



INNOVATIVE MANAGEMENT AND EMPLOYEE PERFORMANCE OF SMALL-SCALE BUSINESSES IN ETSAKO EAST LOCAL GOVERNMENT AREA OF EDO STATE, NIGERIA.

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ABSTRACT

Innovation Management represents organisation's tendency towards sourcing and managing creativity and experimentation of ideas. It entails the creation of new idea and technologies in running a business. It is highly pertinent of every small scale business operator to give attention to the management of its innovation because of the need to render an improved services to customers that will help to retain them. Innovation helps to produce product qualitatively and rendering service in an improved way far different from the old and unsatisfactory way it used to be. This should be continues as knowledge to managing and operating business in an efficient and effective way keeps evolving on daily basis. The broad objective of the study is to examine the relationship between innovative management and employee performance of small-scale businesses in Etsako East L.G.A of Edo state, Nigeria. The study was anchored on Dynamic Capacities Theory. Survey research design used and structured questionnaire was used for the collection of data. Sample size of two hundred and seventy one (271) was used. Regression analysis was used to test the formulated hypothesis. The result obtained from the test of the formulated hypothesis revealed that a positively significant relationship exists between innovation management and employee performance since (F-statistics = 77.3; R-squared = 0.771; $p < 0.05$). Based on the findings, the study concluded that there exists a strong significant positive relationship between innovation management and employee performance of small-scale businesses in Etsako East L.G.A of Edo state, Nigeria. Sequel to conclusion, the study recommended that recommends that the operators of small scale business in Etsako East Local Government Area should be innovatively inclined as this will impact their creativity, employee productivity, employee performance, organizational competitive advantage and the overall performance of the organizations.

KEYWORDS: Innovation Management, Employee Performance, Organizational creativity, employee productivity, Etsako East Local Government Area

INTRODUCTION

Every small and large business needs to acquire a competitive advantage in the present day competitive business environment. Innovation has become an essential component of corporate strategy that helps businesses with market expansion, market share expansion, and customer perception improvement (Alnaser & Alnaser, 2020). Innovation also gives the business a strategic

viewpoint to overcome obstacles while pursuing a long-term competitive edge. Businesses of all sizes are competing harder and with greater technology as businesses need to innovate in order to adapt and succeed in the fast changing economy with its dynamic and convenience seeking customers. The ability of small businesses to successfully integrate innovation into their plans frequently determines their level of survival (Lai &

Li, 2023). The performance of employee in every organization including small scale businesses remains key as it enables and spurs the employees to complete their assigned work, perform their required responsibilities without force or reservation (Omar, 2016). It entails the extent to which employees are effective and efficient in the execution of their assigned duties in achieving the organizational objectives (Hassan and Abdullahi, 2020; Ibrahim, 2019). Employee performance is a critical determinant of business success, especially in small-scale businesses in Etsako East and other climes of the world, where each employee's contribution can have a significant impact.

The factor that determines employee performance towards the organizational performance and productivity is the ability of the organization to attention to its innovation management. When innovative management is effectively implemented, it creates an environment for employees to thrive. (Nafiu & Yusuf, 2021). Innovation is the process of bringing or introducing new methods, ways and techniques in the management of an organization. Innovation management on the other hand, is the organization and management of the innovation process in an organization.

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Despite the enormous benefits of innovative management in driving and sustaining small-scale business outfits, most owners and operators of small-scale businesses in the study area are not applying innovative management knowledge in their business operations, which makes these businesses to remain stagnant due to a lack of innovation in their management strategies. The non-application of management innovation leads to small-scale business failures in Etsako East and other parts of the world. The failure to implement management innovation can result to lack of creativity, growth, business sustainability, and effective employee commitment, engagement, retention, productivity, and capacity.

Though scholars like Nwankwo, and Ezeibe (2012), Alabi, Amusat, Olatunji, and Olaoye (2025), Osaretin and John (2023), Olowu and Adefemi (2023) and Ajayi and Adeyeye (2023) have highlighted the positive effects innovative management can have on the employee performance and the performance of small-scale businesses in Etsako East L.G.A., most owners have not fully implemented these innovative management skills in their business operations. This gives credence to an examination of the relationship between innovative management and employee performance of small-scale businesses in Etsako East L.G.A of Edo State, Nigeria.

Therefore, the broad objective of the study is to examine the relationship between innovative management and employee performance of small-scale businesses in Etsako East L.G.A of Edo state, Nigeria. While the specific objectives is to examine the relationship between Organizational creativity and employee productivity in small-scale businesses in Etsako East L.G.A of Edo State, Nigeria.

LITERATURE REVIEW

Organizational Creativity

Organizational creativity is when a company or a business operator builds a culture and system where everyone is empowered to create new and useful solutions that help the organization grow towards achieving its set standard. Creativity is a function of knowledge, curiosity, imagination, and evaluation and that the greater your knowledge base and level of curiosity, the more ideas, patterns, and combinations you can achieve, which then correlates to creating new and innovative products and services (Emerenini, Umeagugesi, & Ighodaro, 2021). Creativity is the process of creating ideas and the emergence of a new element capable of establishing new

socio-economic standards, culminating in innovation. It is regarded as the generation of ideas for new and improved ways of doing things including operation of small scale business (Muzzio & Paiva Junior, 2018) It is also defined as the production of novel and potentially useful ideas for solving problems and for developing new products, services, processes, systems, work methods that will enable business has a competitive advantage. Creative ideas turn ordinary business operator into market leaders. Hence, encouraging creativity in the work environment has become a major concern for gaining a competitive edge and success in business operation. Organizations readiness in this direction play a critical role in idea generation, success and long-term survival of organizations (Yekanielibeiglou, & Demirkan, 2018).

Innovative Management

Innovation management is the sustainability of the propensity of businesses to participate in and foster originality, fresh concepts, creative processes, and experiments that lead to new technological advancements or products (Liao, Fei, and Chen, 2023). It is regarded as the creative destruction, in which new ideas upend established markets and inspire rivals to create new demands. It is the management of any discovered and developed concept that people or groups acknowledge and accept as novel and ready for adoption (Serna, Martinez, & Guzman, 2013). To present it clearly, innovation is a concept or method that is recognized and adopted by an individual or organization in order to improve operations, management, marketing, and goods (Adegoriola, 2021). Innovation Management represents organisations' tendency towards sourcing and managing creativity and experimentation, which entails the creation of new idea and technologies in running a business (Rena, 2023). It enhances firms' competitiveness and adaptability (Rena, 2023). The main tactic and engine of an organizational progress and survival in cutthroat competitive markets is innovation, which also promotes the establishment of new SMEs and the growth of already established ones (Naudé & Rossouw, 2018) worldwide. Innovation is a key factor in development, especially when it comes to developing nations where SMEs and their citizens generate employment, support local entrepreneurship, integrate with larger businesses, and add to GDP (Chang & Chen, 2023). Since SMEs account for over 75% of jobs worldwide (Olughor, 2015), improving their performance is worthwhile in Etsako West L.G.A and everywhere Nigeria, Africa and worldwide (Naudé & Rossouw, 2018; Audrey & Jaraji, 2016). Innovation is the implementation of new and improved knowledge, ideas, methods, processes, tools, equipment and machinery which leads to new and better products, services and processes. Innovation in business is

about turning an invention such as an idea, technology or techniques into a product, process or service that is successful because it meets the needs of the customers (Gontur & Davireng, 2015). Innovation as the generation and application of new ideas and skills to produce new products, processes and services that improve economic and social prosperity. It is re-designed method of application of new ideas, knowledge and processes to present and improve the prevailing condition (Nwankwo & Ezeibe, 2021). Ekoh (2015) defines innovation as integral part of the process of constantly improving know-how as well as generating new sustainable ideas and practices applicable in working life. Innovation is the utilization of new ideas which stem from the bedrock of ideas and is in essence characterized by change (Nwankwo & Ezeibe, 2021)

Employee Productivity.

Bakker and Demerouti (2017) explains that a productive employee is an employees that feels psychologically empowered, supported by sufficient resources and balanced demands, demonstrate significantly higher levels of output and creativity who tends to approach tasks with energy and commitment, leading to results that benefit both the employee and the organization at large. Employee productivity is the capacity of employees to generate products and services in order to meet the objectives of the business (Akhigbe & Adani, 2024). In a similar vein, employee productivity indicates the degree of efficiency and the amount of time required to complete a given work. When workers are productive, they complete a job more quickly and effectively; when they are not productive, they take longer time to complete a task, which costs more money. Employee productivity is the effectiveness and efficiency of a worker in an organization (Ma & Ye, 2019). It is also regarded as the degree to which an employee execute his or her duties and responsibilities and produce the required volume or value of output (Okochi & Ateke, 2020). It is also defined as an outcome, result and accomplishments emanating from an employee. It represents results of behavior and actions of employee that result to the attainment of organizational goals (Odusanya & Osagie, 2024). Employee performance is defined as an individual's ability to complete their tasks in line with the expectations set by the organization (Ihiokhan, Ibhawagbe & Aigbomia, 2024). It measures how well a job is done and serves as the cornerstone for an organization's overall success, encompassing both monetary and non monetary outcomes for employee (Anitha, 2014). When employees' actions are consistent with the organization's objectives, it leads to an improved performance (Oginni, Ajibola & Olaniyan, 2022). Employee productivity is a key performance indicator that measures the output of work in

relation to the inputs to time, effort, and resources (Ndudi, Kifordu, & Egede, 2023). Employee productivity is an assessment of value generated by an individual employee within a specific time period (Zubairu, Ngeme, Olagoke, 2021). Employee productivity refers to the efficiency and effectiveness with which employees contribute to achieving organizational goals (Singh, 2023).

THEORY ADOPTION

The study is anchored on Dynamic Capacities Theory. The Dynamic Capabilities Theory was developed by David Teece, Gary Pisano, and Amy Shuen, in 1997. This theory places strong emphasis on an organisation's ability to adapt quickly to changes in the business environment by integrating, reconfiguring, and adjusting both internal and external resources. Mele, Capaldo, Secundo, and Corvello (2023) drew attention to the theory's emphasis on firms honing their capacities for innovation and quick adaptation to market changes, placing more emphasis on continuous learning, flexibility, and strategy renewal than on fixed strategic approaches. This paradigm is essential for comprehending how businesses preserve their competitive edge in the face of uncertainty. It helps businesses see and seize opportunities quickly while maintaining their competitive edge over time.

This theory is relevant to the study as it advocates the need for every organization to go innovative and seek for a better method, way, and an idea that will enable the organization to survive and operate more stronger, effectively and efficiently than their competitors, which will in turn influence employee creativity, employee productivity and organizational performance at large.

2.3 EMPIRICAL REVIEW.

Nwankwo, and Ezeibe (2012) examined influence of innovation on financial performance of small and medium scale enterprises in Onitsha, Anambra State, Nigeria. Relevant conceptual, theoretical and empirical literatures were reviewed. Product innovation, process innovation, market innovation and administrative innovation were employed as the independent variable while financial performance was employed as the dependent variable. Survey research design was employed and structured questionnaire was employed as the instrument of data collection. The data generated were analyzed using descriptive statistics and correlation analysis. The study found that product innovation, process innovation, market innovation and administrative innovation have significant influence on the financial performance of small and medium scale enterprises in Anambra State.

Alabi, Amusat, Olatunji, and Olaoye (2025) examined Innovation and Performance of Selected Manufacturing Small Scale Enterprises in Ibadan Metropolis, Oyo State, Nigeria. Data were collected via structured questionnaire from the randomly selected 380 SSEs across various subsectors, (textile/leather/apparel, footwear, wood/furniture, woodworks, and domestic/industrial plastic and rubber), determined with Krejcie and Morgan (2002) formula, from a study population of 6,039 SSEs registered with the Oyo State Ministry of Commerce and Industry. Data were analysed with descriptive and Inferential (multiple regression) statistics with the aid of SPSS version 23. The results revealed that different types of innovation (product, 0.839; process, 0.692; marketing, 0.581; organizational, 0.472) had significant effects on SSEs' performance.

Osaretin and John (2023) examined the effect of knowledge-sharing initiatives and employee productivity in small ICT hubs in Benin City was evaluated. The study used purposive sampling to select 78 respondents from eight ICT firms. Data were collected via online questionnaires and analyzed through regression analysis. The findings showed that structured weekly idea-sharing meetings and cloud-based resource banks enhanced employee creativity and reduced repetitive errors. It was concluded that innovation through knowledge-sharing platforms plays a key role in improving work quality and collaboration among employees who work together..

Olowu and Adefemi (2023) investigated the influence of technology-based performance monitoring on employee productivity in small-scale delivery firms in Ondo State. The study used a survey design and sampled 102 delivery staff across 11 businesses. Data was gathered through structured questionnaires and analyzed using Pearson's correlation. Results revealed that the use of GPS tracking, digital delivery records, and real-time performance updates significantly improved staff accountability and reduced delivery errors. The authors concluded that performance monitoring through digital innovation directly enhances employee efficiency in low-resource businesses.

Ajayi and Adeyeye (2023) accessed the impact of organizational innovation on the performance of small and medium-sized enterprises (SMEs) in Ilorin Metropolis. Questionnaire was used to collect primary data from 200 respondents aged 20 to 60 years above using a convenient sampling technique. Both descriptive and inferential statistics were used for data analysis. Results of the findings show that there is a significant relationship between Product Innovation and performance of SMEs ($r = .344^{**}$, $N = 200$, $P < .01$); that there is a significant

relationship between Process Innovation and performance of SMEs ($r = .354^{**}$, $N = 200$, $P < .01$); that there is a significant relationship between Marketing Innovation and performance of SMEs ($r = .354^{**}$, $N = 200$, $P < .01$). It was concluded that organizational innovation variables (Product innovation, process innovation and marketing innovation) will jointly and independently predict performance of SMEs.

Abdul. (2015) examined Impact of Innovation on the Performance of Employees in Unilever Pakistan. Data were collected through survey questionnaires from 200 respondents mainly from production, R&D and marketing departments of manufacturing companies. With the help of SPSS, data were analyzed by factor, reliability, correlation, and regression analysis. The results revealed that there is positive effects of innovation types on employee's performance in an organization.

METHODOLOGY

Research Design

The research design that was adopted for this study is a survey research design. Survey research design enables the researcher to observe what happens to the sample subjects without manipulating them.

Population of Study

The population of this study comprised of all Nano, Micro and small-scale businesses operating within Etsako East Local Government Area of Edo State. The total number of Nano, Micro and small-scale businesses in Edo State according to National Bureau of Statistics (2021) stands at 17,999. Edo South is 46.5%, Edo North is 35.5% while Edo Central is 18.0%. and Etsako East has 17.8% of the Edo North value, which gives the value of 1,137 Nano, Micro and Small Scales businesses in Etsako East Local Government Area.

Sample Size and Sampling Technique

The Krejcie and Morgan (1970) sampling technique was used for this study. The formula is:

$$S = \frac{x^2 NP(1-P)}{d^2 (N-1) + x^2 P(1-P)}$$

Where S = Sample Size
 X^2 = Table value of chi-square for 1 degree of freedom 0.05 confidence level (3.84)

(924)
 proportion (0.5)
 d^2
 accuracy (0.05)

$$\begin{aligned} S &= \frac{3.84(924)}{(0.5)(1-0.5)} \\ &= \frac{3.84(924)}{(0.5)(1-0.5)} \\ &= \frac{3.84(924)}{(0.25)} \\ &= \frac{3.84(924)}{0.0025(923)+(3.84)(0.25)} \end{aligned}$$

$$S = \frac{3.84(231)}{2.3075 + 0.96}$$

$$S = \frac{887.04}{3.2675}$$

$$S = 271.4736$$

$$S = 271$$

Based on the foregoing, 271 copies of the questionnaire were designed on a five-point Likert Scale of Strongly Agree (SA), Agree (A), Undecided (U), Strongly Disagree (SD), and Disagree (D) and were randomly administered to respondents of the focused Nano, Micro and Small Scale Business in the Local Government Aread.

Test of Hypothesis

Regression analysis was used to test the hypothesis with the aid of SPSS version 20.

H₁: There is a significant positive relationship between innovative management and employee performance

H₀: There is no significant positive relationship between innovative management and employee performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.878 ^a	.771	.770	1.80112	.771	77.275	1	269	.000	1.734

a. Predictors: (Constant), Inn_Mgt

b. Dependent Variable: Emp_Pef

The results revealed that Innovation Management has significant effect on Employee Performance of the studied Etsako East .G.A of Edo State ($\beta = 1.80$, $p < 0.05$). Innovation Management is a predictor of Employee Performance (F-statistics = 77.3; R-squared = 0.771; $p < 0.05$). The predictor variable single-handedly explained 77.1% of the variance in Employee Performance, while the remaining 22.9% could be due to the effect of the extraneous variables. The Durbin Watson value of 1.7 reveals that there is no first-order serial correlation.

DISCUSSION OF FINDING

Finding from the tests of the formulated hypotheses revealed that there is a strongly positive relationship between innovative management and employee performance of small-scale businesses of the focused Local Government Area of Edo State. This corroborates the study of Nwankwo, and Ezeibe (2012) who examined influence of innovation on financial performance of small and medium scale enterprises in Onitsha, Anambra State, Nigeria. The findings of their study revealed that product innovation, process innovation, market innovation and administrative innovation have significant influence employee productivity, creativity and the financial performance of small and medium scale enterprises in Anambra State. Finding from the tests of the formulated hypotheses is also in line with the study of Alabi, Amusat, Olatunji, and Olaoye (2025) who examined organizational Innovation and Performance of Selected Manufacturing Small Scale Enterprises in Ibadan Metropolis, Oyo State, Nigeria. The result of their findings revealed that different types of innovation had significant effects on SSEs' performance. Again, the Finding from the tests of the formulated hypotheses agrees with the study of Ajayi and Adeyeye (2023) who accessed the impact of organizational innovation on the performance of small and medium-sized enterprises (SMEs) in Ilorin Metropolis. The finding of their study revealed that organizational innovation variables (Product innovation, process innovation and marketing innovation) jointly and independently predict performance of SMEs. The results from the test of the formulated hypotheses corroborates the study of Abdul (2015) who examined the impact of innovation on the performance of employees in Unilever Pakistan. The

results revealed that there is positive effects of innovation types on employee's performance in an organization.

CONCLUSION AND RECOMMENDATIONS

Base on the finding, the study concluded that a strong positive relationship exists between organizational innovation and employee performance of Small and Medium Scale Business in Etsako East Local Government Area of Edo State. Organizational innovation, which centers on the generation and sustenance of new ideas as well as the process of constantly improving the know-how of employee, leads to employee creativity, productivity and the organizational performance at large. Organizational Creativity also positively impacts employee productivity in the work environment.

The study therefore recommends that the operators of small scale business in Etsako East Local Government Area should be innovatively inclined as this will impact their creativity, employee productivity, employee performance, organizational competitive advantage and the overall performance of the organization. Business that manages her innovation very well remains viable and operate with improved ideas that will continue to be up to date. While those that are not giving attention to innovation remain old fashioned and constantly pushed out of business.

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REGRESSION

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Regression

Notes

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Descriptive Statistics

	Mean	Std. Deviation	N
Emp_Pef	16.0221	3.75937	271
Inn_Mgt	20.2177	3.66674	271

Correlations

	Emp_Pef	Inn_Mgt
Pearson Correlation	Emp_Pef 1.000	.878

	Inn_Mgt	.878	1.000
Sig. (1-tailed)	Emp_Pef	.	.000
	Inn_Mgt	.000	.
N	Emp_Pef	271	271
	Inn_Mgt	271	271

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Inn_Mgt ^b	.	Enter

a. Dependent Variable: Emp_Pef

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2943.224	1	2943.224	907.275	.000 ^b
	Residual	872.643	269	3.244		
	Total	3815.867	270			

a. Dependent Variable: Emp_Pef

b. Predictors: (Constant), Inn_Mgt

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	-2.182	.614		-3.553	.000	-3.392	-.973
Inn_Mgt	.900	.030	.878	30.121	.000	.842	.959

a. Dependent Variable: Emp_Pef

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	9.5231	20.3282	16.0221	3.30164	271
Residual	-3.42782	2.37304	.00000	1.79778	271
Std. Predicted Value	-1.968	1.304	.000	1.000	271
Std. Residual	-1.903	1.318	.000	.998	271

a. Dependent Variable: Emp_Pef