

ASSESSING EMPLOYEES' PERCEPTIONS OF FACTORS INFLUENCING
INNOVATION MANAGEMENT IN A NIGERIAN TEXTILE FIRM

MOHAMMED NDALIMAN ABUBAKAR

UNIVERSITI TEKNOLOGI MALAYSIA

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INNOVATION MANAGEMENT IN A NIGERIAN TEXTILE FIRM

MOHAMMED NDALIMAN ABUBAKAR

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To the memory of my Late Father, Mother and Brother in persons of Alhaji Mohammed
Ndagi-Yakullu Abubakar, Hajiya Aishatu Hassana Mohammed and Alhaji Abubakar
Ababa Mohammed

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ABSTRACT

In today's dynamic environment, innovation management (IM) is a common phenomenon for organisations or firms to become successful. Even though many studies have been conducted on IM, but studies on internal organisational factors that influence IM activities are limited. The problems with IM are associated with slow IM process for products developed due to increasing constant fear for change, fear of failure, poor working culture, limited resources and risk issues involved with unclear goals for execution. Using behavioral theory of firm view (BTF) and resource based view theory (RBV), the study investigated factors that influence the perceptions among employees and impact of IM activities. It also determined the direct and indirect mediating role of creativity in the relationship between organisational internal factors and IM. A mixed method research design was applied to obtain data from employees of a textile firm in Nigeria. Using stratified random sampling method, 193 employees were selected to answer the survey questionnaire. For the interview data, purposeful sampling was used to select eight senior employees of the firm who are in charge of IM activities and responsible for employees' tasks. Results of regression analysis showed that there is a direct relationship of factors influencing IM of the firm. In addition, the findings showed that top management commitment factors have the most crucial role indicating a very strong influence towards IM. Besides that, creativity has a direct mediating effect on IM, while the indirect mediating effect indicates a partial mediation relationship between the organizational factors and IM. Qualitative findings verified the findings of quantitative data and identified other supporting and challenging factors to overcome IM problems. The findings illustrated the importance of the role of employees and how organisational internal factors can enhance the competitiveness and success of firms in Nigeria. Based on these findings, several theoretical contributions and further insights on influencing and challenging factors for IM research are recommended. Finally, it is suggested that more future research be carried out to explore IM in the service sector and in different contexts.

ABSTRAK

Dalam persekitaran yang dinamik hari ini, pengurusan inovasi (IM) merupakan satu fenomena biasa bagi sesebuah organisasi atau syarikat untuk berjaya. Walaupun banyak kajian telah dijalankan tentang IM, namun kajian terhadap faktor-faktor dalaman organisasi yang mempengaruhi aktiviti IM adalah terhad. Masalah IM ini dikaitkan dengan proses IM untuk produk yang perlahan ekoran daripada peningkatan dan takut akan perubahan, takut akan kegagalan, budaya kerja yang kurang baik, sumber yang terhad dan isu-isu risiko yang berkaitan dengan matlamat dalam pelaksanaan yang kurang jelas. Dengan menggunakan teori tingkah laku pandangan firma (BTF) dan teori pandangan berdasarkan sumber (RBV), kajian ini mengkaji faktor-faktor yang mempengaruhi persepsi di kalangan pekerja dan kesan aktiviti IM. Kajian ini juga mengenal pasti peranan perantara langsung dan tidak langsung kreativiti dalam hubungan antara faktor-faktor dalaman organisasi dan IM. Reka bentuk penyelidikan dengan kaedah campuran digunakan untuk memperoleh data daripada pekerja sebuah syarikat tekstil di Nigeria. Dengan menggunakan kaedah pensampelan rawak berstrata, 193 orang pekerja telah dipilih bagi menjawab soal selidik kajian ini. Bagi data temu bual, pensampelan bertujuan digunakan untuk memilih lapan orang pekerja kanan firma yang bertanggungjawab bagi aktiviti IM dan bertanggungjawab ke atas tugas-tugas yang dijalankan oleh pekerja. Dapatan analisis regresi menunjukkan terdapat hubungan langsung faktor yang mempengaruhi terhadap IM firma. Di samping itu, dapatan kajian menunjukkan bahawa faktor komitmen pengurusan atasan memainkan peranan paling penting, menunjukkan pengaruh yang kuat terhadap IM. Selain itu, kreativiti mempunyai kesan perantara langsung ke atas IM, manakala kesan perantara tidak langsung menunjukkan hubungan pengantaraan separa antara faktor-faktor organisasi dengan IM. Dapatan kualitatif mengesahkan dapatan data kuantitatif dan mengenal pasti faktor-faktor sokongan dan cabaran lain bagi mengatasi masalah IM. Dapatan kajian menggambarkan betapa pentingnya peranan pekerja dan bagaimana faktor dalaman organisasi dapat mempertingkatkan daya saing dan kejayaan syarikat di Nigeria. Berdasarkan dapatan kajian, beberapa sumbangan teori dan pencerapan lanjutan ke atas faktor-faktor yang mempengaruhi dan mencabar untuk kajian IM dicadangkan. Akhir sekali, dicadangkan agar lebih banyak kajian dijalankan pada masa akan datang untuk menerokai IM dalam sektor perkhidmatan dan dalam konteks yang berbeza.

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LIST OF ABBREVIATION

ATM	–	African Textile Manufactures Nigeria Ltd
BTF	–	Behavioural Theory of the Firm
BCG	–	Boston Consulting Group
CBN	–	Central Bank of Nigeria
CSCW	–	Computer Supported Collaborative Work System
DV	–	Dependent Variable
EFA	–	Exploratory Factor Analysis
GDP	–	Gross Domestic Product
GNI	–	Gross National Income
IM	–	Innovation Management
IMT	–	Innovation Management Theory
IV	–	Independent Variable
KMO	–	Kaiser-Meyer-Olkin Measurement of Sampling Adequacy
MAN	–	Manufacturing Association of Nigeria
MLE	–	Maximum Likelihood Estimation
NBS	–	National Bureau of Statistics of Nigeria
NIRP	–	Nigerian Industrial Revolution Plan
NGO's	–	Non-Governmental Organisations
RBV	–	Resource Based View Theory
RMRDC	–	Raw Material Research and Development Council of Nigeria
R&D	–	Research and Development
SMEDAN	–	Small and Medium Enterprise Development Agency of Nigeria

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CHAPTER 1

INTRODUCTION

1.1 Overview of the Study

Innovation is generally considered an indispensable tool for organisations to attain competitive advantage owing to studies on innovation in recent times (McAdam and Keogh, 2004; Mol and Birkinshaw 2009). A great body of literature has also claimed that among its benefits is to ensure organizations long term endurance and effectiveness (Amabile and Kramer, 2007; Mumford et al, 2002). Recent researches conducted on innovation have shown a great deal of care and devotion towards gaining understanding on how firms' activities can be stimulated through technological innovation carried out (Birkinshaw & Mol, 2006; Crossan and Apaydin, 2010). Previous studies empirical evidence demonstrate a driving force for the advancement and prosperity both at the individual and firm level in an organisation (Schumpeter, 1934; Tushman and Nadler, 1986). Therefore, the capacity of a firm to innovate has been repeatedly echoed and is increasingly turning a central phenomenon among research studies in innovations. This trend equally shows how innovative firms have proven their power to increase the firm profitability, increase market value and to possess a larger prospect for survival (Hall, 2009; Czarnitzki and Kraft, 2004).

Innovation studies in the past has focus lots of attention on technological inventions presenting different types of innovations that range from organizational innovation (Damanpour et al, 2009), management innovation (Birkinshaw and Mol, 2006; Hamel, 2006), institutional innovation, sustainable growth and eco-innovation (Kemp et al, 2005). The non-technical innovation such as management of innovation have also presented interesting innovations which show important role in forming our understanding

of firm's innovation, competitiveness and the nation's at large. This type of innovations basically mirrors changes in the way and manner with which management work is completed, including usage of traditional processes based on what managers do as part of their jobs, routine related practices that turn ideas into actionable tools, structure of the way and manner with which responsibilities are given or performed and techniques or procedures used to accomplish the specific task or goal to be accomplished (Birkinshaw et al., 2008; Hamel, 2006).

The amplified competition firms are troubled with today in addition to technological changes also makes it difficult to focus exclusively on one case of innovation, i.e. technological or non-technical innovation (Teece, 2007; Vaccaro, 2010). According to Damanpour and Aravind, (2011) both the technological and non-technical innovation such as administrative innovation, organizational innovation, and management innovation are not identical in their identical nature. Spell, the administrative innovation has a narrower focus, the organizational innovation and management of innovation holds a wider focus or perspective to innovation success.

The concept of innovation management is attributed to the way innovation work is created or invented with its subsequent management by employees or managers who are considered as the key actors within the firm (Hamel, 2006; Birkinshaw et al, 2008; Crossan and Apaydin 2010). The above conception was confirmed by a research track advancing arguments for innovation management in addition to the far reaching benefits that is derived when firm's innovations are successfully handled. Furthermore, introduction management is commonly perceived as a plan of firm's management practices, processes and social organizations that are expected to aid in reaching organisational goals (Birkinshaw et al., 2008). Other studies thus, went on that emerging discussions on this subject are still fragmented with limited studies only carried out in this research area till date (Chandler, 1962; Mol and Birkinshaw, 2007; Birkinshaw et al., 2008; Damanpour et al., 2009; Vaccaro et al., 2012).

The historical perspectives on how management innovation evolves, points that developing a systematic process and approached based on firm experience in innovation management will aid to see how critical factor related to innovation management in today 21st century will improve firm ability to be successful in innovation management (Smith et al, 2008). However, the recent upsurge of interest in innovation management both by academic and practitioners alike, innovation management still presents a big body of mixed feelings among management researchers making it a subject that is still under-

researched and needing more empirical studies. Also, an extended testing of recent works on innovation management employing a systematic review reveals that out of the majority of innovation related articles that can be found on innovation, less than 3% attention and vigour have been geared towards innovation management (Crossan and Apaydin, 2010). This recent surge is, even so, the emphasis among scholars alike stressing on the importance of innovation management in boosting firm performance and taking on a striking role in complimenting the need for innovation management for technological innovation and as an independent phenomenon (Damanpour et al., 2009).

The understanding innovation and innovation management based on its underlying dimensions, impact on public presentations, the ancestors that led to its emergence, and factors that affect or influence have recently prep and shape the research centred on innovation management. Birkinshaw et al, (2008) defining innovation management sees it as the degree towards which innovation is brought forth and implemented based on new management practice, process, social system, or technique that is new to the state of the art and is intended to further organizational goals. This covers changes in and around what managers do at whole times to prepare the right directions, to make decisions, to coordinate activities and to motivate people (Hamel, 2006; Birkinshaw, 2010).

Putting it more succinctly, a typical scenario on innovation management and their characters can be found among big firms such as Ford's moving assembly line and the multidivisional structure of DuPont and General Motors (Chandler, 1962). More recent types that can be found in literature studies are in relation to total quality management (TQM) programs, ISO certifications and self-managed teams (Zbaracki, 1998; Benner and Tushman, 2002; Vaccaro et al., 2012). Established on the foregoing, the aim of innovation management is to increase the efficiency and effectiveness of firm internal processes, in addition to firm productivity and competitiveness (Hamel, 2006; Adams et al., 2006; Birkinshaw et al., 2008; Walker et al., 2011). It is evident from here that the accomplishment of the above objectives in line with firm innovation can thus be very complex in nature involving a complex process based on the internal and extraneous factors in addition innovation agents that will offer support to innovations as a whole (Birkinshaw et al., 2008; Vaccaro, 2010). Notably, the internal change agents are commonly cited to as the employees who are immediately involved in the entire firm's innovation management process and the external change agents as the consultants, academics or other external environmental actors who directly or indirectly influence its acceptance.

1.2 Background of the Study

The concept of innovation management is continually gaining ground and is becoming essential element for manufacturing firms to be able to compete globally. Doubtless, the manufacturing sector in Nigerian according to the National Bureau of Statistics (NBS) has continually demonstrated an increase in its gross domestic product (GDP) national output of almost 89.2% ahead of previous year making Nigerian the largest economy in Africa. This new renew interest and commitment specifically from the manufacturing sector will reposition the country towards realizing its dream of turning the world's industrialized nation by the year 2020. Recently, the activities of manufacturing sectors are witnessing an increase in the contribution to the number of employment created.

The quest to develop a robust manufacturing sector in Nigeria with innovation focused will further improve the social as well as economic standpoint of the country, thereby increasing employability of its teeming population from its current standpoint of less than 15% in the sector (World Bank Report, 2012). Despite the country's size and resource (human and natural) endowments, it has a poverty profile little different from that of its neighbours with well over 60% of the population living below the poverty line in addition to other demographic challenges (World Bank Report, 2012). Also, studies have projected that its population could rise to 430 million by mid-century, becoming the third largest in the world after China and India. Based on this in addition with a population growth exponentially by over 300,000 annually, leading to an increasing youth bulge, industrialization and rapid job creation in Nigeria has become paramount which can only be sustained through manufacturing activities with innovation the key and primary focussed of the industry.

Manufacturing activities are, thus, the centre point of industrialization towards realizing a nation's dream of achieving sustained growth to move from low- to middle- and high-income status to provide quality employment, wage and to reduce poverty than the manufacturing sector. Consequently, the impact of globalization and the advent of technologies in today's 21st century, coupled with new market demands, communications linkages and customers' needs and preferences has also increased and exacerbate the need for more innovation and innovation management of products and services (Damanpour and Aravind, 2011). More so, firms have generally become overly more anxious to acquire new technologies to be able to compete with their counterpart globally. Based on this, the

massive and increasing turnout of technology in the midst today dynamic and changing business environment to improve how new or existing products and services can become more innovative, in addition to identifying ways on how the innovation output are managed to attain the desired objectives for the firm (White and Bruton, 2007).

Lin and Chen (2007) studies on innovation management and implementation among firm's findings shows that effective management aid improvements in sales, return on equity, assets, investments and profitability. A similar studies done on creativity and innovation employed in the firm businesses emphasized that organisation do seek to harness ideas and suggestions of their employees to attain success. Therefore, employee's job in the firm has become relevant in providing the much needed support for firm to grow and perform effectively. The majority of IM studies conducted such as McAdam and Keogh (2004), Tidd and Bessant (2005), Cooper (2005a), Edwards et al (2005), Klein and Knight (2005), Lin and Chen (2007), Smith et al., (2008) have further strengthen and established the ground for innovation to focus on contributing toward growth and survival of the firm. Anderson, Potocnik, & Zhou, (2014) however adds that, the ability to manage innovation is thus, very useful and beneficial for firm to thrives at any levels.

According to Tekawade, (2004) innovation studies, have generally converged on the debate about the need for firm's innovations to be appropriately managed because the availability of innovation in itself alone by the firm does not guarantee success much less the success of the house itself. Subject areas have equally shown that genes play a significant role in affecting or influencing innovation and the way innovation are managed depending on the firm peculiar situation, types, industry or sector, and characteristics needing different approaches and means to successfully manage their innovations (Cooper, 1999; Smith et al, 2008). Specifically, cooper's studies identify two factors termed as "type 1 and type 2 factors". The first case of the factors referred to a number of agents that are external and linked up to the environmental success factors which employees and the firm takes in no dominance of with regards to firm innovations being managed, the second case, however, are referred to success factors, action and affairs that are controllable and seen from time to time during the path of innovation performed.

However, innovation literatures have skeletally pinpoints common factors shared by innovative firms that literally impact on how they can be used to manage innovations and to increase firms innovativeness overall (Lengnick-Hall, 1992; Roberts, 1998; Cooper, 1999) but, most research studies sees factors independent of one another on one hand and some of the interrelated on the other (Damanpour, 1991; Read, 2000; Van der Panne et al.,

2004; Lemon and Sahota, 2004; Smith et al, 2008). The process of arriving at one universal success factors thus, becomes bleak in the face of management of innovation owing to the degree of factors interpretation based on the authors. Consequently, the challenges faced in trying to identify what and which factors positively will influences innovation management put a lot of pressure on firms having to do trial and error. The empirical examinations of factors through “nominal group technique method” involving brain storming, ranking, tabulation and physical gathering method in identifying factors that impact on innovation management of the firm (May and Pope, 2002; Jones, 2004).

The identified factors were based on extensive literatures examination from various studies across western countries (Damanpour, 1991; Read, 2000; van der Panne et al., 2003; Lemon and Sahota, 2004; Webster, 2004; Smith et al, 2008; Shouyu and Wencong, 2009; Jegede, et al., 2012). Also, applying these factors into developing countries setting will also help in the determination to add and understand whether there are differences so that people and manufacturing firms in developing countries can understand better which factors holds best for them based on their employee perception. As a matter importance, the increase quest for innovation studies among nations today has also led to the development of successful innovations coming out from developing countries' perspectives even in the midst of challenges inhibiting their accelerated growth on innovation, shows practical evidences of the success of innovations carried out specifically in Nigeria (Oslo Manual, 2005; Jegede, et al., 2012; NIRP, 2014).

According to a Deloitte report (2004) in the manufacturing sector, it specifically states that manufacturing plays a major role as one of the key drivers for any countries economic growth, and largely influenced by the development of new or improved products and services. The manufacturing sector of Nigeria was selected as a focused for this research because of its immense contribution to the country's economic growth. According to NBS, (2014), the manufacturing sector has continued to remain the fastest growing sector in Africa and largest contributions to the country's GDP among the following areas: chemical and pharmaceutical products, textile, apparel and footwear products, plastic and rubber products and non-metallic products innovations and activities carried out. Drawing innovation studies a little closer to Nigerian experience, and as one of the developing countries in sub-Saharan Africa, Nigerian like many other developed and developing countries have continued to channel their growth in line with global innovation studies based on Oslo Manual and increasingly emphasizing innovation management among firm's innovation activities (NIRP, 2012). Based on the foregoing and the need to understand developing countries experiences, this research study was poised to

explore the behaviour of employee's perception towards their firm innovation within the textile manufacturing sector to understand what factors influencing innovation management in addition to the impact creativity bears on the people.

1.3 The Statement of the Problem

The emphasis on innovation-driven economy is usually associated with the expansion of knowledge based industries in today's competitive world. This in mind, has increased task confronted daily, continual and with diverse problems associated with innovation management evident in most research findings of innovation process (Prabha, 2007; Mol & Birkinshaw, 2007). Most of the problems confronting organisations for innovation management are seen either to be organisational, environmental or geographical in nature. They specifically depend on countries specifics to find ways to provide solution to increase competitiveness, and bring about desire changes that will results into new production methods, technologies, and skills needed (Mol & Birkinshaw, 2007; Kadar et al, 2014). Though, studies have been conducted on IM, but studies on organisational internal factors to influence IM are limited couple with complexities confronted with. For these and many others, researchers have differently point and associate IM problems with slow management process due increases in demands, fear for change, fear of failure, poor working culture, limited resources, issues involving risks and unclear goals for task execution. This shows that in spite of having a brilliant and viable ideas, without good and supportive internal working factors and well understood by employees, IM success cannot be attained.

Largely, it is understandable that IM passes through a systematic process developed by the organisation to make new or improved upon products and services created. This, often requires use of creative ability of employee's ideas who are part of the larger environment and which also has been reportedly ignored (Amabile et al, 1996: 2004). While, supporting this, limited studies till date have shown how they can be influenced. This constraint has been ignored or neglect posing several challenges to organisations and industries success to poorly managed innovations created (Mol & Birkinshaw, 2007; Smith et al, 2008; Kadar et al, 2014; Lendel et al, 2015; Cortimiglia et al, 2015). The result of these further creates huge failure which further translate in the reduction both their short or long-term desire to successful growth level (Linh-Chi et al,

2011; Adegbite, 2012; Petraite and Ceicyte, 2014). The above scenario, adversely affect how employee's talents for daily routine tasks, jobs and work to be perform are utilized.

Furthermore, studies highlight that organisations have equally resulted into embarking intuitive approaches or trial and errors in the sequence of activities needed to manage their innovations which further lead to more repeated failures than success. The entire process from conception of innovative ideas, developing, creating and implementation of products or service are thus, affected. For example, a typical process of innovation activities within an innovation process includes; generating innovative ideas, evaluation, and the creation of innovative products/services to ensure spread among satisfying customer's needs. To achieve this, effective innovation management cannot be overlook to be able to attain the changing needs and continually required without effective IM process. As such, therefore, customers changing requirement and complexities are equally characterised as challenging to meet or achieve without the full grasp and understanding of how and what factors can be needed or used to support how employees involved will act in ensuring effective performance and implementation needed in the management of innovations created (Edwards et al, 2005; Smith et al, 2008; Cortimiglia et al, 2015).

The realization of the importance of IM, has made it become vital a study of focus have repeatedly pointed out and argued for to ensure effective management of innovation (Smith et al, 2008; Lendel et al, 2014, Petraite and Ceicyte, 2014). Nonetheless, innovation management studies has pose limited understanding to both academia and practitioners alike not only on how and what specific are to be expected in innovation management but, also to what kind out outcome organisations can generate. Several mixed outcomes among different studies, suggest that the impact and role employee play in any organisation or firm is inconclusive and can be put to question for further understanding on how and what factors base on their perception can influence IM. This shows that understanding the impact of employee's perception influences on factors towards innovation management need be explored in developing countries context despite the existence of noticeable evidences of IM studies indicating organisations innovativeness. Using similar argument shows that IM is associated with business competitive environment (Ozbag et al, 2013) which gets tougher due to limited available resources, local and global competitions, and with fast/rapid technological changes inclusively. This situation confirmed that understanding of how innovative behaviour and support in organisations are being managed is still not clear, needing more studies. As such, digging more emphasising deep perception to understand innovation in their context

cannot be achieved without the knowledge of how the personnel, organisation, technology, culture, and environment also sees and perceives IM.

Researchers have also differently used certain theoretical approaches to gain understanding of how innovations can be managed, and recognised that employees increase the level of innovation sustenance in how ideas generated need be managed (Ozbag et al, 2013). Similarly, Wei and Lou, (2005) supporting claims that employees as a critical organisational competency resource needed due to their level of skill and experiences that are rare to find and difficult for competitors to imitate that cannot be ignored. Therefore, research trends indicates that measuring managers perception on innovation (Iorgulescu and Ravar, 2013), policies and practices impact based on human resources management and knowledge management to innovation (Ozbag et al, 2013), identification of innovation management process (Simsit et al, 2014), introducing and developing effective system of innovation management (Karayev and Naghiyev, 2012), critical factors hindering development and management of innovations (Sagiyeva et al, 2015), implication of innovation management (Oseneiks and Babauska, 2014) have been much investigated neglecting the “employee’s perceptions” which consist of the beliefs, attitudes, feelings and challenges that they are confronted with in the deployment of firm’s resource during the core activities. Hence, there is need to investigate how employee’s perception impact on the factors. Thus, this implies that there is a relationship between firm’s internal factors and on the core activities of IM.

More emphatically put, the importance of innovation activities are becoming well recognised and characterised needing more focused research attention towards IM. Researchers thus, have point out several reasons why more exploration is needed on this area to further the creation of suitable IM process that will guaranteed sustainability amidst the currents challenges firm are confronted which includes social inequality, climate change, pollution (Oseneiks and Babauska, 2014; Motet et al, 2012), raw materials scarcities and increases which has also forced firms to think of new ways to run and manage activities (Von Schomberg, 2013). Additionally, ethical issues and concerns were equally raised in most technological firms (Owen, Bessant, Heintz, 2013) and all surrounds uncertainties of innovation and its consequents management. Past studies examination of IM often relies on economic outcomes, neglecting social and environmental aspect on people (Petraite and Ceicyte, 2014). The effect make models of innovation and management process contributing little on the impact of employees in the entire IM management process. With several models in past having evolved from technology push (Rothwell, 1994), to open or closed innovation (Chesbrouh, 2003) still

show that IM activities are needed within the process base. Considering above, limited studies have thus been carried out to investigate this in relation to innovations management and to provide a suitable framework that can be applicable to developing countries experiences and settings considering the role of employee's. For this and many reason, Iorgulescu and Ravar, (2013) emphasised that there is need to fill this research gap to understand employees and how they can foster, support innovation activities based on the role of support factors to appreciate their attitude towards creativity and innovation taking place.

A close examination of textile manufacturing presents a lot of interesting challenges negating their progress and growth in terms of innovations and innovation management. Studies have revealed several factors inhibits the growth of textile manufacturing industries success, specifically in developing countries (Gado & Nmadu, 2011; Adegbite, et al, 2011; Banjoko et al, 2012; Diogu, 2014). Among some of the factors alarming and posing problems and challenges to their being innovative are in the area of economic policies of the government, workers and consumer's perceptions, infrastructural issues such as electricity needs, globalization caused by economic recession, and finance needed to carried out operations. While, considerable effort by both firms and government to put the industries in the right shape for improved performance, the difficulties associated required a new understanding of what are the root causes of these problems from employee's point of view. As such, empirical evidence shows that understanding these challenges as well that can impede innovation and IM outcomes can improve the stability and growth of the industry which ultimately bring back most of the firms that are closed down today or not operating at full capacity (Adegbite, 2012). Similarly, Yusuf, (2011) commenting on the success of India textile industry for example, posit that their secret in revamping their textile sector hinges on providing favourable economic policies, understanding and encouraging high needed manpower will strengthen entrepreneurial skills, providing large domestic markets for the products among others. Consequently, other variables consider as threat to textile innovation in Nigeria have been echoed beside the role of human factor neglect in the area of employee and creativity employed (Aluko et al, 2004; Gatawa, et al, 2013). On this, most studies on textile have discussed these as perennial problems, though little has been offered to determine their impact and relationships with respect to the perception of the people involved in the management of firm innovation in textile products.

More focus to Nigeria in specific despite her huge resource availability of cotton raw material for textile goods, several studies confirmed that manufacturing sector have

been largely ignored resulting creating a huge gap that has deepened the problems even more when it comes to IM of their creative and innovative products (Gado & Nmadu, 2011; Adegbite, et al, 2011; Adegbite, 2012). Based on aforementioned, the problems confronting textile organisations specifically, and the industrial sector has resulted into their nimble contributions in economic activity to the nation's GDP of about (6%), and with the manufacturing sector contributing only about (4%) to GDP in 2011 pointing towards more failure and collapse of organisations if nothing is done. Reports and studies have also reported the extent of neglect of the human element that drives innovation management towards success within design innovation process (NIRP, 2014; Gatawa et al, 2013). Similarly, unfavourable government policy needing overhaul over the last 50 years is also an additional issue mitigating them. The examination of current policy thrust depicts poor implementation, with respect to co-opting innovation as part of the nation development policy plan to facilitate industrialization process since its birth in 2007. However, the recent renewed commitment in the National Economic Empowerment and Development Strategy (NEEDS) under Nigeria Vision 20: 2020 plan framework aimed to identify with science, technology and innovation (STI) is poised to serve as a cross-cutting issue to promote economic development objectives. While, the STI is aimed to address industrial challenges in critical areas such as biotechnology, textile, nanotechnology, institutional linkages, capacity building, renewable energy, venture capital, space research, small- and medium-scale industry targeted research, knowledge-intensive research etc., little can be said to understand employee role involved in the innovations itself.

Adegbite, (2013) supported this move, but added that government lack of interest in pursuing a nationalistic agenda again worsened the gain and improvement that should have been recorded since enactment, leaving firms to think and manage their innovations using intuitive approaches. Notwithstanding, Bello et al, (2013) reported that IM in the textile industries and their contribution cannot be ignored, arguing that the most significant barriers faced in the course of their innovation management activities relate to skill shortages, lack of effective collaborations, insufficient capacity building resulting in inability to manage innovation successfully despite the renewed commitment on the part of government to resuscitate the textile hub again making it a national consensus agenda to become vibrant. Again, (Adegbite, 2013) point out that in technology innovation of indigenous traditional weaving firms in Nigeria, factors other than human factors (tax reduction, raw materials, investment, export incentives, competitor's threats) are found to be externally supportive. Examining the internal factor and the role they play is becoming crucial requiring investigation to strengthen IM and performance. Becheikh et al, (2006)

and Smith et al, (2008) systematic review of empirical studies on innovation determinants and factors revealed relationships between firm organisation contextual factors (firm size, age, external environment) but, also recommends that further studies be carried out on firm internal influence as against contingency factors to see whether the relationship will be altered in different environmental settings.

From above, the possible causes and deficiencies on innovation and IM research might be limited understanding of how innovations can be managed. However, the complexities associated with IM process further propelled need to know hoe factors to react among firms to determine which best factors enhance growth and performance success more. As such, the factors that are employee centric and internal based are yet to be empirically accounted for. Likewise, the dearth of research studies emphasising Nigerian context to show and document a distinctive understanding of the difficulties and complexities associated with IM, and how established factors could be perceived in relation to IM in the textile firm. Very importantly, factors plays significant influencing role as employees serves as a conduit between internal factors and innovation management process, especially as it relates to ideas development for inputs into innovation process which cannot function without it. In Nigeria, innovative textile firm carrying out full operational activities are few owing to recent survey studies in raw material research and development council (RMRDC) agency of Nigeria in 2009, making innovation studies in this area lacking and inadequate. Hence, this study integrating and understanding employee perception based on factors influence on IM has been subjected to empirical test using a textile firm in Nigeria to gain deep understanding.

1.4 Research Questions

In the light of the problems highlighted above, the following research questions are raised to be further addressed:

- a) What pattern and relationship can be developed from factors influencing innovation management in the firm?
- b) What are the impact and level of relationship between factors and innovation management of the firm?

- c) Do creativity mediates the relationship between factors influence and innovation management base on employee perception?
- d) Does innovation management have relationship with employee based on their demography variables?
- e) How and what insight does employees of firm perceived to support or pose challenge to innovation management of the firm?

1.5 Objectives of the Study

For this study, based on the research problems and questions raised above, the main objective of this study is to explore by examining employee perception of factor influencing innovation management (IM) in a Nigeria textile firm. However, the specific objectives of the study are as follows:

- a) To investigate the pattern and relationship that can be developed from factors influencing innovation management of the firm.
- b) To ascertain the impact and level of relationship between factors influence and innovation management of the firm.
- c) To determine the effect of creativity as mediating role in the relationship between factors and innovation management based on employee perception.
- d) To ascertain the impact of innovation management based on relationship with demography variables of employee's.
- e) To understand in-depth which other factors support or pose challenge to innovation management based on employee's perception in the firm.

1.6 Significance of the Study

Although, many studies have been conducted in the past on innovations areas from varying perspectives. This study examines employee perception of factor influencing innovation management (IM) in a Nigeria textile firm. The findings of this study provides theoretical, practical and methodological implications to both research streams of factor influences and IM. Specifically, the study findings will be useful for IM research streams, employees and management of the textile firm, and principally the government to for a renew commitment to support industries.

1.6.1 Theoretical Contributions

Innovations have many positive outcomes for firms that managed them well. Previous studies have investigated the relevance of innovation management as basis for existent of SMEs (Osenieks and Babauska, 2014; Lin and Chen, 2007). The author agreed that based on their findings that substantial part on IM are usually placed in the hands of employees and customers experience making it to deal with new practices, new ways organising work place, and new method to do external relations. Gray, (2002), Lin and Chen, (2007) further add that IM result in overall improvement of their sales, assets, returns on equity, investments and profit which are generally useful and beneficial, to provide state for innovations needed for the marketplace earning their trust. This present study investigated employee perceptions of factor influencing innovation management (IM) in a Nigeria textile firm. Specifically, this study contributes to growing body of research on IM based on employees (perception) by using factors influencing how the work of innovations are managed and creativity as antecedents of IM to determine the level and impact of influence these factors have and impose on IM.

Researchers such as (Boer and During, 2001; Bessant, 2003; Smith et al, 2008; Bessant et al, 2005; Bessant, 2010; Karayev and Naghiyev, 2012; Sagiyeva et al, 2015) have studies challenges confronted in firms to determine hindrance faced in development of innovation. They use critical factors which are mostly external related, but the consideration to the internal factors such as on employees has received little attention with studies pointing to it as key constituents to improve innovation management. Additionally, prior studies mostly literature review based have shown that the existing process for

innovation mediates factors impact on IM (Smith et al, 2008; Petraite and Ceicyte, 2014). In this study, employee creativity is found to significantly impact the relationship between factors and IM, which in turn adds to the innovation management literature. The author adds that, these may be due to the level of development since science, technology and innovation plan vision to improve quality and commitment (Chete, et al, 2012), innovation management benefits (Lendel, et al, 2015) and perception on how innovation are fostered and achieved through daily routines (Iorgulescu and Ravar, 2013).

Similarly, different theories were used to explain the relationship that exist and impact of IM considering the factor used in this study within the firm work place. This thesis, thus, contributes to the general body of knowledge by using resource based view theory (RBV) and behavioural theory of firm (BTF) to explain what relationships of factors consider in IM framework. Furthermore, most research studies indicate that most studies on IM hail from developed countries. It equally justifies the need for an inquiry into this field based on developing countries' perspectives, considering the pool of innovations coming from these countries. This study specifically focus on factors is also first to look into sub-Saharan developing countries, e.g. Nigeria considering her position and place among nations in Africa and West African sub-region.

Furthermore, studies (Smith et al, 2008) have identified factors which were contextually base on systematic literature review of innovation studies that contains factors that affect organisation ability to manage innovation, but, in this study same factors were adopted and enriched and empirically tested. Finally, the role of employees in IM as generators of ideas is very crucially and important for firm overall firm success (idea generation stage, to implementation, and to re-innovation stage) which is cyclical in nature (Ozbag et al, 2013). As such, clarity and understanding of the factors from the employee's point of view as depicted in the framework has provide a way of assessing employee's job specific actions to reduce flaws associated with IM as a result of implementation.

1.6.2 Practical Contributions

In practical terms, the outcomes of the study pose several advantages to innovative manufacturing firms. Specifically, it is useful to employees of the firm who requires the use of these factors on daily basis to perform their routine work and decision making. Also, firms with specific reference to textile can use this utilize these study

findings either re-strategize, position and improve the gains of their innovation agenda to meet customer's needs by been attentive towards employees attitude and creative employed (Iorgulescu and Ravar, 2013). Consequently, it will promotes and forester good spirit of attitude to work in employees that will ultimately result into achieving competitive advantage.

The studied factors in this thesis, presents empirical evidence regarding what and how factors influence IM of textile firm. It therefore indicates that firms should de-emphasize the use of intuitive or traditional approach towards innovation management to embrace more inclusive and joint effort approach to better success based on resources and knowledge based models (Karayev and Naghiyev, 2012). Therefore, this study is strategically important contributing to firm employee empowerment by validating the relevance and applicability of the findings framework in real setting. Based on this, the total collective construct of the study identifies the factors groupings that are positively impactful to enhanced IM and those that did not to enhance firm growth and performance. The multiplier effect indicate a heathy, conducive working environment that will support every work process. In turn, employees will be more conscious to time, planning, and decisions make.

Adding above, the stakeholders of the firm continually are committed to working towards ensuring successful attainment of firs goals and objectives through design of plans and policies to suit different level of work related areas in the firm. However, getting an effective result requires the consideration of people in mind. Thus, this study finding and developed framework is useful as a tool that can be employ to plan, especially the innovation process works that need be managed to reduce problems and mistakes associated with its implementation in Nigerian textile firms.

More importantly, the study findings will further help firms to identify other in-house training needs required for employees to understand the internal organisational system of the firm and process in gaining more knowledge and experience to apply. In Nigeria, industrialization policy is fast gaining ground and support of government as a result of improve stability of the nation politically, economically, and socially. This re-new commitment in government to reposition the country through science, technology and innovation (STI) policy will make firms to utilize these study findings. The study will serve as base for replication in other sectors of the economy to achieve government policy

initiative and drive on innovation and IM in Nigeria firms to understand what factors matters most base on employee perception.

1.7 The Scope of the Study

In this study, the factors considered consist of thirty one (31) which were further considered and enhanced from the systematic literature review carried out from developed countries perspectives (Smith et al, 2008). Therefore, this study examines the employee's perception aspect of these factors and it explains the impact their perception bears on the factors in IM. More specifically, the study targeted only employees of a textile firm in Nigeria and the total population of the study comprising of only employees permanently working with the firm having permanent work schedule to perform on firm innovation and responsible for the outcome. The selected firm is based on her award of innovativeness certification by standard organisation of Nigeria (Mark Number 002978) and presently operating at full capacity with a range of quality innovative products branded as Crowntex, Duniya, Queentex, FESTAC, WAZOBIA, and Abada Real wax. These products are very popular among African fashionable dress fabrics with consistent demand both for traditional and ceremonial usage.

This study equally elicit information and knowledge on support system and favourable nature of the factors to IM in textile firm in Nigeria. The study explore the relationship and impact of factors on IM, which is mediated by creativity as a support system in an area of inquiry that has been little researched. Also, the impact of demography variables were tested to see what difference account among employees feeling and bias in developing country perspectives. The firm employees perception was in-depth examine to understand their account of attitude, problems, challenges, and support and deterring factors towards IM in the firm. Furthermore, this study scope is limited to only the use of questionnaires delivered to respondents as identified with the management (personnel manager) of the textile firm and interview questions used a guide in the conduct of the interview with selected respondents.

1.8 Limitation of the Study

This study dwells specifically on the firm human elements who constitutes the nucleus when it comes to performing duties or task designed to be carried out in the firm innovation process. The study explores specifically the employee's perception based on factors influencing IM in a textile firm in Nigeria understand what role and relationships factors identified play on IM outcomes through mediating effect creativity. Some of the limitations of the study are listed as follows:

1. The study scope was limited to only employees whose task are related to the kind of innovations currently carried out and actively involved in the IM process. The employees identified were provided questionnaires for response and selected few for further interviews to probe more in-depth on the study phenomenon.
2. Another limitation of the study is on the number of firms surveyed and explored. The researcher, however, limits its survey to a one textile firm in the textile sub-sector. This is because of the perennial problems the manufacturing sector specifically textile were greeted with in Nigeria. Despite abundance human resource, infrastructure problems (e.g. power), capital, globalization effect, economic and political crisis etc has since independence continue to result to shutting down of textile firms. While, there is drastic decline in existing and operational textile firms in the country, even the functional ones do not operate in full capacity due to the technology, capital and electricity demand for operations (RMRDC report, 2009).

1.9 Operational Definition Key Terms

For the purpose of understanding comprehension of this study, this section describes some of the major variables of the study and how they are used in the context of this study. The main variables include innovation, innovation management, innovation process, organisational factors, creativity, and employee perception.

1.9.1 Innovation

The concept of innovation has a number of different definitions and viewed in different form depending on the nature and type of innovation. Yet, it is important that when considering innovation, it is important to look at organization and there shared view of what constitutes an innovation. However, simply put, early researchers sees it the generation, acceptance and implementation of new ideas, methods, of production and market, processes, products or services (Schumpeter, 1934; Damanpour 1991). Also, recent definitions by (Wong et al, 2009) viewed it as the effective application of processes and products new to the organization and designed to benefit it and its stakeholders. This definition introduces the notion of benefits to the organization and its stakeholders. Similar other definitions, such as that offered as well focus on the idea of newness, and specifically the subjectivity of ‘newness’, and the need to understand newness in context. As long as the idea is perceived as new to the people involved, it is an “innovation” even though it may appear to others to be an “imitation” of something that exists elsewhere.

Yet, some definitions, such as that proposed by Tang and Murphy, (2012), see innovation in terms of projects towards specific innovations making organizations needing to innovate in order to grow, compete, succeed and survive globally. The foregoing illustrates that innovation is becoming vital to the very survival and growth (Damanpour, et al, 2009) indicating that organisations must innovate because of pressure from both internal and external environment in form of competition, deregulation, resource scarcity, and customer demand and to gain distinctive competencies to reach higher level of aspiration.

1.9.2 Innovation Management

Innovation management is defined as a set of organizational routines and activities aimed at developing a culture for innovation within an organisation. While, routines and activities vary enormously among organisations and across industries and firms. Greater attention and need is emphasised adopting systematic approaches in the innovation management organisational innovations making it even become even more complex considering multiple interrelations and activities needing co-operation among and from employees of the organisation. According to Birkinshaw and Mol, (2008)

innovation management involves introducing novelty into an established organization, which can be inform of and could represents a particular form of organizational change in the way things are been done at work and job. In its broadest sense, innovation management is defined as a difference that can be seen as a result in the form, quality, or state over time of the management the activities in an organization, where the change is a novel or unprecedented departure from the past (Hargrave & Van de Ven, 2006).

1.9.3 Innovation Process

Innovation process can be well understood as the sequence of stages, phases or activities that describe the life cycle of innovation within a firm. While, it is a process of nurturing and carrying out projects (products or services) with the aim of commercialising it, the process involve and encompass many functions, capabilities and competences, which requires internal and external factors considerations. Largely, literatures discusses that innovation process varies according to the type of firm or innovation undertaken by the firm to be either (product, service, process, position, paradigm oriented). Most innovation processes discussed that can be found among literatures and that are generic involves, a sequential four-step innovation process such as (i) idea generation and evaluation, (ii) selection, and prioritization, (iii) innovation development, and (iv) innovation implementation or launch which are very similar among those described by many researchers alike (Tidd et al, 2008; Bernstein and Singh, 2006). Other steps that are often add to above linear four-step generic innovation process includes specific organisation or firm strategy and the types, nature, and objective of the innovation idea or project to be performed. For example, studies by (Mir and Casadesus, 2011) proposed that that firms aiming at achieving innovations that requires high technological content should add creativity, forecasting, and technology mentoring to earlier one identified to influence and step up idea generations.

1.9.4 Creativity

From the extant literature studies, there are many definitions of creativity as there are that of innovation. However, any attempt at defining innovations considers creativity as part of and with which cannot therefore exist for any innovation process. Simply put,

creativity is define a synthesis of new ideas and concepts put together through different means such as radical restructuring and re-associations of new or existing concepts (Amabile, 1998). This simple view is popularized and assuming that creativity precedes innovation for organisations to achieve success (Zhang & Bartol, 2010). Creativity therefore, includes and refers to anything that can lead to idea generation. Several studies on creativity carried out by (Amabile, 1998; Amabile, & Kramer, 2007; Amabile & Mueller, 2008) involved improving or developing of ideas for new product or services to be managed. As such, this study, refers to creativity in terms of the process that leads to, and includes the idea generation process or stage in the innovation process that is being managed through and by the organisation employees involved in it.

1.9.5 Employee Perception

According to Robbins, (2004) employee perception is a process by which individuals do organise and interpret their sensory impressions in order to provide and give meaning to things within their work environment. While, perception is often not necessarily based on reality, it usually provides the platform employees or people to view the situation some worth differently. Similarly, dealing with this concept based on organisational behaviour, perception becomes important because “employees or people” behaviour are generally related and based on their perception of what reality is, not on the reality itself. Eempirical studies have also posits that an individual perceive sensory stimuli, and form insight, intuition, and knowledge regarding those stimuli they give their own meaning and understanding to environmental stimuli they attempt to make sense of based on the objects, people, and events in it (Ripley et al, 2006). As a result, as a result different individuals perceive the same thing in dissimilar ways because of variances caused by their personal experiences, cultural background, and needs and values. This however suggests that organizations should pay a much greater attention to organisational employees’ and their perceptions regarding the firm innovation to be managed.

1.10 Plan of the Thesis

The introductory chapter of this thesis presents the general overview of the study and the background to the study. It also sets out the statement of the problem, the scope of the study, the study, research objectives and questions, significance and limitation of the study. Chapter two reviews the existing literatures and relevant concepts of innovation, innovation management activities and discuss the theoretical study and conceptual framework. Chapter three discusses the research methodology as well as hypothesizing and proposition formulated for the study to provide an overview of how the study was conducted based on the research technique of the study and the research design adopted. Chapter four provides the findings of the quantitative and qualitative method of inquiry based on the research objectives and questions formulated for the study. Also, the formulated study hypothesis and the propositions were also empirically tested based on the main quantitative survey data and interviewed responses analysed. Chapter five draws on the conclusion of the study with a review on the summary of findings and study discussions on the findings, finalized conceptualized framework based on the findings, contributions and implication of the study findings, as well as the direction for further research. Below is the graphical representation of the thesis flow chart in Figure 1.1.

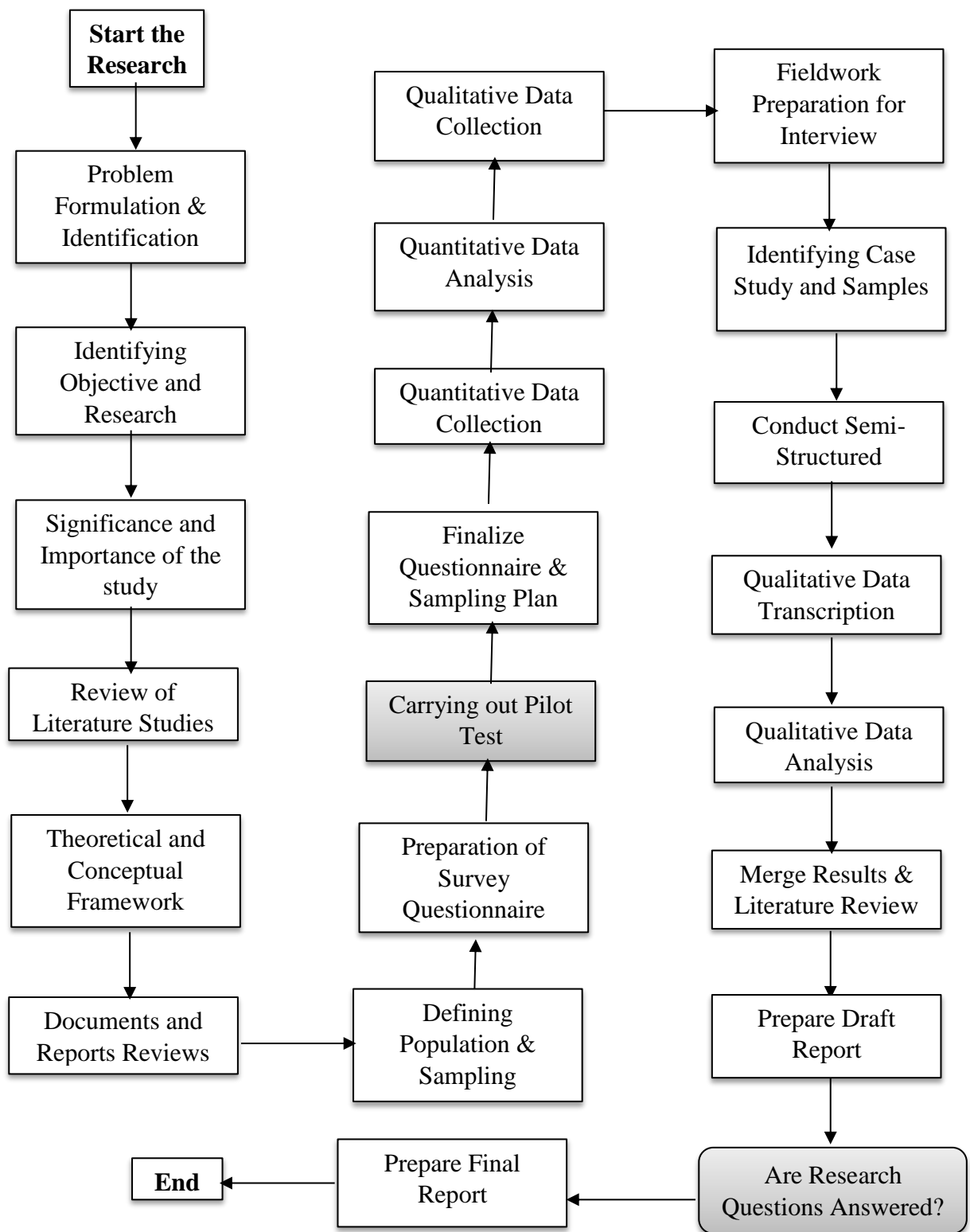


Figure 1.1 : Research Process Flow Chart

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