

Management Innovation as a Strategy for Organizational Performance of Alcoholic Beverages Companies in Rivers State

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Abstract: *The paper examines management innovation for organizational performance of alcoholic beverages companies in Rivers State. The objectives of the paper were to determine effect of administrative innovation on employee commitment in alcoholic beverages companies in Rivers State, ascertain the extent of the relationship between process innovation and employee output in alcoholic beverages companies in Rivers State and determine extent at which technological innovation affect quality product in alcoholic beverages companies in Rivers State. The paper has a population size of 1,050, out of which a sample size of 289 was realized using Taro Yamane's formula at 5% error to tolerance and 95% level of confidence. Instruments used for data collection were primary questionnaires and interview. The total number of 289 copies of the questionnaire were distributed while 224 copies were returned and 65 copies were not returned Survey research design was adopted for the study. Three hypotheses were tested using Spearman Rank Order correlation coefficient statistical tool with the support of SPSS version 20.0. The findings indicate that a significant and positive relationship exist between administrative innovation and efficiency of alcoholic beverages companies in Rivers State. There is a positive relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State. Technological innovation has a significant and positive relationship with efficiency of alcoholic beverages companies in Rivers State. The paper concludes that innovation is managerial strategy that presents new ideas to business leaders to increase efficiency with minimum resources. The paper recommends that beverages companies in Rivers State should adopt administrative innovation in order to provide creative work methods and processes in the providing of products and services. Beverages companies in Rivers State should use process innovation in order to gain more outcomes through the reduced time and improve their efficiency in the processes they produces their products and services. Beverages companies in Rivers State should use technological innovation to support their work processes so as to increase the efficiency of their systems, products and services in the dynamic business environment.*

Keywords: *Management Innovation, Organizational Performance,*

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INTRODUCTION

The changing business and societal environment make organizations to adopt innovation management. Innovation management is organizing and managing these innovation processes. Research and development (R&D) management encompasses invention processes along with innovation processes. Drucker (2019) asserts that innovation is mainly the work of knowing rather than doing and it can be and need to be managed like any other corporate function.

Innovation is the key element for competitiveness and economic growth and a major component in developing technology among firms. Innovation management facilitates organizations to focus on competitiveness and success performance in order to adopt a new process. Firms must utilize technological and process capabilities successfully.

Innovation enhances the growth and survival of firms on one hand and while it is a very complex and risky process, with low success rates. Innovation is the activity of bringing something new into the world – an act of introducing a new device, method or material for application to commercial practical objectives.

Companies are today managing business in a highly interrelated international business world (Alhawari et al., 2020). Companies are therefore more exposed to abnormal and unexpected events such as a crisis, since it constitutes new risks and unpredictable business surrounding. For companies that are not adequate to adopt in time of crisis, it can be challenging to have a sustainable profitability or even survive (Darbomens&Zurawska, 2020).

Innovation plays an important role not only for large firms, but also for SMEs. The capability to innovate is recognized today as one of the main aspects leading to competitive advantages among firms (Mcadam&Keosh, 2013).

Based on the foregoing, this study offers a point of departure and knowledge gap filling in adopting administrative process and technological as dimensions of management innovation efficiency as measures of organizational performance in examining the relationship between management innovation strategy and organizational performance of alcoholic beverages companies in Rivers State.

Most studies of the relationship between innovation strategies and firms performance has focused on simple innovation strategies involving process and administrative technological innovation.

Management of innovation in business organization is as old as the work of business. Management of innovation is the economic implementation and exploitation of new ideas and discoveries in business organization. Innovation management also is the implementation of an innovation culture in an organization which helps to promote the development of new ideas and business opportunities (Riederer, Baier & Graefe, 2005).

Innovation management is the process by which businesses improve their competitiveness and profitability by creating and/or adopting relevant new products and ideas. Innovations result in the development of new products and services, new features in existing products and services, and new ways to produce or sell them or a different approach to any other process within the company (Beerens et al., 2004, Vemuri et al., 2003).

Organizations are finding that, as markets become saturated and competition gets stronger, it is increasingly necessary to find novel or innovative approaches to business problems and issues. They may look for this creativity in their staff or may even recruit new, more creative employees. This can help both the marketing of the organization by being seen to be creative and 'cutting edge', and it can improve productivity and efficiency by solving current problems or business obstacles.

Statement of the Problem

Innovation has long been recognized as an important driver of economic growth. Empirical research and surveys of business activities show that innovation leads to new and improved products and services, higher productivity, and lower prices. Management of innovation in manufacturing firm is a real problem, which have cause managers of the firms to face a lot of challenges that comes as a result of inability of managers to unify the complex nature of innovation into a new functional product. However, companies must often solve various problems caused by their unpreparedness to manage innovation processes.

Management of innovation processes in the company is a challenging task for managers of the company which has resulted into innovation process management failures, cause by lack of innovation expertise, failure to secure the flow of information in a company, insufficient training and motivation of employees. However in the long run, these challenges will cause substandard product, low profit index, low employee morale and total breakdown of the system.

Objectives of the Study

The purpose of the study was to investigate the relationship between innovation management and organizational performance of alcoholic beverages companies in Rivers State. Specifically, the study shall seek to:

1. Ascertain the nature of the relationship between administrative innovation and organizational performance of alcoholic beverages companies in Rivers State.
2. Determine the extent of the relationship between process innovation and organizational performance of alcoholic beverages companies in Rivers State.
3. Examine the magnitude of the relationship between technological innovation and organizational performance of alcoholic beverages companies in Rivers State.

Research Questions

To achieve the objectives, the following questions were formulated:

1. What is the nature of the relationship between administrative innovation and organization/performance of alcoholic beverages companies in Rivers State?
2. What is the magnitude of relationship between process innovation and organizational performance of alcoholic beverages companies in Rivers State?
3. What is the extent of the relationship between organizational performance of alcoholic beverages companies in Rivers State?

Research Hypotheses

The following hypotheses were formulated for the study:

- H₀₁: There is no significant relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State.
- H₀₂: There is no significant relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State.
- H₀₃: There is no significant relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State.

LITERATUREREVIEW AND HYPOTHESES

Management Innovation

Management innovation is “the invention and implementation of a management practice, process, structure, or technique that is new to the state of the art and is intended to further organizational goals” (Birkinshaw Hamel& Mol, 2017). Management innovation is the invention and adoption by an organization of a radical management practice or method that is new to the state or art. The organization develops a management innovation and implements it first, and the success of the radical management innovation by the pioneer organization leads other organizations to adopt it. Organizational innovation is influenced by marked orientation. Innovation management is the means of creating innovation capabilities (Salavou et al. 2018).

Administrative Innovations

Administrative innovation is an innovative idea for the recruitment of the staff, the allocation of resources, the definition of tasks, the management model or the rewarding system” (Evan, 2009). Administrative innovation refers to the social system of an organization (Roy, Robert & Giuliani. 2013). Klein et al. (2001) have defined the implementation of administrative innovations as the extent to which organizations incorporate and routinely use the innovations. The degree to which organizations routinize new programs or systems so that they are regularly used is relevant to a wide array of processes (Fidler & Johnson, 2007) from upper-level strategy making to lower-level decision-making. It has bearing on governmental initiatives and the diffusion of technological advances and plays a central role in reorganization and organizational regeneration(Maier, Verjel, Bercovici & Maier, 2017; Chen, Gong, Song & Wang, 2021).

Innovation Process

Innovation process is a sequence of activities aimed at creation and implementation of innovation. It includes activities related to generating innovative ideas, their evaluation, creation of innovation and ensuring it's spreading among customers(Maier, Verjel, Bercovici & Maier, 2017;Dorin, 2018). A transparent model of the innovation process was developed to better understand its single phase. It is based on the basic model by Zauková and Louéanová (2008). According to Hammel (2002), innovation competence is understood as a tool which allows company to use in innovation process management, innovation tools, supported communication and information technology, management processes and appropriately to establish criteria for measuring the success of the individual phases of innovation projects:

Technological Innovation

Technological innovation deals with the “new combinations” of production factors of new products and services, introducing new production processes, marketing and business organization (Maier, Verjel, Bercovici & Maier, 2017; Barik, 2022). Technological innovation is a part of the total innovation discipline. It focuses specifically on technology and how to embody it successfully in products, services and processes. Technology as a body of knowledge might thus be seen as a building block for technological innovation, serving as cornerstone to research, design, development, manufacturing and marketing. According to Frascati Manual (OCDE, 2002), technological innovations comprise new or significantly modified technological products and processes, where technological novelty emerges, unlike improvements, from their performance characteristics.

Innovation Management and Organizational Performance

The theoretical link between innovation and company competitiveness from a long-term perspective can be traced back to the early definition of strategic adaptation. According to this stream of research, the process of strategy is considered a dynamic process, with adaptation being the key aspect needed to achieve competitive advantage in a long-term perspective (Floyd & Lane, 2000) Thus, innovation has proved to be important at the company level as well as on a national level. Management innovation can play a central role in the process of changing organizations, facilitating organizational adaptation to the external environment and increasing the efficiency and effectiveness of internal processes.

THEORETICAL REVIEW

Theory of Innovative Enterprise

The Theory of Innovative Enterprise, first published in 1911, Joseph Schumpeter, drawing inspiration from Karl Marx, argued that capitalism had to be conceptualized as an economic system in which technological change, or more broadly speaking innovation, constantly disrupted the general equilibrium of market exchange. The theory of innovative enterprise shows how by transforming its cost structure a firm can grow large while, in sharp contrast to the monopoly model, enhancing the efficiency of the economy. This theory argues that superior economic performance depends on innovative enterprise: the development and utilization of productive resources to generate higher quality, lower cost goods and services. Government policies to support the achievement of superior economic performance must be based on a theory of how an innovative enterprise evolves, operates and performs. In this study, a theory of innovative enterprise in which social conditions summarized as strategic control, organizational integration, and financial commitment are central to the development and utilization of productive resources. The need for these social conditions derives from the uncertain, collective and cumulative character of the innovation process (Lazonick, 2013).

Empirical Review

Yunus and Waidi (2011) did a study on Technology innovation and Nigeria banks performance: The assessment of employee’s and customer’s responses to examine customer’s and employee’s responses to technology innovation, and their effects on the performance of the Nigerian banks. Fifteen (15) major banks were selected for the research. Two null hypotheses based on two different sets of questionnaires distributed to selected banks employees and customers were formulated to test whether there is no significant relationship between technology innovation and

customer's satisfaction; and between technological innovation and Nigerian banks employee's performance. 1912 questionnaires were distributed to customers to test the first hypothesis out of which 1634 were collected which is 85% of the distributed questionnaires, 1458 questionnaires were distributed to selected banks employees to test the second hypothesis, 1223 questionnaires were collected making 84% response rate. Pearson correlation co-efficient was used to analyze the hypotheses. Findings revealed that technological innovation influenced banks employee's performance, customer's satisfaction and improvement in banks profitability. The study recommends effective management of technological innovation for improved employees performance, customer's satisfaction, sustainable profit, increased return on investment, returns on equity, and to promote competitiveness in the Nigerian banking industry.

Nadeem, Naveed, Muhammad and Komal (2013) carried out a study on the Role of Innovation on Organizational Growth: Evidences from Pakistan. The objective of study was to ascertain the role of innovation on the growth of organization. The study adopted a survey design. Data was sourced from primary and secondary sources. The population of the study were employees of Alghazi Tractor Factory Ltd (AGTL) D. G. Khan and a sample of 100 employees were selected randomly from the population. Data collection instrument used was by standard questionnaire and analysis was done using correlation coefficient through SPSS. There were two variables of innovation in the study which are empowerment and proper training. The study found that innovation play significant role on the growth of organization. The study recommended that further research should take other variables like resources and skills, leadership styles, top management style and communication, knowledge and learning to increase the organizational growth.

Islam and Mohamed (2011) conducted a study on the impact of organizational innovation on firm performance in a Malaysian-based ICT Companies. The study objective was to investigate the effect of organizational innovation on company performance. Data were collected via electronic survey from 115 small and medium enterprises operating in the ICT industry in Malaysia. Specially designed questionnaire was used to measure the research constructs. The questionnaire used in the study was in three parts: organizational innovation, performance and demographic data. The sampling frame consists of 1488 small and medium-sized firms listed in the National ICT Association of Malaysia's (PIKOM) directory. Reliability and validity tests were conducted using Cronbach's alpha in Nunnally (1978) and the Cronbach's α of each constructs were greater than 0.8, suggesting a strong reliability for our survey instrument. The study found that organizational innovation was positively related to company performance which was measured in terms of both market and financial metrics. The study recommended that given the ever-changing competitive environment, firms should acknowledge such advantages in order to survive or stay at par with competitors.

Lilia and Mahmoud (2013) conducted a study on the impact of innovation on the performance of Small and Medium Scale Manufacturing Enterprises in Malaysia. The objective of the study was to ascertain the effect of innovation dimensions on the performance of Styles. The study adopted the survey design and data was sourced from both primary and secondary sources. The data were analyzed using a hierarchical regression analysis. The study found that product innovation and process innovation affected firms performance positively with β 0.123 ($p < 0.01$) and β 0.111 ($p < 0.01$) respectively. The study recommended that further studies should be carried out to look

into how SMEs could calculate cost-benefit ratio of innovation and how they could opt for internal or external sources of innovation before actual innovation is undertaken.

Masood, Sadia, Muhammad and Saman (2013) carried out an empirical study on the effects of innovation types on the firm performance of Pakistan's manufacturing sector. The objective of the study was to access the effect of innovation types on firm performance in Pakistani manufacturing sector. The study found that there was a positive effect of innovation types on the firms' performance. The study recommended that business leaders of the manufacturing firms should give additional importance to different types of innovations for attaining high organizational performance.

METHODOLOGY

The study adopted survey research design. The study was carried out primarily through the survey research design and structured oral interview. Secondary data were sourced from books, Journals and internet. The population (1050) of the study consists of employees of alcoholic beverages company in Rivers State. A sample size of 289 was realized using Taro Yamane's formula at 5% error to tolerance and 95% level of confidence. The total number of 289 copies of the questionnaire was distributed while 224 copies were returned and 65 copies were not returned, Instruments used for data collection were primary questionnaires and observation. The instrument used for data collection was questionnaire structured in 5-point Likert scale and validated with the content validity of face to face approach. The reliability test was done using test-retest method. The result gave a reliability coefficient of 0.86, indicating a high degree of consistency. The three hypotheses formulated were tested at 0.05 level of significance. The Spearman Rank Order correlation coefficient statistical tool with the aid of SPSS version 20.0 was used to test the hypotheses formulated in this paper.

DATA PRESENTATION AND DISCUSSION OF FINDINGS

Statistical Testing of Hypotheses

The testing of the hypotheses was done by the use of the Spearman Rank Order Correlation Coefficient statistical tool with the application of the SPSS package version 20.0. The correlation decision scale frame of Dana (2001) was used as guide to analyze and interpret the result of the tested hypotheses. The correlation decision scale frame is thus: (a) $\pm 0.00 - 0.19$ (very weak), (b) $\pm 0.20 - 0.39$ (weak), (c) $\pm 0.40 - 0.59$ (moderate), (d) $\pm 0.60 - 0.79$ (strong), (e) $\pm 0.80 - 0.99$ (very strong), and (f) ± 1 (perfect).

Hypothesis One

H₀₁: There is no significant relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State.

Table 1: Spearman Rank correlation coefficient and Zr-test on the relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State.

Variables	N	r_s	Df	Zr-cal	Z-crit	Result
administrative innovation and efficiency	224	.712	222	2.105	1.960	Sig.

Source: SPSS Output, version 20.0

Table 1 above shows SPSS output for the Spearman Rank Order Correlation Coefficient test between administrative innovation and efficiency of alcoholic beverages companies in Rivers State. The Spearman Rank Order Correlation Coefficient is computed at 0.712 and p (2-tailed) < 0.05 for $d.f = 222$ (where $d.f = \text{degree of freedom}$ and is given as $N-2$). When put to statistical test, Zr-cal (2.105) is greater than Z-crit. (1.960) at the degree of freedom (df) of 254 and 0.05 level of significance. However, we noted a strong and positive relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State, with $r_s = 0.712$. Hence, the null hypothesis is rejected. Therefore, we could state that there is a significant relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State.

Hypothesis Two

H₀₂: There is no significant relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State.

Table 2: Spearman Rank correlation coefficient and Zr-test on the relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State.

Variables	N	r_s	Df	Zr-cal	Z-crit	Result
process innovation and efficiency	224	.718	222	2.120	1.960	Sig.

Source: SPSS Output, version 20.0

Table 2 above shows that a relationship existed between process innovation and efficiency of alcoholic beverages companies in Rivers State ($r_s = 0.718$). This reveals that there is a significant relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State. The statistical test shows Zr-cal of 2.120 which is greater than Z-crit. (1.960) at the degree of freedom (df) of 222 and 0.05 level of significance. Hence, we rejected the null hypothesis. This indicates that r_s value of 0.718 is significant. Therefore, the result is there is a significant relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State.

Hypothesis Three

H₀₃: There is no significant relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State

Table 3: Spearman Rank correlation coefficient and Zr-test on the relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State.

Variables	N	r_s	Df	Zr-cal	Z-crit	Result
technological innovation and efficiency	224	.722	222	2.128	1.960	Sig.

Source: SPSS Output, version 20.0

Table 3 above indicates SPSS output for the Spearman Rank Order Correlation Coefficient test between technological innovation and efficiency of alcoholic beverages companies in Rivers State. The Spearman Rank Order Correlation Coefficient is computed at 0.722 and p (2-tailed) < 0.05 for $d.f = 222$ (where $d.f =$ degree of freedom and is given as $N-2$). When put to statistical test, Zr-cal (2.128) is greater than Z-crit. (1.960) at the degree of freedom (df) of 222 and 0.05 level of significance. However, we noted a strong and positive relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State, with $r_s = 0.722$. Hence, the null hypothesis is rejected. Therefore, we could state that there is a significant relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State.

Discussion of Findings

Hypotheses one was developed to ascertain the relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State. The result of Spearman Rank Order correlation coefficient indicated relationship existed between administrative innovation and efficiency of alcoholic beverages companies in Rivers State ($r_s = 0.712$). This reveals that administrative innovation is strongly and positively related to efficiency. The statistical test shows Zr-cal of 2.105 which is greater than Z-crit. (1.960) at the degree of freedom (df) of 222 and 0.05 level of significance indicates that the null hypothesis should be rejected in favour of the alternative hypothesis. Therefore, the result is there is a significant relationship between administrative innovation and efficiency of alcoholic beverages companies in Rivers State. This finding supports the views of (Maier, Verjel, Bercovici & Maier, 2017; Chen, Gong, Song & Wang, 2021).

The implication of this is that administrative innovation, which is the generation of a new product, of a new service, of new technology or of a new administrative practice provides deliberate change in administrative machinery which would be more efficient, the change may be new idea, procedure, rules, methods, techniques or establishing new organisation. It also involves the creation of a new organization design which better supports the creation, production and delivery of services or products. An organizational activity can be the organizational innovation. Every organization has administrative innovation. It forms the basis for enhancing corporate activities and support the innovation process in the development and improvement products and services (Chen, Gong, Song & Wang, 2021). Administrative innovation is within non-technical innovation. In order to support corporate administration and management, administrative innovation is used to support recruitment policies, allocation of resources and authority, and task structure, as well as authority and reward tasks in relation to management activities (Maier, Verjel, Bercovici & Maier, 2017).

Hypotheses two was developed to ascertain the relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State. The result of Spearman Rank Order correlation coefficient indicated relationship existed between process innovation and efficiency, with $r_s = (0.718)$. This indicates that process innovation is strongly and positively related to efficiency. The statistical test reveals Zr-cal of 2.120 which is greater than Z-crit. (1.960) at the degree of freedom (df) of 222 and 0.05 level of significance indicates that the null hypothesis should be rejected in favour of the alternative hypothesis. Therefore, the result is there is a significant relationship between process innovation and efficiency of alcoholic beverages companies in Rivers State. This finding corroborates the views of (Maier, Verjel, Bercovici & Maier, 2017; Dorin, 2018).

The implication of this is that process innovation is the implementation of a new or significantly improved production or delivery method. Process innovation strategies allow employees to gain more outcomes through the reduced time and improve a firm's efficiency and effectiveness, and processes (Maier, Verjel, Bercovici & Maier, 2017). Process innovation is used to support companies in aligning their processes in a customer-oriented manner to help ensure business success in the long term (Dorin, 2018). Process innovation is the application or introduction of a new technology or method for doing something that helps an organization remain competitive and meet customer demands (Maier, Verjel, Bercovici & Maier, 2017; Dorin, 2018). Process innovation happens when an organization solves an existing problem or performs an existing business process in a radically different way that generates something highly beneficial to those who perform the process, those who rely on the process or both (Maier, Verjel, Bercovici & Maier, 2017).

Hypotheses three was developed to ascertain the relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State. The result of Spearman Rank Order correlation coefficient indicated relationship existed between technological innovation and efficiency ($r_s = 0.722$). This reveals that technological innovation is strongly and positively related to efficiency. The statistical test shows Zr-cal of 2.128 which is greater than Z-crit. (1.960) at the degree of freedom (df) of 254 and 0.05 level of significance indicates that the null hypothesis should be rejected in favour of the alternative hypothesis. Therefore, the result is there is a significant relationship between technological innovation and efficiency of alcoholic beverages companies in Rivers State. This finding supports the views of (Maier, Verjel, Bercovici & Maier, 2017; Barik, 2022).

The implication of this is that technological innovation aims at improving a product or introducing a new product or process with new technological characteristics to differentiate it from before (Maier, Verjel, Bercovici & Maier, 2017). Technological innovation is the process where an organization (or a group of people working outside a structured organization) embarks in a journey where the importance of technology as a source of innovation has been identified as a critical success factor for increased market competitiveness (Barik, 2022). Technological innovation brings benefits. It increases productivity and brings citizens new and better goods and services that improve their overall standard of living. Technological innovation *can help enterprises develop and expand in the direction of higher factor input utilization and output efficiency* (Maier, Verjel, Bercovici & Maier, 2017; Barik, 2022).

CONCLUSION AND RECOMMENDATIONS

Innovation is that the main issue dynamic the economic structure from past to present, shaping the competitive environment among this structure and crucial the competition power of corporations. Corporations giving and applying the innovations when the inventive method state that innovation is that the only best way in making competition advantage within the market, increasing the share of profit and financial gain stream, ranking before the business, and spring forwards in competition; thus, innovation is that the most powerful competition weapon if accomplished properly. Innovation plays a key role in introducing novelty to existing product lines or processes, leading to increased market share, revenue, and customer satisfaction. Organizations are interested in using minimum resources to yield more benefits through efficient practices. Efficiency innovation often assumes the form of a process improvement or a more efficient business model. It enables businesses to: simplify and streamline their existing processes and produce their existing products at a lower cost. Thus, innovation is managerial strategy that presents new ideas to business leaders to increase efficiency with minimum resources.

In view of the findings in this paper, the following recommendations were suggested:

1. Beverages companies in Rivers State should adopt administrative innovation in order to provide creative work methods and processes in the provising of products and services.
2. Beverages companies in Rivers State should use process innovation in order to gain more outcomes through the reduced time and improve their efficiency in the processes they produces their products and services.
3. Beverages companies in Rivers State should use technological innovation to support their work processes so as toincrease the efficiency of their systems, products and services in the dynamic business environment.

Contribution to Scholarship

Businesses operate in a dynamic environment that is full of competition and changes in technology. Organizations that do not adopt to the changing trends in the business environment cannot compete and survive the dynamics that continually occurs. No organization can control the external business environment. Thus, to have competitive advantage and stay in business, organizations are to have innovative policies.

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