2019) suggested that a lack of corporate innovation is the most fundamental and rational cause of Nigeria's slow entrepreneurial development.

Therefore this research will examine the effect of creativity and innovation on entrepreneur performance using Tuyil pharmaceuticals industry Ilorin as a case study.

1.3 Research Questions

Arising from the above, the following research questions were raised.

i. What are the effects of high quality product on the profitability in manufacturing industry?
ii. What extent can we determine the effect of introduction of new technology on the profitability in manufacturing industry?
iii. What is the effect of technological innovation on organizational performance in manufacturing industry?
iv. What is the effect of marketing innovation on organizational performance in manufacturing industry?

1.4 Objectives of the Study

The general objective of the study was to examine effects of creativity and innovation on entrepreneurial performance in Nigeria Manufacturing Industry. The specific objectives of the study were as follow:

i. To determine the effects of high quality product on the profitability of manufacturing industry
ii. To determine the effect of introduction of new technology on the profitability of manufacturing industry
iii. To investigate effect of technological innovation on organizational performance of manufacturing industry
iv. To establish the effect of marketing innovation on organizational performance in manufacturing industry

1.5 Research Hypotheses

The study was guided by the following null hypotheses;

H01: There is no significant effect of technological innovation on organizational performance of manufacturing industry

H02: There is no significant effect of product innovation on organizational performance of manufacturing industry

H03: There is no significant effect of marketing innovation on organizational performance of manufacturing industry

H04: There is no significant effect of process innovation on organizational performance of manufacturing industry

1.6 Significance of the Study

Entrepreneurs have stimulated economic performance by introducing innovations, creating change, and stimulating competition. They seek opportunity to create both private wealth and social benefit by adopting new production techniques, reallocating resources to new opportunities, diversifying output, and penetrating new markets (Venkataraman, 2020). The model of entrepreneurship development implies that for entrepreneurship to thrive within a National economy, it would take the entire society- governments, academic institutions, scholars, finance institutions, the NGOs and communities in general to carve an overall social environment that is conducive to entrepreneurship. Based on the above, the under listed are some of the potential beneficiaries of the findings of this research work.

The Nigerian economy particularly the Manufacturing Industry in terms of efficient and effective utilization of the available resources to generate adequate output that can compete globally (Agusto, 2021). This study sought to provide some significant insights that suggested that it is the existences of entrepreneurial mindset through creativity and innovation that contribute to good entrepreneurial performance of industry.

1.7 Scope of the Study

The study focuses on activities of Tuyil Pharmaceuticals company Ilorin in the Nigerian. In the OECD Oslo Manual (2019), four different innovation types are introduced and used in this study. These are product innovation, process innovation, marketing innovation, deliberate and cognitive creativity, deliberate and emotional creativity, spontaneous and cognitive creativity and organizational innovation which will represent innovation complexities. The dependent variable entrepreneurial success is measured by sales volume and efficiency.

1.8 Definition of Terms

Innovation: is the application of better solutions that meet new requirements, unarticulated needs, or existing market needs. This is accomplished through more-effective products, processes, services, technologies, or business models that are readily available to markets, governments and society

Creativity: Creativity is the act of turning new and imaginative ideas into reality. Creativity is characterized by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions.

Firm performance: A measure of performance of a company that may not only depends on the efficiency of the company itself but also on the market where it operates.

Entrepreneurship: Is the process of designing, launching and running a new business, which typically begins as a small business, such as a startup company, offering a product, process or service for sale or hire.

Entrepreneurial Orientation: is a firm-level strategic orientation which captures an organization's strategy-making practices, managerial philosophies, and firm behaviors that are entrepreneurial in nature.

Effectiveness: The degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing."

Complexity: describes the behaviour of a system or model whose components interact in multiple ways and follow local rules, meaning there is no reasonable higher instruction to define the various possible interactions

Sales Volume: The quantity or number of goods sold or services sold in the normal operations of a company in a specified period.

Financial performance: Financial performance is a subjective measure of how well a firm can use assets from its primary mode of business and generate revenues.

Output: the amount of something produced by a person, machine, or industry.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter would examine the concepts and theoretical debates on innovation as well as findings of past empirical studies to clearly unravel the knowledge gap which the study intends to fill.

2.2 Conceptual (Framework)

2.2.1 The Concept of Creativity, Innovation, and Entrepreneurship

Creativity and Innovation describe as the heart and the soul of enterprise. It entails attempting to carry out tasks in a specific way or to conduct a variety of activities to provide the entrepreneur with a unique mix of value. The benefit of creativity and innovation is that it allows state entrepreneurship to deliberately seek out opportunities to do new things or to do old things in innovative ways. As a result, whatever new paths are dictated by market conditions and consumer desires, creativity and innovation inspire and drive excellent entrepreneurship in guiding organizational operations, delighting customers to the benefit of all stakeholders. In entrepreneurial terms, this becomes a value creation (Korsgaard and Anderson, 2021). The implementation of creative inspiration is described as Innovation.

Hence, a competitive advantage for all businesses to thrive and means of anticipating and satisfying consumer needs, and the method of using technology, are built on innovation. Information gleaned from new connections, experiences gained from journeys to other disciplines or locations, and active and collegial networks all fosters innovation. The philosophy of innovation, described as the use of an idea to produce a new commercial product or service, is the driving force behind the development of new demand and, as a result, new wealth, according to Schumpeter (1934). Entrepreneurs bring innovative products to the market, and creativity generates new demand established markets will be disrupted, and new ones will be created, which will be destroyed by even newer products or services.

The results of creativity are about coming up with new ideas, and new technology (Klein, 2022). Creativity is described as the ability to invent or otherwise bring something new into being, whether it's a new approach to a problem, a new method or device, or a new object or form of art. On the other hand, Sart (2020) describes creativity as something unique and useful. Creativity is the act of seeing something that everyone else does but connecting it in ways that no one else has. Creativity is shifting from the familiar to the unfamiliar. According to Weigel et al. (2020), culture harms creativity.

In terms of economics and structure, there are three key characteristics of entrepreneurs. This involves taking risks, innovating, and launching new business ventures for profit. Entrepreneurship is a multidimensional term encompassing multiple dimensions. Due to the Multi-dimensional nature of entrepreneurship, scholars have been forced to think about it in a variety of ways and from various perspectives. It's also worth noting that entrepreneurship has evolved as an ideology over time and that its definition has changed as well. Entrepreneurship, for example, was once used to describe a person's ability to handle massive production projects (Bélanger et al., 2019). This way, the focus is on the individual's ability to handle projects with limited resources, and his willingness to take the risk in other to make a profit.

As a result, a typical entrepreneur in the middle ages was someone in charge of overseeing large architectural projects such as the fortification of cathedrals, abbeys, and public buildings. When people began to associate entrepreneurship with risks in the 17th century, their views change. During this time, an entrepreneur was described as a person who was hired by the government to provide a specific product or perform a service, and who received a profit or loss as a result of the contract. According to Aydin (2019), an entrepreneur is a risk-taker who can buy goods at a certain price and sell them at a different price. Farmers, merchants, craftsmen, and other sole proprietor's exemplified entrepreneurs during this era, according to this view.

Entrepreneurs were viewed as venture capitalists later in the 18th century. This perception shifted somewhat in the 19th and 20th centuries when entrepreneurship was perceived mostly through the lens of economics and was not differentiated from management. As a result, an entrepreneur is described as a person who operates and manages a business for personal benefit and who pays prices for materials used by the business, as well as for the use of property, resources, and personal services provided. This individual accepts the risk of making a profit or losing money due to uncontrollable and unexpected circumstances (Gholami and Karimi, 2020). The element of innovation was introduced to the description of entrepreneurship in the twentieth and twenty-first centuries.

Today, entrepreneurs are viewed as individuals with the potential to revolutionize production patterns by using innovation (Antonites and Van Vuuren, 2020). An entrepreneur is a businessperson who starts (builds), develops, and manages a business enterprise to make a profit or benefit from it. Similarly, Fedorowicz et al. (2022) defines entrepreneurship as a person who uses his or her attributes, such as risk-

taking, creativity, innovation, and the ability to organize and schedule activities, to put ideas into action to achieve a specific goal.

2.2.2 Creativity, Innovations and Nigeria Entrepreneurs

Creativity and innovations are vital ingredients for translating products of research into outcomes that can enhance profitability and satisfaction. Entrepreneurs are expected to possess certain attributes such as risk bearing, decisiveness in decision making, energetic, responsible, anticipation of future possibilities, organizational skills, action oriented, boring desire to realize, actualize, build his/her dream into reality and also ability to deal with failure. (Odah 2023).

The above attributes are imbedded in creativity and innovation. There are many factors inhibiting against creativity and innovations of Business Entrepreneurs in Nigeria: most Nigerians lack self confidence in their creature and organisational abilities. Many Entrepreneurs feel threatened by new practice process method need and dissatisfaction in current goods and services. This is because Nigerian culture places too much value on conformity to status quo patterned traditions norm and old habits as well as the belief that new ideas, process, method and products are fakes and not as good as the old type.

2.2.3 Creativity and Innovations in Nigeria Business Environment

Creativity means different things to different individuals and therefore can be defined in many ways. This is due to the fact that creativity is an amazing and complex phenomenon, that is multi-dimensional in nature and is multi-factorials determined.

Dworetzky (2007) defined creativity as the ability to originate something new and appropriate by transcending common thought constraint. Edward DeBono (2020) opined that ‘creative’ means bringing into being what was not there before. Amabile (2007) submitted that a product or a response is creative if it is novel and an appropriate solution to an open ended task. Creativity is problem solving, albeit of an original innovative nature. It is the process of sensing difficulties, Problems, gaps in information, missing elements making guesses of formulating hypothesis about these deficiencies, testing and re-testing them and finally communicating the results.

Innovation on the other hand is described as a process of taking ideas to market. It describes the process of adding value to creative ideas. Lucke and Katz (2021) defined innovation from the organization perspective as the successful introduction of a new thing or method.

Innovation is the embodiment, combination or synthesis of knowledge in original, relevant, valued new products, process or services. Innovation is the process of turning new ideas into practical

reality. The creation, evolution, exchange and application of new ideas into marketable goods and services resulting in the an enterprise.

The Concept of Creativity, Innovation, and Entrepreneurship, Creativity and Innovation describe as the heart and the soul of enterprise. It entails attempting to carry out tasks in a specific way or to conduct a variety of activities to provide the entrepreneur with a unique mix of value. The benefit of creativity and innovation is that it allows state entrepreneurship to deliberately seek out opportunities to do new things or to do old things in innovative ways. As a result, whatever new paths are dictated by market conditions and consumer desires, creativity and innovation inspire and drive excellent entrepreneurship in guiding organizational operations, delighting customers to the benefit of all stakeholders. In entrepreneurial terms, this becomes a value creation (Korsgaard and Anderson, 2021). The implementation of creative inspiration is described as Innovation.

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2.2.4 Concept of Innovation Strategic in an Entrepreneur

Innovation is a strategic tool for industry to survive and gain competitive advantages in the global marketplace. Innovative industry can improve their performances, defeat their competitors and provide value to their stakeholders. Innovation is a source of competitive advantage for a firm (Zawislak, 2021).

According to Oslo Manual (OECD, 2019), an innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations.

Oslo Manual (OECD, 2020) classified innovation as product innovation, process innovation, marketing innovation and organizational innovation. It links innovation to performance: "the ultimate reason is to improve firm performance, for example by increasing demand or reducing costs

2.2.5 Product Innovation

The process of developing and bringing new or substantially better products or services to market has been consistently used in the literature to define product innovation (Hauser, Tellis and Griffin 2020). For further clarification and distinction, product innovation can be divided into three basic types (Booz, Allen and Hamilton 1982, Olson, Walker and Ruekert 2005).

A product innovation is the introduction of a good or service that is new or significantly improved regarding its characteristics or intended uses; including significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics (OECD Oslo Manual, 2020). Product innovations can utilize new knowledge or technologies, or can be based on new uses or combinations of existing knowledge or technologies.

2.2.6 Process innovation

Process innovation is about improving the production and logistic methods significantly or bringing significant improvements in the supporting activities such as purchasing, accounting, and maintenance and computing. Process innovation includes bringing significant improvement in the equipment, technology and software of the production or delivery method. Firms bring novelties in the production and delivery method to bring efficiency in the business. The new method must be at least new to the organization and organization had never implemented it before. The firm can develop new process either by itself or with the help of another firm (Polder et al., 2021).

Process innovation also includes execution of new or essentially enhanced creation or conveyance techniques. Basic process advancement procedures incorporate changes it strategies or hardware (Tavassoli&Karlsson, 2022). Forms in a firm can be intended to diminishing unit expenses of generation or conveyance to increment/enhance efficiency or administration conveyance quality. Prepare advancement methodologies are formed by the securing of epitomized information which goes about as a key system for countering the association's frail inner abilities. Process innovation strategies may include;

adopting the supply chain concept, Enterprise engaged consultants from Deloitte international and implementation of the global reference model (GRM).

2.27 Marketing innovation

Marketing innovation strategies involve the implementation of new marketing methods and models that would significantly change the product design or packaging, product placement or pricing (Tavassoli & Karlsson, 2022). Marketing innovation strategies are targeted at meeting the customer's needs and opening up new markets or giving the firm's products a new position in the market to increase the firm sales hence income. Common marketing innovation strategies include; market pricing strategies, product offers, design properties, product placements strategies and promotion activities. According to Hong (2022), innovative marketing strategies improve brand relationship and experiences with customers thus exert their influence on brand marketing efforts thus allow brands to be customer centric.

A study by Lusweti (2021) on development procedures embraced by radio stations in Kenya and found that the reception of systems (whether cooperative or aggressive techniques) is in this manner vital in overseeing advancement and in making the development happen and that advancement methodologies are extremely vital in any business henceforth they ought to be set up at any cost since it helps the association to understand their targets.

2.2.8 Competitiveness

There is no universally accepted definition of the term "competitiveness" (Reiljan, HinrikusV & Ivanov, 2020). Budd and Hirmis (2021) observed that there are multifarious conceptualizations of the term. Competitiveness reflects a position of one economic entity (household, enterprise, industry, country) in relation to other economic entities by comparing the qualities or results of activities reflecting superiority or inferiority (Reiljan et al, 2000). Porter, Ketels and Degedo (2007) defined competitiveness as a country's share of world market for its product. World Economic Forum (2019) explains competitiveness as a set of institutions, policies and factors that determine the level of productivity of a country. Adebayo (2021) opined that the goal of competitiveness is to ascertain the productivity of a nation which is the major plan that paves the way for sustainable development. Prosperity is determined by the productivity of an economy, which is measured by the value of goods and services produced per unit of nation's human capital and natural resources. The productivity level also determines the rate of return by investment in an economy, which in turn are fundamental drivers of its growth rates (Onukwuli et al, 2016). The United Kingdom department of trade and industry

(2018) defines competitiveness as the ability to produce the right goods and services of the right quality, at the right price, at the right time. It means meeting customer needs more efficiently and more effectively than other industry. The definition above relates to competitiveness of industry which differs from a macroeconomic perspective that is interested in competitiveness of nations. OECD (2021) views competitiveness from the macro standpoint and defines national competitiveness as "competitiveness of a nation in the degree to which it can, under free and fair market conditions, produce goods and services which meet international market standards, while simultaneously maintaining and expanding the real incomes of its people over the long term". This implies that any nation that does not produce enough goods and services which sufficiently meet the demands or requirements of international market cannot be said to be competitive. Fagerberg (2016) captures national competitiveness as the ability of a country to secure high standard of living for its citizens relative to the citizens of other countries, now and in the future. To measure the competitiveness of nations in a robust manner, Porter (1990) proposes that an industry-by-industry evaluation should be done first using a simple model known as the "Diamond of National Competitiveness". This model considers the competitive capacity of a nation in a specific industry as its capacity to entice industry to use the country as a platform from which to conduct business (Ozughalu, 2022). The diamond model highlights and describes four major factors that affect industry' decision. Porter (1990) further opined that after assessing the strength of the "diamond" for each industry, governments should concentrate their effort on boosting the industries in which the diamond is strong rather than weak. The world economic forum has developed what is known as Global Competitiveness Index in order to assess the national competitiveness of countries. The Global Competitiveness Index though simple in structure provides a holistic overview of factors that are critical to driving productivity and competitiveness (Ozughalu, 2022).

Process innovation is the implementation of a production method, or significant changes in specific techniques, equipment and / or software, in order to reduce production and distribution costs, improve the quality, production or distribution of new or improved products, to increase the efficiency or flexibility of a productive activity or supply activity and to reduce the risks to the environment (Maier A, 2020; Maier D. 2020; Maier D. 2022). Even if new products are the visible results of market innovation, process innovation plays an equally important strategic role. Process innovation can be defined as bringing new elements that are introduced into production in an organization. The road to achieving

business performance requires a redefinition of the processes that underpin its operation and the increasing use of innovative technologies. In this context, process innovation involves a business process approaching the use of innovation in the key processes of an enterprise and helping to reduce costs or time to produce a good or service (Maier, 2020). In general terms, process innovation is the implementation of a production or delivery method of a new method that has been significantly improved, involving technological, equipment or software changes (OECD, 2020). In process innovation, we can distinguish: - Innovations of technology flow, targeting flow operations and their chaining. Some examples of meaningful access can be: automation of assembly in the automotive industry, replacement of the milling process, binding of the numerically controlled machine to the designer, etc. - Innovations in the manufacturing process, which completely change the way of manufacturing. Examples: float glass manufacturing process, Tetrapak packaging, word processing processors. - Increased innovation that improves results without the need for new knowledge. For example: Moore's law in computer science, reducing the specific consumption of coke in the furnace.

2.2.9 Global Creativity And Innovation Index: The Nigerian Case

The Global creativity index is a broad-based measure for advanced economic growth and sustainable prosperity based on 3Ts - Talent, Technology, and Tolerance. It rates and ranks 139 nations worldwide on each of these dimensions and on our overall measure of creativity and prosperity. To create these rankings, creativity is defined as the product of three measurable variables, "the Three Ts": Technology, Talent and Tolerance. "Technology" rankings were determined by looking at investment levels in research and development, plus patents per capita. National "talent" is evaluated as a composite of the percentage of adults with higher-education degrees and the percentage of workforce involved in creative industries. Interestingly, the third factor in the creativity index was "tolerance"; a ranking based on how each country treats its immigrants, racial and ethnic minorities, and lesbian, gay, bisexual, and transgender (LGBT) residents (Flanagin, 2022). To come to these results, 139 countries were analyzed and ranked within each category. Countries for which complete data could not be sourced were not included (Nigeria inclusive), and it is worth noting that these are generally places with relatively low levels of economic development. Overall creativity (GCI) is quantified as the average of each country's rankings across categories, and divided once more by the total number of observations used to determine each T (Flanagin, 2022). Global creativity, as measured by the Global Creativity Index, is closely connected to the economic development, competitiveness and

prosperity of nations. Countries that score highly on the Global Creativity Index have higher levels of productivity (measured as economic output per person), competitiveness, entrepreneurship, and overall human development. Creativity is also closely connected to urbanization, with more urbanized nations scoring higher on the Global Creativity Index (Florida, Mellander& King, 2022). The Global Creativity Index is associated with higher levels of equality. Nations that rank highly on the GCI also tend to be, on balance, more equal societies. There are two approaches to balancing creative economic growth and inequality. A high road path, associated with the Scandinavian nations, combines high levels of creative competitiveness with relatively low levels of inequality. The low road path, associated with the United States and the United Kingdom, combines high levels of creative competitiveness with much higher levels of inequality (Florida et al., 2022).

2.2.10 Organizational Innovation

Organizational innovation has been consistently defined as the adoption of an idea or behavior that is new to the organization (Damanpour (2001), Zammuto and O'Connor 2022). Organizational innovation refers to new ways work can be organized and accomplished within an organization to encourage and promote competitive advantage; it can either be a new product, a new service, a new technology, or a new administrative practice (Hage, 2020). Organizational innovation encompasses product innovation, process innovation, and the newly defined marketing innovation. Further, each form of organizational innovation has a both unique and shared variance when viewed among the other forms of innovation. Business practitioners indicate that organizational innovation encompasses how organizational members manage the work processes in such areas as customer relationships, employee performance and retention, and knowledge management. A theme that runs through both the academic and managerial literature is that at the core of organizational innovation, there is the need to improve or change a product or process. Innovation revolves around change, yet not all change is innovative; the change must be substantial and meaningful to a stakeholder. In summary, organizational innovation encourages employees or organizational agents to think creatively about organizational challenges and strive for solutions that can be deemed as new to the organization and even new to the industry or business community at large.

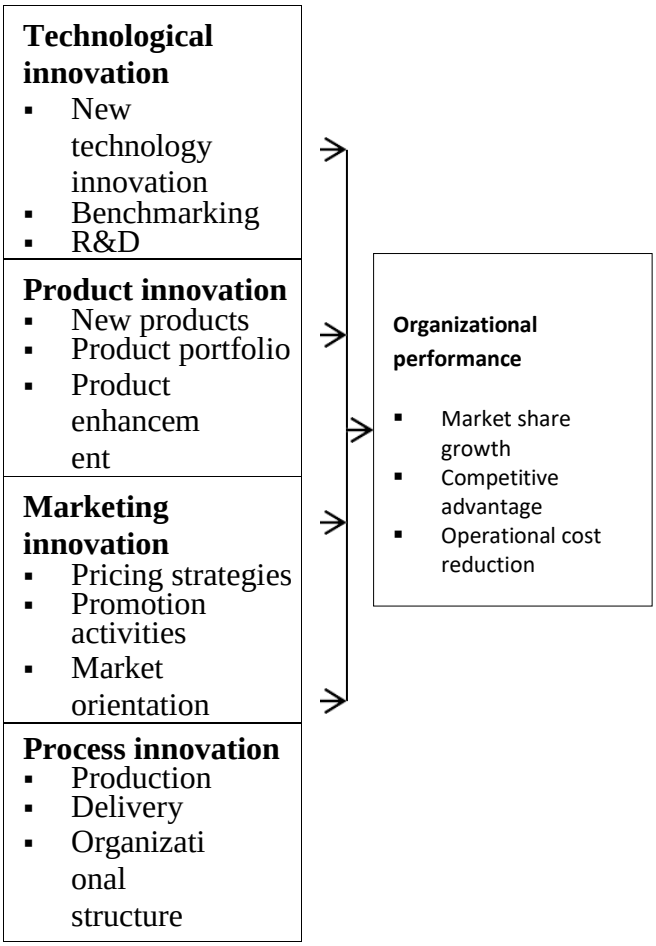

Figure1: Conceptual framework
Source: Author Swanson, (2019)

2.2 Theoretical Framework

2.2.1 The Componential Theory

The componential theory of creativity was articulated by Teresa Amabile in 2021. A theory designed to be comprehensively useful for both psychological and organizational creativity research; it describes the creative process and the various influences on the process and its outcomes. Two important assumptions underlie the theory. First, there is a continuum from low, ordinary levels of creativity found in everyday life to the highest levels of creativity found in historically significant inventions, performances, scientific discoveries, and works of art. The second, related underlying assumption is that

there are degrees of creativity in the work of any single individual, even within one domain. The level of creativity that a person produces at any given point in time is a function of the creativity components operating, at that time, within and around that person.

In the componential theory, the influences on creativity include three within-individual components: domain-relevant skills (expertise in the relevant domain or domains), creativity-relevant processes (cognitive and personality processes conducive to novel thinking), and task motivation (specifically, the intrinsic motivation to engage in the activity out of interest, enjoyment, or a personal sense of challenge). The component outside the individual is the surrounding environment – in particular, the social environment.

The theory specifies that creativity requires a confluence of all components; creativity should be highest when an intrinsically motivated person with high domain expertise and high skill in creative thinking works in an environment high in supports for creativity.

2.2.2 Integrationist Model of Creative Behaviour

Woodman (2003) has proposed an interactions model of creative behavior at individual level. He described the creativity as the complex product of a person's behavior in a given situation. The situation is characterized in terms of the contextual and social influences that either facilitate or inhibit creative potential and its realization. We all are influenced by various antecedent conditions, and these influences have bearings on both cognitive abilities and non-cognitive traits or predispositions. We may also call them individual biases embedded deep in our conscious. This integrationist model provides an integrating framework that combines important elements of the personality, cognitive and social psychology explanations of creativity (Kohlenberg et al., 2003).

This model provides a conceptual overlay for the interactions perspective on organizational creativity. This model essentially extends the Woodman and Schoenfeldt (1989) model of creative behavior into a social setting. The creative behavior of organizational participants is a complex and delicate person-situation interaction influenced by the historical events as well as salient features of the current situation. Within the person, both cognitive, take for example, knowledge, cognitive skills, and cognitive styles/preferences and non-cognitive like personality aspects of the mind are related to creativity and creative behavior. Individual creativity is a function of antecedent conditions such as past reinforcement history, biographical variables, cognitive style and ability to think divergently, ideational fluency, personality factors like self-esteem, locus of control, relevant knowledge, motivation, social

influences, for example, social facilitation, social rewards, and contextual influences like physical environment, task and time constraints. The mode is based on the assumption that behavior is a complex interaction of person and situation, which is repeated at each level of social organization. It means that group creativity is a function of individual creative behavior.

While, organizational creativity is a function of the creative outputs of its component groups and contextual influences, take for example organizational culture, reward systems, resource constraints, the larger environment outside the system, and so on. The pinnacle of creative output for the entire system takes roots from the complex mosaic of individual, group, and organizational characteristics and behaviors occurring within the salient situational influences, both creativity constraining and enhancing, existing at each level of social organization. The interactionist perspective describes the behavior of an organism at any point in time as a complex interaction of the situation and the nature of the organism itself. As such, there are three actors: (a) situation, (b) organism and (d) relationship that facilitate interaction between the situation and the organism. Comprehensive description of these factors is required to be furnished to fully understand the organism-in-its-environment and interaction between them.

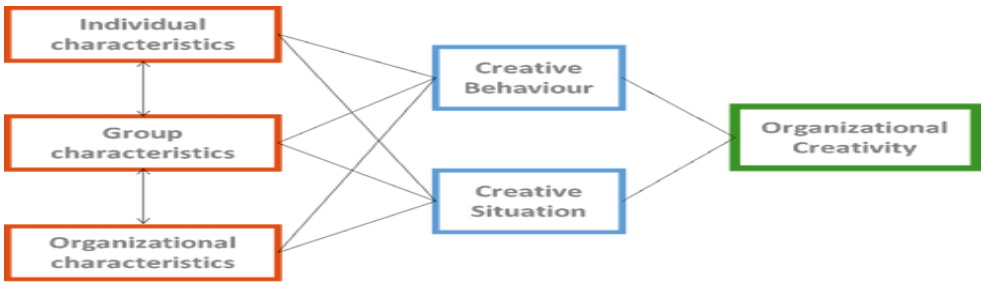

Fig. 1: Integrationist model of organizational creativity

Source: (Woodman, Swayer& Griffin, 2003)

2.2.3. Schumpeter's Innovation Theory

The Schumpeterian theory on innovation one of the best-known contributors to the theory of entrepreneurship has been Joseph Schumpeter. In his book, The Theory of Economic Development (1912), Schumpeter identified the entrepreneur as an individual who introduces new combinations i.e. innovation to the economy. In his theory of business cycles, Schumpeter explains that innovations come in swarms i.e. the initial innovator is followed by a bunch of 'imitators' which results in an economic boom and that Periods of innovation and lack of innovation are the main causes for the business cycle. For Schumpeter, an entrepreneur is not only an innovator but also a leader. Since the main characteristic

of an entrepreneur is innovation and leadership, Schumpeter's entrepreneur does not necessarily start his own business and does not have risk taking as one of his functions.

However he proposes three concepts; First, Schumpeter describes entrepreneurs as visionary change management agents (Sandberg, 2002) who introduce new economic activity that leads to a change in the market. Consequently, the creative activity of the entrepreneur is independent of the organizational or legal setting in which he/she may work. Second, entrepreneurship is not a profession and it is not a long-lasting state.

Whatever the entrepreneur is doing, as a salesman or a software manufacturer he or she remains an entrepreneur as long he or she actually links a market problem with innovation. An entrepreneur loses his/her entrepreneurial character when, after having exploited his/her business idea, he/she shifts to a "business as usual" activity in line with the growth of the organization, processes and organizational structures (Schumpeter, (1980); Dobák, (2020).

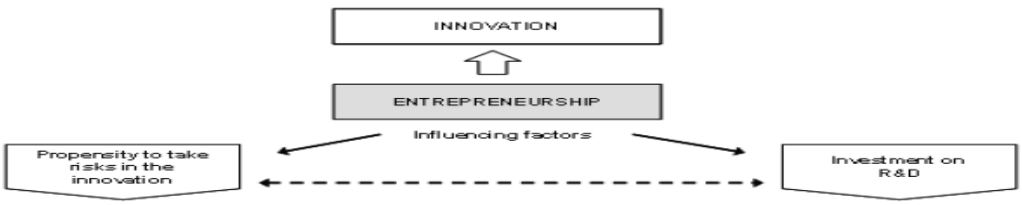

Fig. 2: Influencing factors of the entrepreneurship for the innovation
Source: (Schumpeter, 2002).

This argument is also supported by Christine (2019). According to Christine (2019), innovations and the creative mind of an entrepreneur are the processes that results in long-lasting development of the market. Indeed Joseph Schumpeter, (1934) in his theory of economic development, brings out several innovations, creative and proactive outcomes achieved by some entrepreneurs who create a difference in organizations. There is a relationship between product and process innovation to the business performance. Three operational performance measures like sales volumes, profitability and market share could be used to verify the business performance.

In Theory of economic development and further work, Schumpeter de- scribed development as historical process of structural changes, substantially driven by innovation which was divided by him into five types: 1. Launch of a new product or a new species of already known product;

2. Application of new methods of production or sales of a product (not yet proven in the industry)
3. Opening of a new market (the market for which a branch of the industry was not yet represented)
4. Acquiring of new sources of supply of raw material or semi-finished goods
5. New industry structure such as the creation or destruction of a monopoly position. Schumpeter argued that anyone seeking profits must innovate.

That will cause the different employment of economic system's existing supplies of productive means. Schumpeter believed that innovation is considered as an essential driver of competitiveness and economic dynamics. He also believed that innovation is the center of economic change causing gales of "creative destruction", which is a term created by Schumpeter in Capitalism, Socialism and Democracy.

According to Schumpeter innovation is a "process of industrial mutation, that incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one". Schumpeter described development as historical process of structural changes, substantially driven by innovation. He divided the innovation process into four dimensions: invention, innovation, diffusion and imitation. Then he puts the dynamic entrepreneur in the middle of his analysis. In Schumpeter's theory, the possibility and activity of the entrepreneurs, drawing upon the discoveries of scientists and inventors, create completely new opportunities for investment, growth and employment. In Schumpeter's analysis, the invention phase or the basic innovation have less of an impact, while the diffusion and imitation process have a much greater influence on the state of an economy.

2.2.4 Resource Based View Theory

The popularity of the resource-based view (RBV) of the firm has turned our focus on the black box of the firm. Theoretically, the central premise of RBV addresses the fundamental question of why industry are different and how industry achieve and sustain competitive advantage by deploying their resources. Clearly, these ideas are not new. During the last 50 years, many management academics have contributed to the development of this topic. For example, Selznick's (1957) idea of an organization's 'distinctive competence' is directed related to the RBV. Also, Chandler's (1962) notion of 'structure follows strategy', as well as Andrews' (1971) proposal of an internal appraisal of strengths and weaknesses, led to the identification of distinctive competencies.

Fig. 3: Resource Based View Model

Source: (Selznick, 2007)

Resource Based View emerged as an alternative to the strategic management theories explaining competitive advantage of an enterprise with its market position. The founder of Resources Based View was Edith Penrose who noticed that competitiveness of a firm varies considerably within one industry. Thus scientific community draws their attention to specific resources of a firm that are hard or even impossible to imitate by competitors.

2.2.5 The Mcclelland Motivation Theory and Entrepreneurial Mindset

In his theory referred to as "Acquired Needs theory" McClelland, says that a person has three types of needs at any given time, which are; Need for achievement i.e need to get success with one's own efforts, Need for power, i.e. dominate or influence others, and the need for affiliation which calls for maintaining friendly relations with others. McClelland concludes that the need for achievement is the highest for entrepreneurs'. McClelland (1961).

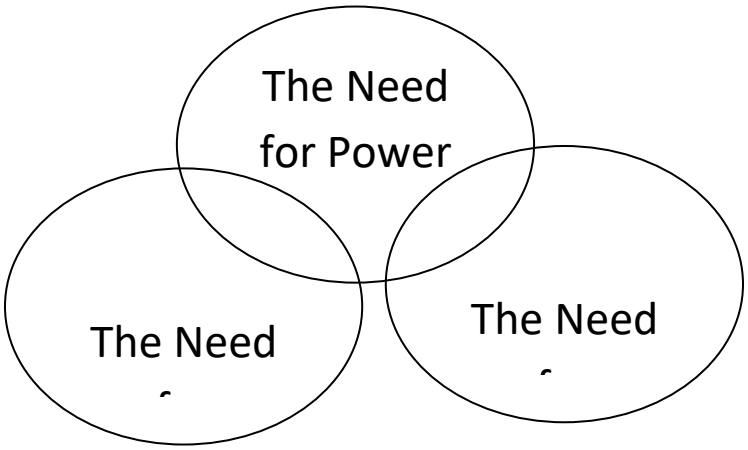

Fig. 4: McClelland's Motivational Needs

Source: (David McClelland's, 2006)

David McClelland (1961) in his contribution to the behavioral sciences on entrepreneurship defines an entrepreneur as someone who exercised control over production that is not just for personal consumption but also for others. His three needs becomes the driving force towards success in business. McClelland therefore emphasizes on the entrepreneurs' needs and not his mindset as the driving force to business performance. There are three types of basic needs that motivate people into higher performance. He called these; need for power (n/PWR), need for affiliation (n/AFF), and need for achievement (n/ACH).

Although these three needs are relevant to entrepreneurship, need for achievement has been recognized as the most relevant factor that motivates people to entrepreneurship. McClelland (2000) has argued that entrepreneurs tend to have a high need for achievement (n/ACH) and such individuals gravitate toward situations in which they can achieve relatively immediate feedback on how they are doing.

However, evidence suggests that entrepreneurs do have a relatively high need for achievement, it also indicates that high n/ACH, by itself does not single out entrepreneurs, meaning that other factors such as need for power and affiliation must also be in place for high and effective performance of entrepreneurs (Bartol and Martin, 2022).

2.2.6 Diffusion of Innovation (DOI) Theory

Diffusion of Innovation (DOI) Theory, developed by E.M. Rogers in 1962, is one of the oldest social science theories. It originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. The end result of this diffusion is that people, as part of a social system, adopt a new idea, behavior, or product. Adoption means that a person does something differently than what they had previously (i.e., purchase or use a new product, acquire and perform a new behavior, etc.). The key to adoption is that the person must perceive the idea, behavior, or product as new or innovative. It is through this that diffusion is possible.

Adoption of a new idea, behavior, or product (i.e., "innovation") does not happen simultaneously in a social system; rather it is a process whereby some people are more apt to adopt the innovation than others. Researchers have found that people who adopt an innovation early have different characteristics than people who adopt an innovation later. When promoting an innovation to a target population, it is important to understand the characteristics of the target population that will help or hinder adoption of the innovation. There are five established adopter categories, and while the majority of the general population tends to fall in the middle categories, it is still necessary to understand the characteristics of the target population. When promoting an innovation, there are different strategies used to appeal to the different adopter categories.

Innovators - These are people who want to be the first to try the innovation. They are venturesome and interested in new ideas. These people are very willing to take risks, and are often the first to develop new ideas. Very little, if anything, needs to be done to appeal to this population.

Early Adopters - These are people who represent opinion leaders. They enjoy leadership roles, and embrace change opportunities. They are already aware of the need to change and so are very comfortable adopting new ideas. Strategies to appeal to this population include how-to manuals and information sheets on implementation. They do not need information to convince them to change.

Early Majority - These people are rarely leaders, but they do adopt new ideas before the average person. That said, they typically need to see evidence that the innovation works before they are willing to adopt it. Strategies to appeal to this population include success stories and evidence of the innovation's effectiveness.

Late Majority - These people are skeptical of change, and will only adopt an innovation after it has been tried by the majority. Strategies to appeal to this population include information on how many other people have tried the innovation and have adopted it successfully.

Laggards - These people are bound by tradition and very conservative. They are very skeptical of change and are the hardest group to bring on board. Strategies to appeal to this population include statistics, fear appeals, and pressure from people in the other adopter groups.

The stages by which a person adopts an innovation, and whereby diffusion is accomplished, include awareness of the need for an innovation, decision to adopt (or reject) the innovation, initial use of the innovation to test it, and continued use of the innovation. There are five main factors that influence adoption of an innovation, and each of these factors is at play to a different extent in the five adopter categories.

Relative Advantage - The degree to which an innovation is seen as better than the idea, program, or product it replaces.

Compatibility - How consistent the innovation is with the values, experiences, and needs of the potential adopters.

Complexity - How difficult the innovation is to understand and/or use.

Triability - The extent to which the innovation can be tested or experimented with before a commitment to adopt is made.

Observability - The extent to which the innovation provides tangible results.

Limitations of Diffusion of Innovation Theory

There are several limitations of Diffusion of Innovation Theory, which include the following:

Much of the evidence for this theory, including the adopter categories, did not originate in public health and it was not developed to explicitly apply to adoption of new behaviors or health innovations.

It does not foster a participatory approach to adoption of a public health program.

It works better with adoption of behaviors rather than cessation or prevention of behaviors.

It doesn't take into account an individual's resources or social support to adopt the new behavior (or innovation).

This theory has been used successfully in many fields including communication, agriculture, public health, criminal justice, social work, and marketing. In public health, Diffusion of Innovation Theory is used to accelerate the adoption of important public health programs that typically aim to change the

behavior of a social system. For example, an intervention to address a public health problem is developed, and the intervention is promoted to people in a social system with the goal of adoption (based on Diffusion of Innovation Theory). The most successful adoption of a public health program results from understanding the target population and the factors influencing their rate of adoption.

2.3 Empirical Review

This section of the literature review analyses the previous studies of the effect of innovation strategies on organizational performance. Organizations formulate innovative strategies in order to grow and sustain their businesses amidst dynamic and turbulent environmental factors (Ibingira et al., 2017). According to Lewrich et al. (2022), organizations subjected to a competitive market orientation especially within retail industry market environment need to maintain their competitiveness by adopting innovative offerings and systems by pursuing innovation startegies such as incremental and radical changes. While incremental innovation can be regarded as continuous innovation, radical innovation can be regarded as discontinuous innovation (CIM, 2007; Ibingira et al., 2017). However, CIM (2007) notes that continuous dynamic innovation can be adopted by a firm when a new product is created or altered from the exisiting product without changing the consumer buying pattern or product usage.

According to Ibingira et al. (2017), innovation strategy is a pivotal factor that influences firm competitiveness through novelty in products, services and processes, complexity, tactics, timing, legal protection of intellectual property and others, yet very little is known about the effects of its drivers. Although managers have made efforts to establish innovation strategies, their effects on organizational performance is not well evaluated and determined (Ibingira et al., 2017). This study therefore, aims to establish further relationships between some innovation strategies and organizational performance. An innovation strategy is the invention of winning products or services sold to a potential market segment to satisfy the needs of those customers in a much superior manner than any competitor's offer (Adeyeyetolulope, 2020). Further more, Al - Maanil et al. (2019) and Katz et al. (2021) further contends that companies use innovation strategies to gain technological organizations to differentiate their products and services from

competitors' offerings (Cherop, 2016). Because the word strategy has several conceptual definitions, there is no single comprehensive definition for strategy (Katz et al., 2021). However, strategy is the determination of long-term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for achieving these goals (Katz et al., 2021) Study Gaps The findings of the study of innovation without considering other variables such as organizational culture (OC) reveal that each of the innovation typologies such as process innovation, product innovation, service innovation and organizational innovation has a positive influence on organization performance (Ibingira et al., 2017; Suhag et al., 2017). This therefore, puts this study into task to investigate the contribution of other variables on organizational performance. The scope of the works by Suhag et al. (2017) in Pakistan specifically challenges this study with a task to establish the extent to which and how strategic innovation and its moderating and mediating variables such as organizational culture impact on organizational performance. Furthermore, the sample of 200 respondents used in the works of Suhag et al. (2017) in the telecommunications sector alone was relatively insufficient for more accurate results to be generated. This is part of the research gaps to be closed in this study by adoption of mixed-methods research method. In a related study by Tuan et al. (2016), the empirical findings obtained from use of questionnaires survey research instruments to establish the relationship between each of the innovation type and organizational performance exhibited research gaps because triangulation research method was not used to establish the social aspect of the outcomes.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

In this chapter of the research work, attempt is made to describe the methodology and framework used in attaining the stated objectives of the study, how the research hypotheses were empirically determined, the research design adopted, the study population/sample frame and its characteristics and the types of sampling techniques used in this study. Also, types and sources of data were identified and procedure in testing these hypotheses and accomplishing the study objectives were defined. Concise efforts were made too to describe the choice of research instrument, questionnaire design, methods of data measurement, data collection techniques, and tabulation, analysis, and presentation of data.

3.2 Research Design

The study will adopt a survey research design, where data is collected from a sample of enterprises to determine the relationship between entrepreneurial performance (the dependent variable) and innovation complexities (the independent variables). Survey is used when a large population of survey sample exists, of which information can be retrieved regarding the issue being researched. Thus, its adoption and usage is justified on the ground of its capacity for collecting large data and because it could make use of interview schedules or questionnaire focusing on very large population. This allows the researcher to create information for precisely answering the how, what, who, where and when questions concerning market factors and conditions. Besides, the data structures created through the survey method when considering the whole population helps the researcher to make inferences about the target population as a whole. Several researches on entrepreneurship have adopted various research methods in tackling the research purpose and questions. Some have used the qualitative approach of in-depth literature review. The prevalent method used in the various literatures reviewed for this research purpose is the survey research method. This can be observed in the works of Freel(2000), Ehigie and Umoren (2003), Niels et al (2000). For this reason the survey method is adopted for this study.

3.3 Population of the Study

The population of the research study would consist 180 of members of staff that would be selected purposefully. They include top executives in the production department, research and development department, marketing department, departmental heads and heads of strategic business units of selected industry in the Manufacturing Industry. These sets of executives and managers were chosen because they are involved in the determination of their companies' innovation practices as it relates to product, process, marketing and organization. The study focuses on activities of industry in the Tuyil Pharmaceuticals industry Ilorin.

3.4 Sample Size and Sampling Techniques

For the purpose of this Research work, the sampling techniques here will be drawing a sample (subset) from the population. The sample size will include (122) workers from the case study.

This project work shall adopt the use of random sampling. This method all the members have an equal and an independent chance of being selected.

These criteria are: the level of precision, the level of confidence or risk, and the degree of variability in the attributes being measured. formula adopted and adapted from Kreijcie& Morgan, (1970).

(P = 50%, d = degree of accuracy expressed as a proportion, 0.5).

N = Population size = 197

x^2_t = table value of chi-square at degree of freedom of 1 for 5% confidence level i.e. (0.05 = 3.84)

e = level of significant i.e. 5%

The Statistical formula is

$$n = \frac{x^2 NP(1-P)}{e^2(\mathrm{N}-1) + \mathrm{p}(1-\mathrm{p})x^2}$$

$$\frac{3.84\ x\ 180\ x\ 0.5(1-0.5)}{0.05\ x\ 0.05\ x\ 180 + 0.5\ x\ 0.5\ 3.84}$$

$$\frac{180.12}{0.4925 + 0.96}$$

$$\frac{180.12}{1.4525}$$

n = 122

Because of the homogeneity of staff within a job classification and difference between job assignments, stratified random sampling is adopted. The selection of staff from each job classification was made following proportional allocation of simple random sampling techniques as described below:

3.5 Method of Data Collection of Data

The primary method of data collection would be used for this study. The primary data would be sourced through the use of a structured questionnaire. The primary data inquired on the extent to which innovation complexities is been practiced in the organization. The questionnaire would seek for responses from selected organization staff members. The questionnaire would enable the researches to come with a list of questions that targets the research objectives

3.6 Instrument of Data Collection

The instruction used in the collection of data was an instruction personal interview method the individual is contacted are the manager and some other staff especially from the customer service department. The general manager of the company was also contacted and research instrument is the only device used in measuring or recording data.

Development an appropriate instrument is perhaps the most time consuming and important aspects of conducting a study. Some of the sample research tools which are commonly used together data in business research include the following major categories:

a. Questionnaires:

3.7 Methods of Data Analysis

For this Research work, the method of data analysis and the statistical procedure adopted in the computation of data is chi-square method to test the data. This will also be used in testing the hypothesis

3.8 Historical Background of the Case Study

According to Newswatch (2008) Aliko TUYIL, the president of TUYIL group of companies is a testimony to great success of private entrepreneurship in managing the Nigeria economy from the modest beginning.

Established in May 1981 as a trading business with an initial focus on cement, the group diversified over time into a conglomerate trading cement, sugar, flour, salt and fish. By the early 1990s the group had grown into one of the largest trading, conglomerates operating in the country.

In 1999, following the transition to civilian rule and after an inspirational visit to Brazil to study the emerging manufacturing sector, the group made a strategic decision to transit from a trading based business into fully fledged manufacturing operation. In a country where imports constitute the vast majority of consumer goods, a clear gap existed for a manufacturing operation that could meet the "basic needs" of a vast and fast growing population.

The group embarked on an ambiguous construction programme, initially focused on the construction of flour mill, a sugar refinery and a pasta factory. In 2000 the group acquired the Benue cement company plc from the Nigerian government and in 2003 commissioned the Obajana cement plant, the largest cement plan in sub-Saharan Africa.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter will examine the data presented, analyze it, and interpret how creativity and innovation on entrepreneurial performance in Nigeria manufacturing industry. The data used in this study were derived from primary source by administering 50 questionnaires. Chi square (x^2) method of statistical analysis is used to analyze the questions contained in the questionnaires as a guide to arrive at a useful conclusion on the subject matter of this Research.

4.2 Data Presentation Analysis and Interpretation

The questionnaires are made up of three sections

Section A: consist of respondent bio data

Section B: Consist the effect creativity, an innovation on entrepreneurial performance in Nigeria manufacturing industry

SECTION A: RESPONDENTS BIO DATA

TABLE 1: Respondent Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	73.8	73.8	73.8
	Female	32	26.2	26.2	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

From the above sample, (73.8%) are male while (26.2%) are females, this shows how male dominate the organization, because the most employee there are the factory workers which consist of male than their female counterpart.

TABLE 2: Respondent Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	42	34.5	34.5	34.5
	26-35	70	57.5	57.5	92.0
	36-45	10	8.0	8.0	100.0
	Total	122	100.0	100.0	

Source: SPSS computation, 2025

The table shows the 42 respondents, representing 34.5% of the population were between the ages of 18-25, 70% which represent 26-35 57.5% percentage represent 36-45, 8% shows 70% and above. We can therefore conclude that the age distribution of the respondents to that, the organization employee more of younger workers.

TABLE 3: Respondent Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	95	77.0	77.0	77.0
	Single	27	23.0	23.0	100.0
	Total	65	100.0	100.0	100.0

Source: SPSS computation, 2025

From the table above 95(77%) of the respondents are married, 27 (23%) of the respondents are single; from this shows that half of the respondents are married and the other half are singles.

SECTIONB: CONSIST THE EFFECT CREATIVITY, AN INNOVATION ON ENTREPRENEURIAL PERFORMANCE IN NIGERIA MANUFACTURING INDUSTRY

HAS TUYIL BEING ABLE TO CREATE NEW INNOVATION ON ENTREPRENEURSHIP PERFORMANCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	122	100.0	100.0	100.0

Source: SPSS computation, 2025

This table above shows the organization (Tuyil Pharmaceuticals companies) has greatly contributed to creativity and innovation on entrepreneurship performance in manufacturing industry.

Has this Organization able to Increase the Development and Expansion of Small and Medium Scale in the Country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	95	77.0	77.0	77.0
	No	-	-	-	-
	not sure	27	23.0	23.0	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

This table shows that 25 out of the 30 respondents supported that the organization have really helped to development the small and medium scale in Nigeria while 2(6.7%) out of the respondents nullify it and 3 (10%) are not even sure whether the organization contributed or not.

Has this Organization been Effective in the Creativity and Innovation for Entrepreneurial

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	75	61.0	61.0	61.0
	No	25	20.5	20.5	20.5
	not sure	22	18.5	18.5	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

The result shown above indicate how the organization have been effective in the expansion of market for local goods, from the respondents, 75(61%) agreed to the question, 25(20.0%) from the respondents disagree and 22 (18.5%) from the respondents is not sure.

There is significant relationship between creativity and innovation and entrepreneur performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	101	82.8	82.8	93.8
	not sure	21	17.2	17.2	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

The table above shows that 101(82.8%) out of the total population of the respondents agreed positively that Tuyil pharmaceutical is an entrepreneur, who perceived an opportunity and seized it, and this organization have being toping for same decade now. 21(17.2%) of the total respondents are not sure.

As this Organization Contributed to the Growth and Development of this Nation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	93	76.0	76.0	76.0
	No	7	6.0	6.0	6.0
	not sure	22	18.0	18.0	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

From the table shown, it clearly indicate that the organization contributed to the growth and development of this nation, 93(76.0%) agreed to the question, 7(6%) of the respondents disagreed while 22(18.0%) are not sure wealthier it contributed or not.

Does the Effect of High Quality Product Enhance Profitability of Manufacturing Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	85	69.8	69.8	69.8
	No	15	12.2	12.2	12.2
	not sure	22	18.0	18.0	100.0
	Total	122	100.0	100.0	

Source: SPSS computation, 2025

This table show, from the respondents that 85 (69.8%) agreed that entrepreneurship is the solution to the unemployment in Nigeria, while 15(12.2%) is against it that it not the solution to unemployment in Nigeria, 22(18.0%) are not sure weather to support or not.

To what Extent can we Determine the Effect of Introduction of New Technology on the Profitability of Manufacturing Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	115.0	94.0	94.0	94.0
	not sure	7.0	6.0	6.0	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

The frequency and percentage shown in the table above indicate that 115 (94.0%) chose yes out of the whole total sample population that entrepreneurship contributed immensely on the economic development of this country on generating employment, provision of social amenities, promotion of technology etc 7(6%) of the respondents take no, while means they do not support while are not sure.

To what Extent can we Determine the Effect of New Product Development on the Scale Turnover of Manufacturing Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	99	81.0	81.0	81.0
	No	23	19.0	19.0	100.0
	Total	122	100.0	100.0	100.0

Source: SPSS computation, 2025

The table show that the respondents 99(81.0%) support that employment generation play a significant role in economic development in Nigeria, 23(19.0%) do not support the claim while 3 (10) are not sure.

IS ENTREPRENEURSHIP AN INSTRUMENT TO REDUCE POVERTY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	100	93.8	93.8	93.8
	No	22	6.2	6.2	100.0
	Total	122	100.0	100.0	

Source: SPSS computation, 2025

It is shown from the table above that entrepreneurs services as an instrument to reduce poverty were 28 (93.3%) supported the claim while only 2 (6.7) did not

HYPOTHESIS TESTING

Having presented the data, they were analyzed in relation to the presentation. They were then used in testing the entire hypothesis. Chi-square (x^2) used to test the hypothesis listed in chapter 1

From the, the chi-square method is applied with the formula $x^2 = \frac{E\,(fo - fe)^2}{Fe}$

Hypothesis one

Ho represents the null hypothesis

Hi represent s the alternative hypothesis

The chi-square test is a non-parametric method of testing hypothesis. It can be used to determine whether there is relative difference in two or more variables.

Having presented the data, they were analyzed in relation to the presentation. They were then used in testing the entire hypothesis. Chi-square (x^2) used to test the hypothesis listed in chapter 1 using SPSS (Statistical Package for Social Science).

Chi-Square Tests

Is Entrepreneurship an Instrument to Reduce Poverty		Value	Df	Asymp. Sig. (2-sided)
Yes	Pearson Chi-Square	27.199[b]	2	.000
	Likelihood Ratio	31.857	2	.000
	Linear-by-Linear Association	16.969	1	.000
	N of Valid Cases	61		
No	Pearson Chi-Square	.[c]		
	N of Valid Cases	4		
Total	Pearson Chi-Square	27.176[a]	2	.000
	Likelihood Ratio	35.310	2	.000
	Linear-by-Linear Association	18.687	1	.000
	N of Valid Cases	65		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.85.
b. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.70.
c. No statistics are computed because Gender and respondent age are constants.

Is Entrepreneurship an Instrument to Reduce Poverty		Value	Df	Asymp. Sig. (2-sided)
Yes	Pearson Chi-Square	27.199[b]	2	.000
	Likelihood Ratio	31.857	2	.000
	Linear-by-Linear Association	16.969	1	.000
	N of Valid Cases	61		
No	Pearson Chi-Square	.[c]		
	N of Valid Cases	4		
Total	Pearson Chi-Square	27.176[a]	2	.000
	Likelihood Ratio	35.310	2	.000
	Linear-by-Linear Association	18.687	1	.000
	N of Valid Cases	65		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.85.
b. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.70.
c. No statistics are computed because Gender and respondent age are constants.

Is Entrepreneurship an Instrument to Reduce Poverty			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Yes	Nominal by Nominal	Contingency Coefficient	.533			.000
	Interval by Interval	Pearson's R	.532	.098	4.823	.000[c]
	Ordinal by Ordinal	Spearman Correlation	.566	.093	5.275	.000[c]
	N of Valid Cases		61			
No	Nominal by Nominal	Contingency Coefficient	.[d]			
	N of Valid Cases		4			
Total	Nominal by Nominal	Contingency Coefficient	.543			.000
	Interval by Interval	Pearson's R	.540	.098	5.097	.000[c]
	Ordinal by Ordinal	Spearman Correlation	.574	.093	5.569	.000[c]
	N of Valid Cases		65			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

d.No statistics are computed because Gender and respondent age are constants.

Has TUYIL Being able to Create New Innovation on Entrepreneurship Performance		Value	df	Asymp. Sig. (2-sided)
Yes	Pearson Chi-Square	27.176[a]	2	.000
	Likelihood Ratio	35.310	2	.000
	Linear-by-Linear Association	18.687	1	.000
	N of Valid Cases	65		
Total	Pearson Chi-Square	27.176[a]	2	.000
	Likelihood Ratio	35.310	2	.000
	Linear-by-Linear Association	18.687	1	.000
	N of Valid Cases	65		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.85.

Has TUYIL Being able to Create New Innovation on Entrepreneurship Performance			Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Yes	Nominal by Nominal	Contingency Coefficient	.543			.000
	Interval by Interval	Pearson's R	.540	.098	5.097	.000[c]
	Ordinal by Ordinal	Spearman Correlation	.574	.093	5.569	.000[c]
	N of Valid Cases		65			
Total	Nominal by Nominal	Contingency Coefficient	.543			.000
	Interval by Interval	Pearson's R	.540	.098	5.097	.000[c]
	Ordinal by Ordinal	Spearman Correlation	.574	.093	5.569	.000[c]
	N of Valid Cases		65			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.
c. Based on normal approximation.

DECISION RULE

We reject $\mathbf{H_0}$ when our P-Value is $\leq \alpha$, fail to reject $\mathbf{H_0}$ if P value is $> \alpha$.

H_0: Age independent on gender

H_1: Age is dependent on gender

From the above statistics test, since the calculated value $\mathbf{X^2_{cal}}$= 27.176 is greater than the value of freedom= 2 we therefore fail to reject the null hypothesis ($\mathbf{H_0}$) in favor of the alternative hypothesis ($\mathbf{H_1}$) and then conclude that there is significant relationship between process innovation and entrepreneurial performance in Nigerian manufacturing industry.

4.3 Discussion of Findings

Based on the information gathered, analysis and interpreted above, this Research observed that creativity and innovation is something worth development and encouraging people to embark upon due to its great significance in the economy especially as it relates to employment generation. Entrepreneurship has been able to reduce the unemployment problem in Nigeria, expanding small and medium scale enterprise which employs large proportion of the labor force. All these can further be enhanced if the governments focus more on this sector through its policies and programmes.

Innovation and creativity are key ingredients in creating and sustaining strategic advantage.We can logically conclude that Innovation and creativity has a significant role on performance in Nigeria manufacturing industry multiples effect on the economic development.Creativity is simply the ability of imagination. Using imagination, an entrepreneur can put aside the practical norms and think of something creative. An entrepreneur assesses the requirements of how to execute an idea by analyzing available and required resources, how to establish a new enterprise, and how to manage it. An entrepreneur designs business models that can support and execute creative ideas in a suitable place.

A creative gives the entrepreneur unlimited unthinkable ideas, but can the entrepreneur use those ideas in the current situations in a changeable environment, especially the new level of

life that gives the most importance to Pandemic diseases. Entrepreneurship produces financial gain and keeps the economy afloat, which gives rise to the importance of innovation in entrepreneurship. Entrepreneurs are innovators of the economy. Companies and enterprises keep innovation as part of their organization. Innovations contribute to the success of the company. Entrepreneurs, as innovators, see not just one solution to a need. They keep coming up with ideas and do not settle until they come up with multiple solutions. Innovation is extremely important that companies often see their employees' creativity as a solution. Another factor that raises the importance of innovation in entrepreneurship is competition. It stimulates any entrepreneur to come up with something much better than their competition at a lower price, in order to still be cost-effective and qualitative

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The general objective of this study was to determine effects of high quality product on the profitability of manufacturing industry innovation on organizational performance. The specific objectives were: To establish whether organizational innovation has improves firm's performance; to assess how innovative activities affect productivity in industry and finally to determine whether firm performance is improved through information technology and worker skills. The population of the study was fifty respondents drawn from Tuyil Pharmaceutical employees, customers, and agents within Ilorin. The sample frame was adopted from Tuyil Pharmaceutical Company Human Resources. Purposing sampling technique was used to ensure that only respondents with relevant information needed for the study were sampled.

The second specific objective looked at innovation activities and organizational performance and the effect of introduction of new technology on the profitability of manufacturing industry. The study found that sound management and board strategies, product and service diversification, employee innovation autonomy, and innovative marketing strategies were identified as having the most effect on organizational performance. 60% of the respondents felt that creativity innovation had resulted in organizational performance. 32% believed that product development the organization to profitable innovations.

5.2 Conclusion

Organizational performance is at the very heart of every organizations existence. The study findings indicates a strong positive correlation, and significant relationship between Tuyil Pharmaceutical sound management and board strategies, product and service diversification, employee innovation autonomy, innovative marketing strategies and performance. Other factors like quality of the innovations, steps of the innovations and employees and customer involvement contribute significantly to an organizational performance. Quality of products and services is particularly essential for Tuyil Pharmaceutical to establish itself as a cut above the rest in a technically competitive environment. To ensure these standards are upheld, Tuyil

Pharmaceutical should develop a quality assurance department that ensures that all products and services that are churned out meet the minimum quality thresholds. As a result, Tuyil Pharmaceutical will cut a reputation as an organization that pays attention to quality innovations; hence attract more customers, thereby enhancing its performance.

5.3 Recommendation

This research work examined the effect of creativity and innovation on the entrepreneurial success in business enterprises in Nigeria. The study has proven that innovation has a significant and positive relationship with product quality and corporate image. The different variables under the study have shown a valuable relationship which is the pointer for an enhanced performance in the selected business enterprises. Innovation was found to improve product quality and corporate image and these have subsequently enhanced entrepreneurial success and performance.

Therefore, based on the ideas mentioned above, we can conclude that engaging in innovative activities will achieve bumper success in many entrepreneurial ventures. For all that, very few industry have been able to sustain an innovation culture over an extended period of time. During adverse times the tendency has been for companies to deliberately focus on opportunities that promise short-term returns. Hence, the entrepreneurs and decision makers should face a higher hurdle and held responsible for the harms that their organizations predictably create, with or without intentionality or awareness due to unethical decision making approach.

However, the success stories are few and most industry fail because they do not measure the innovative green procurement performance. Industry must focus both on green purchasing effectiveness and green purchasing efficiency which will ultimately lead to the final outcome i.e. enhanced innovative green purchasing performance. There are a few limitations of this study: firstly, due to the lack of resources and time constraints, the study has collected data from a smaller number of product/service industry, but in the future, a larger sample size can further validate the accuracy of results. Secondly, the indicators refer to a specific type of business, generally local limited liability companies operating in the largest business city.

To eliminate these limitations author proposes to use longitudinal data using large sample size and considering different country and sector to validate the results. This study provides essential insights into excellence operational innovation. The results and conclusions must be put into the context of the potential limitations and directions for future research. In brief, this study was conducted with the small enterprises sector only in one of the emerging markets. Also, the clarification of the connection between innovation to other strategic variables and ultimately growth remains available for further researches.

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KWARA STATE POLYTECHNIC, ILORIN
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES
DEPARTMENT BUSINESS ADMINISTRATION AND MANAGEMENT

Dear Respondents,

REQUEST FOR COMPLETION OF PROJECT QUESTIONNAIRE

I am a student of Kwara State Polytechnic, Ilorin, in the Department Business Administration and Management, Institute of Finance and management studies. I am conducting a research and writing a project on **"EFFECT OF STRATEGIC INNOVATIONS ON ORGANIZATIONAL PERFORMANCE"** This is an academic exercise in partial fulfillment of the requirement for the award of Higher National Diploma.

Kindly tick (√) the correct option to the question where necessary. Individual response and opinion will be kept confidential.

I assure you that any information given to me will not be for any publication, but for academic discussion only.

Thank you in anticipation

Yours faithfully,

Ndagi Ramotu Usman**.**

APPENDIX II

EFFECT OF STRATEGIC INNOVATIONS ON ORGANIZATIONAL PERFORMANCEQUESTIONNAIRE

This questionnaire has two sections, section A and B. Section A comprises of data on the background about the respondent for the study, while section B consist of questions drawn from the research topic through the objective of the study. Distinguished respondent are expected to tick (√) to indicate their options in respect to each of the question.

SECTION A: PERSONAL DATA

Please tick (√) the appropriate

Name of the company …….....

Name of respondent……

Gender:

Male ☐

Female ☐

Designation……

SECTION B

Please you are requested to kindly tick (√) against any alternative of your choice in respond to each of the items as it applied to you, using the following scale as a guide.

Please Note:

S A ==Strongly Agree

A == Agree

U == Undecided

D == Disagree

SD == Strongly Disagree

PART II. PRODUCT INNOVATION

S/N	STATEMENTS	SA	A	U	D	SD
1	Determining and eliminating non value adding activities in delivery related processes					
2	Decreasing variable cost and/or increasing delivery speed in					

	delivery related logistics processes.					
3	Increasing output quality in manufacturing processes, techniques, machinery and software					
4	Decreasing variable cost components in manufacturing processes, techniques, machinery and software.					
5	Determining and eliminating non value adding activities in production processes					

PART IV: PROCESS INNOVATION

S/N	STATEMENTS	SA	A	U	D	SD
6	Developing newness for current products leading to improved ease of use for customers and to improved customer satisfaction					
7	Developing new products with components and materials totally differing from the current ones					
8	Decreasing manufacturing cost in components and materials of current products					
9	Increasing manufacturing quality in components and materials of current products					
10	Developing new products with technical specifications and					

	functionalities totally differing from the current ones.					

PART V: MARKET INNOVATION

S/N	STATEMENTS	SA	A	U	D	SD
11	Renewing the product promotion techniques employed for the promotion of the current and/or new products					
12	Renewing the distribution channels without changing the logistics processes related to the delivery of the product					
13	Renewing the product pricing techniques employed for the pricing of the current and/or new products					
14	Renewing general marketing management activities.					
15	Renewing the design of the current and/or new products through changes such as in appearance, packaging, shape and volume without changing their basic technical and functional features					

PART VI: ORGANIZATION INNOVATION

S/N	STATEMENTS	SA	A	U	D	SD
16	Renewing the organizational structure to facilitate strategic Partnerships and long-term business collaborations.					
17	Renewing the in-firm management information system and					

	Information sharing practice.					
18	Renewing the organization structure to facilitate teamwork					
19	Renewing the routines, procedures and processes employed to execute firm activities in innovative manner					
20	Renewing the in-firm management information system and information sharing practice.					