



RELATIONSHIP BETWEEN ORGANISATIONAL INNOVATION AND ORGANISATION PERFORMANCE: A STUDY OF NIGERIA BOTTLING COMPANY

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Cite this article:

Adeogun, B. G. (2024), Relationship Between Organisational Innovation and Organisation Performance: A Study of Nigeria Bottling Company. British Journal of Management and Marketing Studies 7(4), 82-94. DOI: 10.52589/BJMMS-XCYJ9DIP

Manuscript History

Received: 13 Aug 2024

Accepted: 16 Oct 2024

Published: 23 Oct 2024

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ABSTRACT: *In an increasingly competitive business environment, the role of organisational innovation as a driver of performance is more crucial than ever. This study investigates the relationship between organisational innovation and organisational performance with a specific focus on Nigeria Bottling Company. Using a mixed-methods approach, the study explores how innovations in product development, processes, and management systems contribute to enhanced operational efficiency, market share, and financial outcomes. The study adopts a descriptive cross-sectional survey. The target population for this study consisted of two hundred and forty-five (245) staff members from Nigeria Bottling Company. Data was collected through structured questionnaires with key personnel across various departments within the organisation and analysed using descriptive statistics and regression analysis for the hypotheses. The study revealed that firm size innovation is vital for a company's success in today's highly competitive business environment and leads to higher productivity, meaning that the same input generates a greater output. Innovation contributes to firms' success in terms of better performance in the form of higher profits, lower production costs, more efficient working procedures, and better relationships with customers. Furthermore, finding shows that creativity and innovation helps and improves the work of employees together with improving organisational performance. The study concludes that fostering a culture of continuous innovation is essential for sustaining competitive advantage in the beverage industry. It is therefore recommended that technological innovation be incorporated at all levels. The management of the organisation has to design an effective and timely market innovation strategy and communicate it to all staff members to enhance organisational performance and productivity. Organisations should consider innovation that is either market, product or organisation-based to improve and increase the organisational performance as innovation is significant to new product development, product modification and creation of a new market as experienced in new product lines like increase in online marketing, online purchase of different products and global connection of markets into one.*

KEYWORDS: Organisational innovation, performance, Nigeria Bottling Company, product development, process innovation, management systems.



INTRODUCTION

The relationship between creativity-innovation and organisational performance is not new but requires an in-depth understanding of the role of human resource management (HRM) in bringing them together. Innovation is widely recognised as the key to an organisation's survival and success in today's intensely competitive businesses as well as change in needs, wants and tastes of consumers, across the globe (Mujanah, 2022). This has, as a result, called for creativity and innovation by organisations that have a focus on the future. Firms that need not only to survive but that aim to perform better and beyond the national boundaries have to always come up with something new that beats competitors. Creativity is the ability to generate new ideas by combining changing or reapplying existing ideas. Some creative ideas are astonishing and brilliant, while others are just simple, good and practical ideas that no one seems to have thought of yet (Dama and Ogi, 2018).

Innovation, therefore, is the process that combines ideas and knowledge into new value, in trying to satisfy customer needs and wants. An organisation that does not innovate may soon become obsolete, as customers would abandon its products and services, in favour of those for competitors. Innovation is seen as the introduction of something new and the implementation of creative inspiration, in response to customer request or demand. On the other side, innovation is not a competitive strategy in itself but can enhance any competitive strategy once the strategy has been articulated. Also, innovation can enhance how a firm conducts day-to-day operations, increase the rate at which all employees generate ideas for new products and services, and facilitate quick and efficient commercialization of new products (Susman, 2016).

Innovation (organisational factors such as support mechanism, structure, strategy and behaviour) has become essential to any organisation that wishes to sustain its competitive advantage in today's world that has higher growth of new knowledge, ideas and accelerated rate of globalization and research in the field has interesting findings (Anderson, Potocnik & Zhou, 2014). Creativity and innovation are often seen as a complex relationship and warrant detailed analysis to prove their outcome (Mumford & McIntosh, 2017). Consequently, it raises the awareness to outline the determinants to support or hinder an organisation's attempt to be creative and innovative which will then make it possible to develop an appropriate organisation model to achieve success depicted by the organisation's vision and mission.

Encouraging innovation helps to overcome most organisational barriers and to ensure that learning and training effort contributes towards achieving the key goals of organisations. In today's business, managers are expected to show effort and motivation, especially towards the enhancement of organisational management (Andrews & Criscuolo, 2013). This is because human ability to determine the success of an organisation. The important key to an organisation's success and survival is flexibility requiring knowledge and skills. This becomes increasingly important as companies are left with the right to handle change business issues using their creative capability.

The capability of an organisation to create knowledge strategically to adapt to its environment is established in a school setting (Haythornthwaite & Kendall, 2010). The importance of creativity is not only that it facilitates upward thinking but contributes towards the development of knowledge from organisational action. (Abrams, 2012) indicate that the most exciting and often most risky, entrepreneurial companies are innovative in nature. They bring something new and unique to the market that significantly alters and improves on the existing commodities



(goods & services). This may require giving added value by building or improving on an existing commodity or finding a new use for it. The prime responsibility of management is often depicted as enabling and facilitating different work-related components to achieve higher performance. In this view, creativity can be developed into applicable utilities; i.e., innovation, and contribute to firms' success in terms of better performance in the form of higher profits, lower production costs, more efficient working procedures, and better relationships with customers (Ployhart & Hale 2014).

Organisation performance includes real productivity or outcome of a business which is calculated in opposite to its planned productivity or targets and aims. Organisation performance has been defined as the capability of the firm to accomplish its goals and objectives with the help of talented administration, good governance and constant rededication to accomplish business objectives (Mahapatro, 2013). Organisational performance is a sign which deals with how well a business completes its goals. Organisational performance is one of the most key constructs in the research of management.

Performance also has a factor to support the success of an organisation, namely creativity which is the potential possessed by every human being, creativity is a very important human ability (Karya, Rasyid & Candraningra, 2020). This era of intense competition forces every company to be ready to face increasingly fierce business competition. Innovation is very important for business durability, whatever the business (Erstawan, 2021). To achieve a good performance, creativity and innovation play important roles.

Statement of Problem

Due to a lack of organisational innovativeness, many organisations spend most of their time realizing and reacting to ill-expected changes and problems instead of anticipating and preparing for them. With the increase in competition across the globe, it became difficult for an organisation to sustain itself. With the exponential increase in technologies, consumer needs and demands are changing, and to deal with the sudden changes in consumer needs, the organisation needs to be more innovative to stay competitive. The inability of the organisation to cope with these challenges is reflected in its dismal performance over the years and performance indicators for the sector are negative. Organisations that innovate create more efficient work processes and have better productivity and performance.

Uncertainties have affected the orientation of organisations towards innovation and its activities making innovation not being implemented leading to reducing organisational returns on investment, equity and performance generally. Uncertainties as regards creativity and innovation and organisational performance forced the need for a research study to examine the influence of creativity and innovation on organisational performance. Innovation is the only factor that is helping the organisation to sustain itself in the competitive market, an organisation that is not able to innovate in terms of products or services is not able to compete in the competitive market leads to poor performance. This study therefore attempts to examine the relationship between organisational innovation and organisational performance concerning the Nigerian Bottling Company.



Objectives of the Study

The main objective is to examine the relationship between organisational innovation and organisational performance. Specifically, this study is to

- 1) determine the process of organisational innovation on organisational performance
- 2) find out the extent to which innovative change affects organisational competitive advantage.
- 3) investigate the moderating influence of firm size innovation on organisational effectiveness

Research Questions

- 1) What is the process of organisational innovation on organisational performance?
- 2) Does innovative change influence organisational competitive advantage?
- 3) What is the moderating influence of firm size innovation on organisation effectiveness?

Research Hypotheses

H₀₁: There is no positive relationship between the process of innovation and organisational performance

H₀₂: There is no positive relationship between innovative change and organisational competitive advantage

H₀₃: There is no positive relationship between firm size innovations and organisational effectiveness

LITERATURE REVIEW

Innovation and Organisational Performance

According to Clausen, Demircioglu, & Alsos, (2019), public sector innovation is driven by internal and external factors acting together to make organisations meet their purpose of delivering excellent services to society. These factors include those factors which are related to the environment of the organisation, factors related to the organisation itself, factors related to the employee or the individual in the organisation, and factors related to innovation (Lewis, Ricard & Klijn, 2018). Among these, organisational antecedents such as institutional leadership environmental antecedents such as participation in networks and pressure from stakeholders and organisational slack resources such as talented employees and innovation capacity were found to greatly impact innovation.

Janiscus and Jun (2020) did a study on the impact of organisational innovation on work performance: the mediating effect of work resources in public-sector organisations and affirmed that relationships between organisational innovation and organisational work performance are mediated by work resources of the Korean public-sector organisations.



Previous studies have addressed innovation performance. This study aimed to find the causal-effect relationships among those constructs through work resources that empowered the impact on the organisational work performance as the outcome. The issue of public-sector organisations in terms of organisational innovation, work resources and organisational work performance are discussed, and the variables are briefly explained in the study. Through the survey data from the Korean Institute of Public Administration (KIPA), we applied structural equation modelling to analyze the data. The results found that organisational innovation positively influenced organisational work performance, which was triggered by the mediation effect of organisational work resources in Korean public-sector organisations. Finally, the implications and contributions are discussed.

Joseph Heller & Jacob Weisberg (2018) conducted a study on creativity, innovation and organisational performance and affirm that the relationships between creativity-innovation and firm performance are not at all new, but still call for a thorough investigation. This paper combines insights from strategic human resource management and organisational behaviour to examine how Human Resource Management can facilitate creativity and innovation, thus also bolstering firm performance. Specifically, we argue that commitment-based human resource practices enhance creativity itself, but also support the transformation of creativity into innovation by generating a social climate that advances knowledge-sharing behavior. This paper contributes to the literature by delineating the mechanisms through which Human Resource Management influences key organisational resources, thus better honing the creativity-innovation-performance relationship. In today's dynamic economic reality, these conclusions can help managers improve employee performance and hence that of their firms.

Nebojša, & Oran (2018) did a study on creativity, innovations and firm performance in an emerging transition economy and affirm that Despite the longstanding consensus that creativity is the seedbed of innovation, the limited literature in this area fails to explore the contribution of various aspects of creativity to different stages of the innovation process or the mechanisms used by the management to foster the creativity of employees. This paper adopts a more complex strategy to highlight the role of creativity in the entire innovation process from the decision to innovate to investment in innovation, the transformation of innovation input into output and the effect of innovation output on productivity. A multi-stage CDM-type model encompassing different elements of creativity and practices designed to enhance creative potential is applied to the most recent Community Innovation Survey data. In modelling the management of creativity a distinction is made between the decisions of firms to hire creative employees and the methods used to foster the creativity of personnel such as multidisciplinary work.

Oiku (2024) in his study on the impact of entrepreneurial innovativeness on organisational resilience within the Small and Medium-Sized Enterprises (SMEs) sector in Lagos State, Nigeria using descriptive research design and correlation to analyse the data gathered discovered in his study that there exists a substantial and positive connection between innovation and organisational resilience within SMEs in Lagos State

Firdaus (2019) did a study on Creativity and Innovation in Organisations and affirmed that today's intensely competitive and dynamic environment. Accordingly, scholars as well as practitioners are contributing to a rapidly growing body of knowledge for the effective management of innovation. However, surprisingly, very little attention is being paid to the organisational and managerial issues about creativity, which is the most basic and the most



critical element in the process of innovation. This paper highlights creativity as the central issue in the management of innovation and presents two models to further our understanding of the dynamics of creativity in organisational settings, and the place of creativity in the innovation process. For a comprehensive understanding of creative behaviour and performance in organisations, this paper develops a Multiple Perspective Model. This model includes three perspectives, the Individual, the Technical, and the Organisational, which focus respectively on the distinctive individual characteristics associated with creativity, the needed technical resources as well as human creativity, and the organisational practices and managerial actions that aid or stifle creativity. The exposition of this model is followed by an analysis of its implications for the management of creativity. Next, a model of the innovation process is proposed, in which innovation is shown as being contingent on a cascade of creative efforts in various functional areas and across different fields of specialization. These two models are expected to be useful to both researchers and practitioners in ferreting out the issues of primary significance, nurturing creativity and enhancing innovation in organisations.

METHODOLOGY

The study adopts a descriptive cross-sectional survey was adopted. Essentially, this present study is based on the explanatory research design which tends to verify the causal relationship which exists between two or more variables using a cross-sectional survey approach. The target population for this study consisted of two hundred and forty-five (245) from Nigeria Bottling Company. To give equal representation to the sectors involved, the researchers used Taro Yamane (1967) for the population so as to determine the total number of respondents. The computation is as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

N= Population

n = Sample size

e =Error Term (5%)

$$n = \frac{245}{1 + 250(0.05)^2}$$

$$n = \frac{245}{1.625}$$

$$n = 152$$

The sample size for the study is computed at one hundred and two (152), however, since the study population is heterogeneous in nature, though from the same group. It is necessary to determine the sample representation for each of the homogeneous series. To achieve this, the researcher adopted stratified random sampling to determine the appropriate number of questionnaires to be administered.



The research instrument for this study was a closed-ended structured questionnaire. The questionnaire is designed in such a way that it facilitated the desired responses from the participants were used to collect relevant information about the personal background of the respondents, while section B of the instrument contained simple but relevant questions which were centred on the major variables of the study arranged in a 5-point likert-style scale technique; strongly agree (5), agree (4), undecided (3), disagree (2), and strongly disagree (1). The question in section B was used to measure supervisor's support as it influences employee turnover intention.

Data collected from questionnaire administration was subjected to both descriptive statistic manipulations and hypotheses testing computations. Simple frequencies and percentages are used to analyze demographic variables and answer each research question. Descriptive tools will be part of use in the analysis of data collected in the primary research specifically tables; figures, percentages, Mean Item Score (MIS) etc. will be employed. Also, the Pearson Product Moment Correlation (PPMC) and the Multiple Linear Regression analysis were used to test the hypotheses provided. This would help determine the degree of impact dependent variables have on the independent variable.

RESULT AND DISCUSSION

Research Question 1: The process of innovation on organisational performance

Table 1: Frequency table of responses on the process of organisational innovation on organisational performance

S/N	Statement	SA	A	UD	D	SD
1	Planning and execution of ideas	48 (32.4%)	54 (36.5%)	8 (5.4%)	33 (22.3%)	5 (3.4%)
2	Organisation modifies its product offerings (services) frequently to suit the needs of the customers	50 (33.8%)	51 (34.5%)	20 (13.5%)	16 (10.8%)	11 (7.4%)
3	The development of a new product	35 (30.5%)	54 (36.5%)	25 (16.8%)	19 (12.8%)	5 (3.4%)
4	A new feature to an existing product	23 (15.5%)	58 (39.1%)	46 (31.2%)	15 (10.1%)	6 (4.1%)
5	An improvement in the performance of the existing product	18 (12.2%)	74 (50.0%)		24 (16.2%)	32 (21.6%)

Source: *Researchers' Field Survey (2024)*

The first item on the table shows that 5 respondents strongly disagreed (3.4%), 33 disagreed (22.3%), 8 undecided (5.4%), 54 respondents agreed (36.5%), and 48 strongly agreed (32.4%). Thus, the Planning and execution of ideas are part of the organisational innovation process. The next item on the table shows that 11 respondents strongly disagreed (7.4%), 16 disagreed (10.8%), 20 undecided (13.5%), 51 respondents agreed (34.6%), and 50 strongly agreed (33.8%). Thus, the organisation modifies its product offerings (services) frequently to suit the needs of the customers.



The result of item three on the table shows that respondents strongly disagreed (3.4%), 19 disagreed (12.8%), 25 undecided (16.8%), 54 respondents agreed (36.5%), and 45 strongly agreed (30.5%). This implies that the development of a new product is part of the innovation process. The next item on the table shows that 6 respondents strongly disagreed (4.1%), 15 disagreed (10.1%), 46 undecided (31.2%), 58 respondents agreed (39.1%), and 23 strongly agreed (15.5%). This implies that A new feature to an existing product is part of the innovation process. The last item on the table shows that 32 respondents strongly disagreed (21.6%), 24 disagreed (16.2%), 74 respondents agreed (50.0%), and 18 strongly agreed (12.2%). This implies that an improvement in the performance of the existing product is an innovation process.

Research Question 2: Innovative change influences organisational competitive advantage

Table 2: Response to Influence of innovation change on organisational competitive advantage

S/N	Statement	SA	A	UD	D	SD
1	Good influences to increase the overall capacity of the firm, and lead to a sustainable growth	53 (35.8%)	43(29.1%)	21 (14.2%)	20 (13.5%)	11 (7.4%)
2	The first mover advantage when getting the magnitude of market acceptance.	35 (23.7%)	53 (35.8%)	25 (16.6%)	29 (19.9)	6 (4.1%)
3	It drives the growth of productivity for further competitiveness of the company	23 (15.5%)	89 (60.1%)	28 (18.9%)	8 (5.4%)	-
4	Disturbance and fluctuation in the market since it is able to create new fashion and invention	18 (12.2%)	61 (41.2%)	45 (30.4%)	24 (16.2%)	-
5	Product innovation always comes along with new process technology.	53 (35.8%)	43 (29.1%)	11 (7.4%)	21 (14.2%)	20 (13.5%)

Source: *Researchers' Field Survey (2024)*

Table 2 shows the frequency distribution of responses on the influence of innovative change on organisational competitive advantage. The first item on the table shows that 21 respondents agreed (14.2%), while 53 strongly agreed (35.8%). This implies that good influences increase the overall capacity of the firm, and lead to sustainable growth. The second item on the table shows the result of responses on how innovation change acts as the first mover advantage when getting the magnitude of market acceptance. The result shows that 6 respondents strongly disagreed (4.1%), 29 disagreed (19.6%), 25 undecided (16.8%), 53 respondents agreed (35.8%), and 35 strongly agreed (23.7%). This implies that the first mover advantage when getting the magnitude of market acceptance.

The next item on the table shows that 8 respondents disagreed (5.5%) that innovation change drives the growth of productivity for further competitiveness of the company, 28 were undecided (18.9%), 89 respondents agreed (60.1%), while 23 strongly agreed (15.5%). This implies that respondents believe that the innovation change process drives the growth of productivity for the further competitiveness of the company. The fourth item on the table shows that 24 respondents disagreed (16.2%) with the notion that disturbance and fluctuation in the



market since it is able to create new fashion and invention, 45 were undecided (30.4%), 61 respondents agreed (41.2%), while 18 strongly agreed (12.2%). This implies that disturbance and fluctuation in the market since it is able to create new fashion and invention. For the last item on the table, the result shows that 20 respondents strongly disagreed (13.5%) to the notion that product innovation always comes along with new process technology, 21 disagreed (14.2%), 11 undecided (7.4%), 43 respondents agreed (29.1%), while 53 strongly agreed (35.8%). This implies that product innovation always comes along with new process technology.

Research Question 4: The moderating influence of firm size innovation on organisation effectiveness

Table 3: Response on the moderating influence of firm size innovation on organisation effectiveness

S/N	Statement	SA	A	UD	D	SD
1	Firm size helps organisations differentiate themselves by implementing different innovative production, and sales strategies	53 (35.8%)	43 (29.0%)	11 (7.4%)	21 (14.3%)	20 (13.5%)
2	It helps companies fight uncertainties and stay relevant in times of adversities	35 (23.6%)	53 (35.8%)	29 (19.6%)	6 (4.1%)	25 (16.9%)
3	Firm size innovation is vital for a company's success in today's highly competitive business environment	23 (15.5%)	89 (60.2%)	8 (8.4%)	-	28 (18.9%)
4	Innovations can lead to higher productivity, meaning that the same input generates a greater output	61 (41.2%)	45 (30.4%)		24 (16.2%)	18 (12.2%)
5	Firm size helps businesses focus on long-term goals	23 (15.5%)	58 (29.1%)	46 (31.2%)	6 (4.1%)	15 (10.1%)

Source: Researchers' Field Survey (2024)

Table 3 shows the analysis of the response on moderating influence of firm size innovation on organisation effectiveness. The first item on the table shows that 20 respondents strongly disagreed (13.5%), 21 disagreed (14.2%), 11 undecided (7.4%), 43 respondents agreed (29.0%), and 53 strongly agreed (35.8%). This implies that firm size helps organisations differentiate themselves by implementing different innovative production, and sales strategies. The second item on the table shows that 25 respondents strongly disagreed (16.9%), 6 disagreed (4.1%), 29 undecided (19.6%), 53 respondents agreed (35.8%), and 35 strongly agreed (23.6%). It helps companies fight uncertainties and stay relevant in times of adversity.

The result of respondents on firm size innovation is vital for a company's success in today's highly competitive business environment is the next item on the table. The result thereon shows 28 respondents strongly disagreed (18.9%), 8 disagreed (5.4%), 89 respondents agreed (60.2%), and 23 strongly agreed (15.5%). The fourth item on the table shows that 18 respondents strongly disagreed (12.2%), 24 disagreed (16.2%), 45 respondents agreed (30.4%), and 61 strongly agreed (41.2%). Thus, Innovation can lead to higher productivity, meaning that the same input generates a greater output. The last item on the table is how firm size helps



businesses to focus on long-term goals. The result thereon shows that 15 respondents strongly disagreed (10.1%), 6 disagreed (4.1%), 46 were undecided (31.2%), 58 respondents agreed (39.1%), and 23 strongly agreed (15.5%). Firm size helps businesses to focus on long-term goals.

Testing of hypothesis

Hypothesis 1: There is no positive relationship between the process of innovation and organisational performance

		Organisation modifies its product offerings (services) frequently to suit the needs of the customers.	An improvement in the performance of the existing product
Organisation modifies its product offerings (services) frequently to suit the needs of the customers	Pearson Correlation	1	.533**
	Sig. (2-tailed)		.000
	N	148	148
An improvement in the performance of the existing product	Pearson Correlation	.468**	1
	Sig. (2-tailed)	.000	
	N	148	148

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 1 shows the significant relationship between the process of innovation and organisational performance at Pearson correlation value (.533) and the significant value of (.000). Hence the null hypothesis was rejected. We therefore conclude that there is a positive relationship between the process of innovation and organisational performance.

Hypothesis 2: There is a Significant Relationship between innovative change and organisational competitive advantage

		Creativity and innovation create pathways for your business to reach new heights of product and productivity.	Creativity and innovation drive productivity.
Creativity and innovation create pathways for your business to reach new heights of product and productivity.	Pearson Correlation	1	.850**
	Sig. (2-tailed)		.000
	N	148	148
Creativity and innovation drive productivity.	Pearson Correlation	.850**	1
	Sig. (2-tailed)	.000	
	N	148	148

** . Correlation is significant at the 0.01 level (2-tailed).



Hypothesis 3 revealed the significant relationship between innovative change and organisational competitive advantage acceptance at Pearson correlation value (.524) and the significant value of (.000). Hence the null hypothesis was rejected. This implies that there is a Significant Relationship between innovative change and organisational competitive advantage.

Hypothesis 3: There is no positive relation between firm size innovation and organisational effectiveness

		It helps companies fight uncertainties and stay relevant in times of adversities	Firm size innovation is vital for a company's success in today's highly competitive business environment.
It helps companies fight uncertainties and stay relevant in times of adversities	Pearson Correlation Sig. (2-tailed) N	1 148	.614** .000 148
Firm size innovation is vital for a company's success in today's highly competitive business environment.	Pearson Correlation Sig. (2-tailed) N	.614** .000 148	1 148

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 3 revealed the significant relationship between firm size innovation and organisation effectiveness at Pearson correlation value (.614) and the significant value of (.000). Hence the null hypothesis was rejected. This implies that there is a positive relation between firm size innovation and organisation effectiveness.

DISCUSSION OF FINDINGS

The study revealed that firm size innovation is vital for a company's success in today's highly competitive business environment and leads to higher productivity, meaning that the same input generates a greater output. (Schneider, Ehrhart, & Macey, 2013). Innovation, and contribute to firms' success in terms of better performance in the form of higher profits, lower production costs, more efficient working procedures, and better relationships with customers

The finding shows that creativity and innovation create pathways for your business to reach new heights of product, productivity and increased workplace engagement and interaction as cited by (Dama and Ogi 2018) stated that creativity is the ability to generate new ideas by combining changing or reapplying existing ideas. Some creative ideas are astonishing and brilliant, while others are just simple, good and practical ideas that no one seems to have thought of yet. Furthermore, finding shows that creativity and innovation helps and improves the work of employees together with improving organisational performance. Thus using new technology creates a competitive advantage in a business environment.



CONCLUSION

Results showed that creativity, product innovation, process innovation and organisational innovation have a positive impact on organisation performance. The study also indicates that the moderation effect of organisation culture on the connection of product innovation with organisational performance is positive. The moderation effect of creativity on the connection of process innovation with organisation performance is optimistic. Innovation plays an important role not only for large firms but also for organisational performance. It is also one of the most important competitive weapons and is generally seen as a firm's core value capability. Thus, it is considered an effective way to improve a firm's productivity due to the resource constraint issue facing firms. Based on this ground, it was necessary to examine the role of innovative strategies in improving the firm's performance and productivity by taking firms. Accordingly, the research findings illustrate that the process innovative strategies of the organisation are very weak and not significantly contributing to the firm's level of performance. Similarly, the market and product innovative strategies of the organisation were not effective enough to enhance organisational performance and productivity. It can be concluded that creativity and innovation can improve organisational performance because creativity has a significant effect on their performance. Positive and significant effect on employee performance and the results of simultaneous hypothesis testing indicate that creativity, innovation, and resilience have a positive and significant effect on organisational performance.

RECOMMENDATIONS

It is therefore recommended that technological innovation be incorporated at all levels. This study considered the influence of technological innovation practices on organisational performance.

- The management of the organisation has to design an effective and timely market innovation strategy and communicate it to all staff members to enhance the organisational performance and productivity.
- Organisations should consider innovation that is either market, product or organisation-based to improve and increase the organisational performance as innovation is significant to new product development, product modification and creation of a new market as experienced in new product lines like an increase in online marketing, online purchase of different products and global connection of markets into one.

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