



## Proactive Innovative Strategies and Organizational Performance: An Empirical Review of Selected Manufacturing Firms in South-South, Nigeria

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### Abstract

This study investigated Proactive Innovative Strategies and Organizational Performance: An Empirical Review of Selected Manufacturing Firms in South-South, Nigeria. Specifically, the study sought to examine the effect of defensive innovation on enhance value creation, evaluate the influence of proactive innovation on productivity, determine the degree to which defensive innovation enhance value creation., The study adopted a survey research design and primary source of data was mainly used on the course of gathering data from the respondent and supported by reviews from secondary sources for validation. The target population of one thousand, two hundred and twenty one (1,221) obtained from the twelve (12) selected manufacturing firms in South-South, Nigeria. The sample size of three hundred and one (301) respondents was derived from Israel Glenn at 5% error tolerance and 95% level of confidence. However, a total of three hundred and one (301) copies of the questionnaire were distributed to the various manufacturing firms in South-South, Nigeria. Out of this number, forty nine (49) copies of questionnaire were lost or wrongly filled with percentage ratio of 16.2% while two hundred and fifty two (252) copies of questionnaire were correctly filled and returned with percentage ratio of 83.7% and this served as the basis of the study. To test the hypotheses of this study, the study adopted simple regression model, analysis of variance (ANOVA) and Pearson Correlation Coefficient statistical tools of SPSS Version 23.0. From the result of the analysis, the findings showed that aggressive innovation has a significant effect on the performance of selected manufacturing firms in South-South, Nigeria, proactive innovation has a significant influence on the productivity of selected manufacturing firms in South-South, Nigeria, defensive innovation enhances value creation of the selected manufacturing firms in South-South, Nigeria, analytics innovation boost competitive strength of the selected manufacturing firms in South-South, Nigeria and there is a significant relationship between risk-taking innovation and market share of selected manufacturing firms in South-South, Nigeria. The study concluded that innovation strategies positively and significantly influenced the effectiveness of the selected manufacturing firms in South-South, Nigeria and recommended that management of the selected manufacturing firms should to intensify aggressive innovation and competitiveness at individual and firm's level, be more attuned towards the potentials and proactive capabilities of their subordinates.

**Keywords:** Proactive Innovative Strategies, Organizational Performance and Manufacturing Firms

### Introduction

Being proactive is taking an effort to manage a situation or predicting potential difficulties (Sonnentag, 2012).

It is taking the initiative and making attempts to control a situation or predict future problems before they occur. Being proactive in responding to clients and the market which is critical for entrepreneurial

marketers (Xie, Chu, Zhang & Huang, 2014). Pro-activeness entails taking control of a situation and responding in advance of the future (Vough, Bindl & Parker, 2017). It entails more than just reacting to new circumstances and includes planning for and preparing for future stresses and threats (Fuller, Marler & Hester, 2012). Although proactivity has been shown to have positive impacts, it can also lead to greater stress (Gan & Cheung, 2010). Being proactive in business requires making aggressive and proactive moves, such as providing new products or services ahead of the competition (Brzozowski, Cucculelli & Peruzzi, 2018). Pro-activeness entails being proactive in reacting to clients and the market, which is very vital for entrepreneurial marketers. Rather than just reacting to new circumstances, proactive conduct requires taking control of a situation and responding in advance of future events. It also entails planning for and preparing for future challenges and risks.

Proactivity is considered a vital for overcoming obstacles and attaining success in a variety of industries, including manufacturing firms around the globe. Manufacturing enterprises can improve their chances of survival by employing proactive techniques such as forecasting market trends, exploring possibilities for innovation, and aggressively responding to developments (Iraguha, Ramelan & Setyono, 2022). Proactive management methods are recognized as critical to the survival of businesses in a volatile business climate, particularly for manufacturing businesses (Kwoba & Ebewo, 2022). It also entails detecting and

addressing latent consumer desires by accumulating customer and competitor-based data (Xu, Zhang, Dai, Ma & Lyu, 2021). A proactive corporation prioritizes proactive ways for dealing with issues above reactive strategies (Sheng, Wang & Parker, 2022). Proactivity is goal-oriented, emphasizing anticipation, initiative, and being prepared for impending uncertainties or dangers (Kim, 2022). Proactive conduct is self-initiated and aims to change organizational work processes (Vough et al., 2017). During the financial crisis, a research on proactive behavior revealed the relevance of appreciating and supporting proactive behavior (Brzozowski et al., 2018). Being proactive is especially crucial for new generation employees since their proactive conduct has a direct impact on an organization's future development (Xu et al., 2021).

Pro-activeness is regarded as an opportunity where employees take an active role through their work behavior in creating a favorable working environment and creating situations (DeVaney, 2015). Pro-activeness can be regarded as the self-starting behavior of employees in the work environment that extends beyond the work description and aims to bring about changes in view of future problems in the company (Urbach & Weigelt, 2019). Proactivity can be seen as self-starting, change-focused, and future-oriented behaviors (Unsworth & Parker, 2008).

Proactive behavior, as explained by Derfus, Maggitti, Grimm and Smith (2008) is compiled by extraordinary cases with different causes that are regarded as reasonably essential to determining the

ramifications for the employee and the organization. Pro-activeness is "to create or control the situation by taking the initiative or predicting events (instead of responding to them) (Derfus, Maggitti, Grimm & Smith, 2008). Seibert, Kraimer and Crant (2011) have suggested that proactivity in turn increases the workers outcomes, such as their performance in executing a task. Also, employees who have the freedom to think outside the box to execute their task display their initiative and abilities to address a perceived risk within a flexible work environment (Mwaura, Gathenya & Kihoro, 2015). Grant and Ashford (2008) define pro-activeness as an anticipatory action that employees take to impact themselves and/or their environments.

According to Omoruyi et al., (2020) citing Bateman and Crant, (1999), to be proactive is to alter things in an expected course to improve things. Pro-activeness refers to the creation of new ideas and the influencing of innovative capability (Paladino, 2009). Pro-activeness recognizes employees of the organization from those in the marketplace. Pro-activeness helps firms gain market advantage and curb any situation that may arise, and also has a positive impact on the firm's innovative capability. Specifically, firms exhibit pro-activeness in order to sustain their competitive advantages (Omoruyi et al., 2020 citing Morgan & Strong, 1998).

Pro-activeness is the propensity to identify event in advance or an act that facilitate future prospect and needs rather than responding later when the incident

must have been spread-out. A proactive firm is that firm that adopts an opportunity seeking prospect. Covin and Slevin, (2013) argued, that first-mover attitude is the best approach for exploiting on a market chance. If a firm spots an opportunity and it becomes the leading firm to act upon it, it can make unusual incomes and benefit from make recognition (Estanda, 2014). Thus, pro-activeness, denotes taking advantage, getting ahead to carry out fresh opportunities, and generating new markets or take part in emerging ones, it is regarded as one of the important entrepreneurial orientation indices.

An analysis of the GDP figures based on current prices obtained from the National Bureau of Statistics showed that the manufacturing sector's contribution to the economy dropped drastically. Data obtained from the Manufacturers Association of Nigeria (MAN) affirmed that Nigeria experienced its worst situation in manufacturing as 820 companies shut down or suspended production in 2018. This menace aforementioned has be attributed to the lack of innovation and that is why Global Innovation Index 2018 ranked Nigeria 118th position behind other African countries like South Africa (58), Mauritius (75) and Kenya (78) (Ann, Origho & Ukpere, 2014).

Consequent to the above challenge, the manufacturing sector in Nigeria have been experiencing cut-throat competition from both local and multinational companies as such Nigerian

manufacturers found it difficult to stand against the competitors from foreign countries. The local companies cannot compete with the foreign counterparts in terms of product quality and other areas of marketing or strategic capabilities. The resultant effect is while the local industries performance is on the decline, the multinationals are booming. Nevertheless, companies competing in this fast-paced industry often fit and are effectively managing innovation ensure growth. Unfortunately, there are notable challenges in today's environment which include intricate regulatory requirements and complex quality and production processes. Moreover, because of the changing dynamics and phenomenon in business environment, companies find it tedious are managing many more new ideas that is partly driven by the growth of private labeling and product portfolios.

Unfortunately, the experience of most manufacturing companies under recessionary economy is largely characterized by low-consumer demand except for certain products where the demand of them is quite inelastic, most manufacturing companies in Nigeria usually strive hard to improve on their marketing activities as demanded by environment and at the same time, remain in business. Also, there is low-consumer demand which would result in low sales performance, shortfall in profit and low consumer patronage which all have great implications on the attainment of the organizational objective. In order to actualize the organizational objective, the selected manufacturing firms in South-South, Nigeria need to come up with the

strategic plan of improving and developing a wholistic strategy to remedy its problems.

Similarly, technological changes have resulted to short product life cycle making it difficult for companies to maintain a sustained competitive advantage. However, firms that are constantly innovating have a higher chance of survival since a number of empirical studies have found a positive relationship between innovation and firm performance (Löfsten, 2014; Rosenbusch, Brinckmann & Bausch, 2011). This literature implies that innovations have transformational effects on operational efficiency which improves firm performance. Despite the numerous benefits, innovations have posed many challenges to manufacturing firms and blue-chip companies in South-South, Nigeria and initiatives frequently fail and successful innovators have a hard time sustaining their performance. A number of studies have also found that innovations have negative effects on performance indicators (Guisado, Guisado & Sandoval, 2013) while other researchers also argue that the influence is sector specific. These mixed results and alternative views from different countries and writers are mainly as a result of lack of comprehensive analysis of how multiple innovations influence effectiveness indicators that formed the basis of this study.

Technological changes which have resulted to short product life cycle making it difficult for some manufacturing firms to maintain a sustained competitive

advantage is one of the problems that necessitated this study. Many Nigerian manufacturing industries do not invest more resources on the utilization of modern technologies, as this makes for the decline in the designing and development of new products and this might not be appropriate for present and future circumstances, which could make the organizations to fade away with time. However, other problem includes; inadequate access to credit, low level of product flexibility and technology, high cost of raw materials, insecurity issues, over stretched and dilapidated infrastructure, power challenge, multiple taxation and imposition of levies, high level of corruption, trade policies and so on. Besides, most of our manufacturing companies lack the muscle to persevere in the face of these challenges, they lack the aggressive strategies which are rated according to their marketing assertiveness, their risk propensity, financial leverage, product innovation, speed of decision making and other measures of business aggressiveness required to flourish in different business environments.

Thus, in this study, an attempt would be made to empirically evaluate and geared toward priority to look into the associated effect of proactive innovative strategies on organizational performance using selected manufacturing firms specifically in South-South, Nigeria.

## Literature Review

### Conceptual review

#### Concept of Proactive Innovation

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Wiklund and Shepherd (2013) argued that no firm can be sustained without being proactive, innovative and be prepared to venture into untested risk. Lumpkin, Brigham and Moss (2010) argued that pro-activeness is significantly important for entrepreneurial orientation as a result of its forward looking view. Pro-activeness, innovativeness, and risk taking are components of entrepreneurial orientation which positively relate to firm

performance (Slevin & Teijesen, 2011). Entrepreneurial orientation as a concept has been conceptualized as the procedure and decision making process, used by entrepreneurs which lead to entry and success of business activities (Kropp, Lindsay & Shoham, 2009). This concept has three components to be precise, proactiveness, innovativeness and risk taking. Other scholars Zhang and Zhang (2012) opined that the three components of business orientation of pro activeness, innovativeness and risk taking positively relate to firm performance. Lumpkin et al., (2010) added two other components, competitive aggressiveness and autonomy as components of entrepreneurial orientation. A proactive organization is capable to ascertain possible developing challenges and proffer immediate answers before their occurrence (Dess, Lumpkin & McGee, 2013).

### **Pro-activeness and Employee Satisfaction**

Mone and London (2009) conducted a study on the relationship between management proactive style and employee satisfaction in SMES in Bangladesh. Employee having adequate resources to perform their job was considered as effectively consistent. Result indicated that there is a positive relationship between management proactive action and employee's job satisfaction. The study on which this article is based was carried out in a multinational manufacturing organization operating in India. Slevin and Teijesen (2011) conducted a study on

organizational proactivity as a strategy for employee job satisfaction.

The aim was to ascertain the level of motivation of the management on employees as to enhance satisfaction and performance. Guided by the review of literature, certain personal attributes of the employees, a measure of job characteristics and several dimensions of organizational climate were used as the potential predictors of organizational commitment. The study obtained its data from 507 managers working in a multinational manufacturing organization. Data were collected online with the help of structured questionnaire. The study found that (a) the level of managerial motivation in line with managerial proactivity is quite high, (b) the employees are satisfied by putting in a positive work ethic that is governed by internal locus of control, the result revealed that proactivity by management done through motivational job practice relates positively to employee satisfaction, which enhances firm performance. (Hass, 2010) Conducted a study on the relationship between employee satisfaction and organization proactivity. Proactivity was measured by employee empowerment which gives employee authority, power and control in their units. Result show that employees become increasingly efficient and effective.

The result as well revealed that proactivities relate to employees satisfaction as an empowered employees perform their work more effectively and efficiently than non-empowered employees. Employee empowerment has received recognition in management circles

because it is one of the fundamental elements of managerial and organizational pro-activities which increase employee power and control in organization. Hass (2010) argued that today, more than seventy percent of organizations have adopted some kind of proactive empowerment initiative at least for a part of their workforce. Mahmood and Hanafi (2013) conducted a research on the association between proactive empowerments and Job Satisfaction.

### **Relationship between Proactive Behaviors and Innovation Performance**

Unsworth and Parker (2008) consider employees as a significant source of knowledge in supporting innovation due to their awareness of customers' needs or their technical know-how. Drawing on employee-driven innovation, every employee, irrespective of their position or level of education, can contribute to innovation (Kristiansen & Bloch-Poulsen, 2010). Menzel, Aaltio and Ulijn (2010) point to the contribution engineers make in the creation of new products or the improvement of products and processes with the application of their technical expertise. Thus, employees involved in product/process development can be a critical source of experience-based knowledge for innovation. Although it is recognized that innovation is fostered by employees' behaviors (Parker & Collins, 2010). Most studies have focused on implementing innovative projects in a top-down manner. Some authors (Høyrup, 2010; Rigtering and Weitzel, 2013) suggest analyzing

employees' initiatives in promoting innovation in firms, that is, an approach focused on employee behavior and motivation to support innovation. Particularly in high-technology sectors, where technological changes are the norm and there is a constant need to innovate, change oriented employees with self-starting behaviors become a key resource in organizational success (Rauch, Wiklund, Lumpkin & Frese, 2009; Kraus, Rigtering, Hughes & Hosman, 2012).

From a behavioral perspective, previous studies (Escrig, Segarra, García & Beltrán, 2018) suggest that collective proactive behavior can be a relevant enabler of innovation. This behavior is characterized by self-starting and change-focused actions in employees' approaches to work, which make it easier to identify problems and propose improvements to enhance product and process innovation performance (Anderson, Potočník & Zhou, 2014). Proactive behaviors stimulate employees to promote and lead change, and organizations frequently rely on this kind of employee to foster innovation (Grant & Ashford, 2008).

Nevertheless, the importance of pro-activeness and its influence on firm performance has been highlighted in both theoretical discussions and empirical research. At the theoretical level, pro-activeness leads to enhanced firm performance because firms with this strategic posture pursue opportunities that are unrelated to existing operations which enables introduction of new products and brands ahead of competitors, giving them a competitive advantages that leads to better firm performance (Okpara, 2009).



Firms characterized by pro-activeness initiate actions that competitors must react to, leading the way in products and services (Eggers, Kraus, Hughes, Laraway & Syncerski, 2013). Empirically, pro-activeness leads to better performance in terms of sales and employee growth, profitability, product and customer performance (Baba & Elumalai, 2011). Ahimbisibwe and Abaho (2013) examined the effect of entrepreneurial orientation and export performance of SMEs in Uganda. He found that pro-activeness had a significant and positive influence on export performance. Similarly, Boohene, Marfo-Yiadom and Yeboah (2012) examined the influence of pro-activeness and firm performance of auto artisans in Ghana. He discovered that there was a strong and positive relationship between pro-activeness and firm performance.

### **Characteristics of a Proactive Manager**

A proactive manager is the one who has the ability to forecast, predict and speculate things as well as make adequate preparation beforehand. Proactive manager are the leaders of modern world today. They run the organizations with their great vision and extraordinary ability to look at long term goals and achievements (Mayseless & Popper, 2009). These manager are exceptionally effective when the environment becomes highly competitive and there is lot of instability around demanding counter measures.

According to De Vos, De Clippeleer and Dewilde (2009), the key characteristic of proactive managers have is that they are always expecting something to happen

and for that reason, they are always prepared to provide counter measure. A proactive manager will not give an excuse of not expecting a certain situation. They work predictably to measure from first instance with calculated forecast based on their knowledge, experience and most importantly, contemporary issues surrounding them. Their ability to critically analyze appropriately sets them apart from the rest (Fuller & Marler, 2009).

Proactive managers are highly practical and rely on scheduling tasks and setting up priorities as well as objectives and goals with optimism to accomplish them. They always need something to look forward to and move. Proactive managers develop and cultivate different work habits. According to Nwokocha (2019), they will always focus on scheduling work and working around priorities. The determination always have plan, and develop the will power to achieve certain goals and unexpected tasks that arises within those priorities and this is what they are excellent at doing. This ability leads them to discover and predict moves that can get the work done before something undesirable happens.

Calmness and sensibility are proactive manager's traits which are not as a result weakness but an inner strength of deep contemplation, anticipation of the unknown and readiness/preparation to have the situation under control (Odukoya, 2019). In contrast, a manager, who is reactive, will most times be seen screaming, shouting and creating panic when things go wrong. Because proactive managers always have a contingency plan

to get around situations, they do not panic but allow a sense of extreme calmness in their approach. This makes them managers of a very high stature, someone who is truly inspiring.

Proactive managers invest their time and energy on things they can manage rather than reacting or worrying about what they cannot control (Greguras & Diefendorff, 2010). They handle problems using various means of human influence such as empathy, confrontation, example, and persuasion, however, they also understand and respect problems or issue in which they have no control, and endeavor to circumvent such problems (Bledow & Frese, 2009). This process is achieved by seeing a problem before they occur and also influencing change instead of reacting externally to changes, sharing a compelling vision with the organization instead of pushing for results, they also focus on results of performance and still predicting problems before they occur, they practice and teach self-reliance instead of issuing instruction to subordinates (Richards & Hackett, 2012).

Another chief characteristic, which proactive managers possess is their action-oriented life (Francesco Cangiano, Sharon Parker & Gillian Yeo, 2018). They do not procrastinate, adjourn decisions or actions, they do not falter to do what is required to save the day and time, they proceed reluctantly, they try to avoid doing things, or delay doing things that need to be done. At the same time, they are not careless, reckless or impulsive (Walumbwa, Hartnell & Oke, 2010). However, they do something thoughtfully but quickly, bearing in mind all relevant

reality; they are also decisive and prompt. Nnokam and Nwokocha (2019) opine that they have the skill-set to take prompt action, due to their understanding of power and using teams to solve problems. They develop the capabilities of their team members and lead them to take decisions on their own. They also give up control if delegation of duties yields the best outcome, in contrast, to many other managers, who are either afraid or reluctant to delegate and seek answers by themselves.

### **Principles and requirements for proactive 360 degree managers practice**

- **Exceptionally lead yourself:** People will not follow managers who cannot adequately manage their own life. It is therefore imperative that prospective managers to manage each and every aspect of their lives well if they want to become proactive managers. In doing so, people will naturally follow your leadership hence; they draw inspiration from your life which is an evidence of success (Maxwell, 2009).
- **Empathize with your managers' burdens, visions and missions:** Avoid being an additional burden to your leader but instead, be a person to lighten the burden of your manager by doing your assigned part first and then inquire if there is any other job you can do to make the work of your manager easier. When this is achieved, the manager develops trust and confidence in you and will share his inspirations from which you can draw and share your own inspirations thereby making you a proactive leader (Maxwell, 2009).
- **Have willingness to do that which others will hesitate to do:** Doing that

which everybody can do cannot make you exceptional and hardly stand out (Zhang & Bartol, 2010). Prospective, exceptional and proactive managers take up tasks which people will not be willing to do. This is what makes them to stand out. This ability helps to increase one's horizon even though failure is encountered sometimes, the lessons are learnt in time and the zenith attained. When this ability is developed one becomes invincible and sometimes idolized (Zhang et al., 2010).

- **Do more than manage, lead:** It is vital to know the difference between management and leadership. Management focuses on processes but leadership focuses on individuals; management develops the business while a leader develops the people that will conduct and manage the business. This is why proactive leadership requires that you balance between processes and people. The proactive leader ensures to start developing people skills and trains them to ensure that they influence people higher, lower than those you are at the same level as. This influence is also targeted at the needs and aspirations customers and partners too (Zhang et al., 2010).
- **Invest in interpersonal relationships:** The need to develop positive interpersonal relationships with other people that you work with needs no emphasis. Respect is key, thus, respect is reciprocal (Shondrick & Lord, 2010). This does not only apply to colleagues, customers and partners, but it also covers every other person outside the mentioned list. Cutting edge research and experience have showed that you have challenges relating with your colleagues or bosses at work when there are no cohesions

among interrelates (Shondrick et al., 2010)

- **Be articulate and prompt:** As proactive manager, there are so much to do and much time cannot be spent doing one thing with so much waiting to be accomplished in a short time. If you want to get an audience with proactive leaders, be articulate, prompt and prepared (Axtell, Holman, Unsworth, Wall, Waterson & Harrington, 2010). This will require preparations before scheduling a meeting. There is nothing that is more exasperating than meeting an unprepared person.
- **Know when to push and when to hold back:** Wisdom in leadership is essential and also a requirement. You need to be able to know the right time when you have to push a matter and the right time when to hold back. This will require that you have to be someone who has a discerning mind (Axtell et al., 2010).
- **Become a team and key player:** You have to become a person who saves the day. Be someone that the organization can rely on to always deliver regardless of the circumstances (Ololube, 2017).
- **Have passion for growth and personal development:** Being growth oriented and finding ways to better self regularly are criteria for proactive managers. This will mean that your work is always excellent and relevant every day (Ololube, 2017).

## Defensive Innovation

Defensive innovation strategy is adopted by firms that are similarly R&D intensive just like the offensive innovation strategy adopting firms. The significant difference here is that defensive strategy does not aspire firms to be the first mover but work in a similar field once they see the results of the first-mover firm in that

area. Defensive strategy is adapted by firms that want to play safe and only invest if they see the other firm is successful in that field. Such firms do not directly copy what already has been done by the first firm but, they try to improve the products and avoid all the mistakes committed by the first-mover firm (Elliott, 2019). Therefore, firms following defensive innovation strategy tend to create the R&D strategy that is capable enough to catch up with the technology introduced by the first-mover firm and further develop an oligopolistic market which will be closely related with the product already been introduced. Although this strategy is much safer than the offensive innovation strategy as there is a scope of not repeating the old mistakes and opportunity to provide a better version of the similar product but, patents are essential in this strategy as this strategy weakens the monopoly of the market. Therefore, there is a constant need to keep up with the R&D for fast and efficient product development as the market is very competitive (Tidd & Bessant, 2018).

The psychoanalytic conception of defense mechanisms was developed in detail by Anna Freud (1937) as cited by Alex (2020). Defense mechanisms describe how people unconsciously handle clashes between their desires and reality. These mechanisms include denial (pushing discomfoting thoughts out of experience); isolation (minimizing associative connections to unacceptable or dangerous ideas); displacement (redirecting emotion at a more acceptable

target); reaction formation (covering up an unacceptable impulse by behaving in the opposite manner); and repression (suppressing impulses that are not personally or socially acceptable). Experimental research has supported several of these defense mechanisms (Alex, 2020 citing Baumeister, Dale & Sommer, 1998), showing them to be particularly active in response to threat (Cramer, 2012). Defense mechanisms are not pathological: privileging one's desires over reality may lead to denial and even delusion, but disregarding one's desires in the face of reality can lead to despondency and undermine resilience (Cramer, 2015).

## Theoretical Review

This study adopted the dynamic capability theory propounded by Teece (1989). The theory was adopted as the lead theory because the main theme of the theory supports the framework of the study. Dynamic capability theory is an extension of the resource-based view, explains the organization's capabilities to adapt to the uncertain and dynamic environment which is critical for organizational sustainability. Dynamic capability (DC) represents a class of higher order capabilities that is crucial for an enterprise to be able to cope with changes in the environment by delivering the right knowledge at the right time to the right person, as well as encourage knowledge sharing to achieve organizational goals thereby enhancing organizational performance. DC also creates and reconfigures the organizations resources to adapt rapidly to changing markets, compete favorably and achieve a superior performance by creating new

manufacturing processes, new products and services in order to rapidly respond to changing environments as well as to create, develop and sustain new capabilities and new market opportunities. Dynamic capability is vital as an organization can react and adapt to a volatile environment for competitive advantage and organizational performance (Teoh, Lee & Muthuveloo, 2017). As Gupta, Misra, Kock and Roubaud (2018) described, dynamic capabilities can be assimilated and integrated for the configuration of internal competencies and encourage the organization to change as a result of environmental requirement.

Nevertheless, for any organization to effectively implement the DC fundamental presumptions like; the capacity to sense and shape opportunities, capacity to seize opportunities and the capacity to maintain competitiveness through reconfiguring the enterprise's assets, the organization will depend on the application of strategy just as sensing capabilities involves recognition and monitoring of opportunities and threats from both the external and internal environment, seizing capabilities is the firm's learning, reflected by the ability to create and assimilate internal and external knowledge through knowledge sharing that are very important for capability creation while reconfiguration capabilities refers to the creation and integration of internally or externally acquired capabilities. It is the transformation of existing capabilities. That is, to change the form, shape, or appearance of capabilities existing within the firm and to achieve these fundamental presumptions, the organization needs strategy. Therefore,

since there are different innovation strategies available for organizations to enhance organizational effectiveness it is also useful in a dynamic and highly competitive business environment like Nigeria because, for any organization to remain competitive, there is the need to formulate, implement and evaluate different innovation strategies to accommodate the ever-dynamic and complex business environment filled with new opportunities, new knowledge, new operational capabilities, new government policies, new challenges to mention but a few.

## Methodology

Survey design was adopted to obtain accurate data based on the opinion of the respondents and the researcher used primary data to obtain information from the respondents. Survey research design is basically used when a researcher is planning to undertake a detailed study and sample the opinion of the respondents that was involved in the study. This design aided the researcher to ascertain the views, ideas and feelings of those that are directly concerned with the project. The researcher mainly used primary source of data on the course of gathering data from the respondents. The primary data for this study was collected via the use of questionnaire and formal discussions. To obtain information from the respondents, copies of questionnaire were distributed to the staff of the selected manufacturing firms in South-South, Nigeria.

The population of this research comprised of the staff of the twelve (12) selected manufacturing firms in South-



South, Nigeria. Hence, the choice of these manufacturing firms was based on the firms' size, financial stability, informed reality of their operations and their duration in existence. The population of the study was 1221. The researcher adopted the Israel Glenn (2003) formula who proposed for  $\pm 3\%$ ,  $\pm 5\%$ ,  $\pm 7\%$  and  $\pm 10\%$  precision levels where the confidence level is 95% in determining the sample size of 301. The researcher used both inferential and descriptive

statistics to analyze the data for the study. In order to realize the objectives of the study, objectives (i) was analyzed using simple linear regression model to examine the influence of proactive innovation on productivity of the selected manufacturing firms in South-South, Nigeria. Objectives (ii) was analyzed using Analysis of Variance (ANOVA) to determine the degree to which defensive innovation enhance value creation of selected manufacturing firms in South-South,

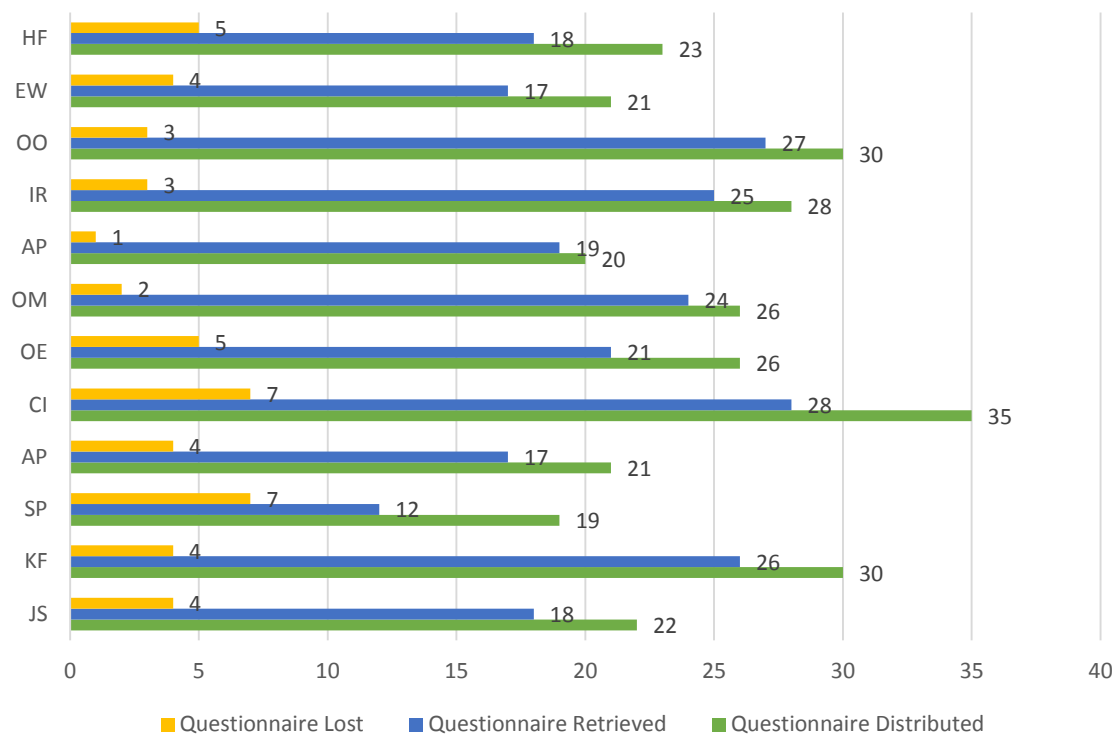
## Results and Discussions

### Rate and Return of Questionnaire

**Table 1: Return of Questionnaire**

Selected Manufacturing Firms	Questionnaire Distributed	%	Questionnaire Retrieved	%	Questionnaire Lost	%
Jubilee Syringe Manufacturing Company Limited	22	7.3	18	6.0	4	1.3
Kings Flour Mill Limited	30	10.0	26	8.6	4	1.3
Senalux Paint	19	6.3	12	4.0	7	2.3
Alphastar Paints Industries Limited	21	7.0	17	5.6	4	1.3
Combination Industries Limited	35	11.6	28	9.3	7	2.3
Omni-Errands Manufacturing Limited	26	8.6	21	7.0	5	1.7
Olite Manufacturing Company Limited	26	8.6	24	8.0	2	0.7
<b>Anudu Plastics Nigeria Limited</b>	20	6.6	19	6.3	1	0.3
Integrated Rubber Products Nigeria Plc	28	9.3	25	8.3	3	1.0
Okomu Oil Palm	30	10.0	27	9.0	3	1.0
<b>Energy Works Technology (EWT)</b>	21	7.0	17	5.6	4	1.3
Hidoz Filtration and Equipment Company Limited	23	7.6	18	6.0	5	1.7
<b>Total</b>	<b>301</b>	<b>100</b>	<b>252</b>	<b>83.7</b>	<b>49</b>	<b>16.2</b>

Source; Field Survey, 2024



**Figure .1: Analysis of the rate of questionnaire distributed, retrieved and lost**

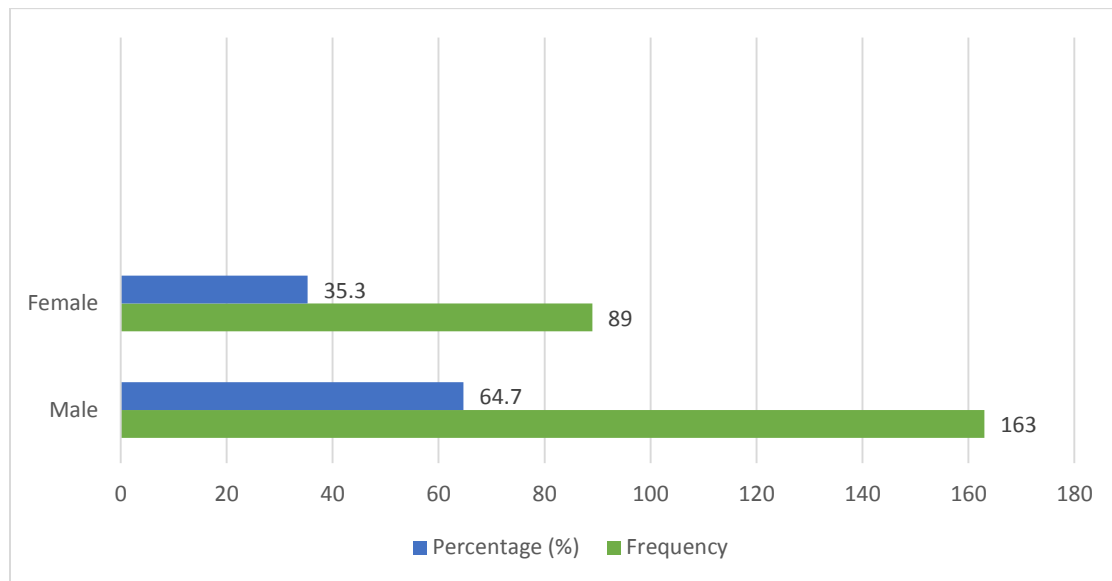
Table .1 and figure .1 revealed that a total of three hundred and one (301) copies of the questionnaire were distributed to the various manufacturing firms in South-South, Nigeria. Out of this number, forty nine (49) copies of

questionnaire were lost or wrongly filled with percentage ratio of 16.2% while two hundred and fifty two (252) copies of questionnaire were correctly filled and returned with percentage ratio of 83.7% and this served as the basis of the study.

**Figure .2: Respondents' distribution by gender status**

Gender Status	Frequency	Percentage (%)
Male	163	64.7
Female	89	35.3
<b>Total</b>	<b>252</b>	<b>100</b>

**Source; Field Survey, 2024**



**Figure 2: Analysis of respondents' distribution by gender status**

Table 4.2 and figure 4.2 indicated that majority 64.7% represent male respondents while 35.3% represents the female respondents. This shows that the difference in gender distribution is high because of the nature of job in the

studied organizations. Hence, male constitute the study more than female.

#### Data Presentation

Evaluate the influence of proactive innovation on productivity of the selected manufacturing firms in South-South, Nigeria

<i>Responses</i>	<i>SA 5</i>	<i>A 4</i>	<i>UN 3</i>	<i>D 2</i>	<i>SD 1</i>	<i>TOTAL</i>	<i>MEAN</i>	<i>Std. Dev.</i>
Proactive firms seize market opportunities and make innovation to get the advantages of them before their competitors	126	82	22	13	9	1059	4.2	.822
Proactive firms seize initiative and acting opportunistic to shape the environment to affect trends and create demand	118	99	19	-	16	1059	4.2	.803
Using new product/service approach to compete enhance firms competitive advantage	116	93	26	10	7	1057	4.2	.812

Encouraging innovation activities and continue research on new product opportunities increased productivity	122	86	24	9	11	1055	4.2	.807
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#### Source: Field Survey, 2024

Table 4.8 showed the influence of proactive innovation on productivity of the selected manufacturing firms in South-South, Nigeria. Majority of the respondents with the highest mean scores strongly agreed that proactive firms seize market opportunities and make innovation to get the advantages of them before their competitors ( $x=4.2$ ), proactive firms seize initiative and acting

opportunistic to shape the environment to affect trends and create demand ( $x=4.2$ ), using new product/service approach to compete enhance firms competitive advantage ( $x=4.2$ ) and encouraging innovation activities and continue research on new product opportunities increased productivity ( $x=4.2$ ). Therefore, since the means of all the responses were  $\geq 3.5$ , this indicated that proactive innovation positively influenced productivity

#### Determine the degree to which defensive innovation enhance value creation of selected manufacturing firms in South-South, Nigeria

Responses	VLE 5	LE 4	UN 3	LOE 2	VLOE 1	TOTAL	MEAN	Std. Dev.
Redesigning and improving products or services to meet new environmental criteria or directives protects firms market position	110	96	29	8	9	1046	4.2	.831
Firms positioning themselves to safe niches and survive in stable markets improves organizational sustainability	113	89	31	9	10	1042	4.1	.902
Developing quality performance of current products/services and reducing costs of products promote firms performance	120	91	20	12	9	1057	4.2	.722

#### Source: Field Survey, 2024

Table 4.9 showed the degree to which defensive innovation enhance value

creation of selected manufacturing firms in South-South, Nigeria. Majority of the respondents with the highest mean scores

strongly agreed that teamwork approach to product/process development project boost firms' effectiveness ( $x=4.3$ ), developing quality performance of current products/services and reducing costs of products promote firms performance ( $x=4.2$ ), redesigning and improving products or services to meet new environmental criteria or directives

protects firms market position ( $x=4.2$ ) and firms positioning themselves to safe niches and survive in stable markets improves organizational sustainability ( $x=4.1$ ). Therefore, since the means of all the responses were  $\geq 3.5$ , this indicated that defensive innovation enhances firms' value creation.

### Test of Hypotheses

**Proactive innovation has no significant influence on the productivity of selected manufacturing firms in South-South, Nigeria**

**Table 4.13: Regression analysis on proactive innovation and organizational performance**

Variable	Parameters	Coefficient	Std error	T – value
Constant	$\beta_0$	2.033	0.118	8.761
PI ( $X_1$ )	$\beta_1$	0.794	0.027	5.639**
<b>R-Square</b>		0.782		
<b>Adjusted R – Square</b>		0.766		
<b>F – statistics</b>		83.183***		

**Source: Field Data, 2024**

Table 4.13 showed the coefficients of proactive innovation and organizational performance. The coefficient of multiple determination ( $R^2$ ) was 0.766 which implies that 76.6% of the variations in dependents were explained by changes in the independent variable while 23.4% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of proactive innovation was statistically significant and positively related to organizational performance at 5 percent level (5.639\*\*). Therefore, we reject null hypothesis and uphold the alternative hypothesis that proactive innovation has a significant influence on the productivity of selected manufacturing firms in South-South, Nigeria.



## Defensive innovation does not enhance value creation of the selected manufacturing firms in South-South, Nigeria

**Table 4.14: ANOVA test on defensive innovation and revenue growth**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	125.210	4	31.303	336.591	0.002
	Residual	22.988	247	.093		
	Total	148.198	251			

**Source: Field Data, 2024**

Table 4.14 ANOVA result on defensive innovation and revenue growth showed f- statistics = 336.591, mean square of 31.303 with p- value =  $0.002 < 0.05\%$  significance level, we therefore reject null hypothesis and accept the alternative hypothesis that defensive innovation enhances value creation of the selected manufacturing firms in South-South, Nigeria

### Discussion of Results

This study explored innovation strategies and organizational effectiveness in selected manufacturing firms in South-South, Nigeria. From the study, it shows that a total of three hundred and one (301) copies of the questionnaire were distributed to the various manufacturing firms in South-South, Nigeria, forty nine (49) copies of questionnaire were lost or wrongly filled with percentage ratio of 16.2% while two hundred and fifty two (252) copies of questionnaire were correctly filled and returned with percentage ratio of 83.7% and this served as the basis of the study. Majority 64.7% represent male respondents while 35.3% represents the female

respondents, majority 37.3% of the respondents were between the age ranges of 31-40 years, 27.4% of the respondents were between the age ranges of 41-50 years, 20.2% of the respondents were between the age ranges of below 30 years while 15.1% of the respondents were between the age ranges of above 51 years, majority 58.3% of the respondents were married, 29.4% were single while 12.3% represent the others option, majority 40.5% were B.Sc./PGD//HND/ND holders followed by 29.0% who were FSLC/SSCE/GCE holders, 17.5% were holders of other qualifications while holders of M.Sc. represents 13.1% and majority 43.3% respondents had work for a period of 6-15 years, 32.1% had work for a period of above 16 years while 24.6% had worked for a period of below 5 years.

Hypothesis two simple linear regression analysis indicated that proactive innovation has a significant influence on the productivity of selected manufacturing firms in South-South, Nigeria. The study further revealed that majority of the respondents with the highest mean

scores strongly agreed that proactive firms seize market opportunities and make innovation to get the advantages of them before their competitors ( $x=4.2$ ), proactive firms seize initiative and acting opportunistic to shape the environment to affect trends and create demand ( $x=4.2$ ), using new product/service approach to compete enhance firms competitive advantage ( $x=4.2$ ) and encouraging innovation activities and continue research on new product opportunities increased productivity ( $x=4.2$ ). This findings is tandem with the findings of Oni (2012) who investigated the relevance of entrepreneurial proactiveness on business performance: Nigerian Companies experience. The findings showed that the enterprise on high entrepreneurial proactiveness responded positively to performance measures with consistent increase in size and employment of qualified and competent personnel and recommended that; to attain a high level of efficiency companies should maximize the performance measures, be socially responsible by concentrating on entrepreneurial proactiveness, operations involving entrepreneurial concerns could reduce producer or service waste and companies should consider entrepreneurial strategies as part of steps for improving performance. The finding also supported the findings of Lawan, Shamsu and Fakhrul (2015) on the relationship between vision, innovation, proactiveness and risk taking on SMEs performance in Nigeria. The study revealed a positive and significant relationship between

vision, innovation, proactiveness and SMEs performance in Nigeria and recommended that empirical research need to be conducted to examine the extent of the relationship between vision, innovation, proactiveness and risk-taking on SMEs performance in Nigeria.

Hypothesis three ANOVA result revealed that defensive innovation enhances value creation of the selected manufacturing firms in South-South, Nigeria. The study further revealed that majority of the respondents with the highest mean scores strongly agreed that teamwork approach to product/process development project boost firms' effectiveness ( $x=4.3$ ), developing quality performance of current products/services and reducing costs of products promote firms performance ( $x=4.2$ ), redesigning and improving products or services to meet new environmental criteria or directives protects firms market position ( $x=4.2$ ) and firms positioning themselves to safe niches and survive in stable markets improves organizational sustainability ( $x=4.1$ ). The findings correlates with the findings of Grend, Nwiepe and Kpune (2017) on defensive strategies for market success. The study discussed several defensive strategies that managers can use for market success and suggested that marketing managers should attempt to discourage would be entrants before entry occurred and can achieve this goal by engaging in pre-entry strategies. However, after entry occurred, it would be more difficult to persuade new entrants to exit the industry. For this

reason, marketing managers should use different defensive strategies for defending their positions in pre-entry and post-entry situations. The findings also aligns with the findings Simiyu and Elishiba (2023) who assessed stakeholder management strategies and how they affect the performance of telecommunication companies in Kenya.

## Conclusion

The main objective of this study is to examine proactive innovation strategies and organizational performance in selected manufacturing firms in South-South, Nigeria. From the findings and discussions, the following conclusions were derived; aggressive innovation has a significant effect on the performance, proactive innovation has a significant influence on the productivity, defensive innovation enhances value creation, analytics innovation boost competitive strength and there is a significant relationship between risk-taking innovation and market share of selected manufacturing firms in South-South, Nigeria.

The study's results is back up with the dynamic capability theory propounded by Teece (1989) which suggested that firms should create and reconfigure their organizations resources to adapt rapidly to changing markets, compete favorably and achieve a superior performance by creating new manufacturing processes, new products and services in order to rapidly respond to changing environments as well as to create,

develop and sustain new capabilities and new market opportunities. Conclusively, innovation strategies are vital tools in enhancing the effectiveness of manufacturing firms. Hence, innovation strategies positively and significantly influenced the effectiveness of the selected manufacturing firms in South-South, Nigeria.

## Recommendations

- With regard to defensive innovation and enhance value creation, the management should regularly ensure that their strategies are constantly monitored and not maintain status quo, develop training programs with their stakeholders, work cautiously together to follow influence rules, concentrate on the transaction process, support relationships with their stakeholders and take stakeholder involvement into consideration to improve operational performance and quality of products.
- Management should improve regularly the understanding of the application of datasets for cross-industry comparisons as this will reveal potential cultural and industry-specific conditions that either hinder or bolster the impact of business analytics on firm's business performance.
- Lastly, as regards to risk-taking innovation and market share, management should improve continuous allocation of resources efficiently as this lead to increased revenue and strong performance. Also, for managerial implication, firms must balance their innovation projects with improved performance to minimize risks and achieve long-term success.

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