

MANAGEMENT INNOVATION AND OPERATIONAL EXCELLENCE: A CASE OF MEDIUM SCALE ENTREPRISES IN LAGOS STATE, NIGERIA

Chinazor Lady-Franca OBUNIKE

Alex-Ekwueme Federal University Ndufu-Alike, Ikwo
Faculty of Social Science and Management
Department of Accountancy/Business Administration
P.M.B, 1010, Abakaliki, Ebonyi State, Nigeria.
ladyfranca8@gmail.com

ABSTRACT

The research focused on management innovation and operational excellence using medium enterprises in Lagos state as a reference point. Beyond determining the general objective of finding out whether management innovation positively affects medium scale operational excellence, the research specifically sought to provide the definition of management innovation and its dimensions. To achieve this, management innovation was operationalized as multi-construct which includes two broad perspectives comprises of "internal business activities innovative perspective" (organizational knowledge, value chain, reengineering, design, organization culture) and "employee engagement activities perspective" (employees' satisfaction, employees' motivations, expose training and work autonomy) and external relationship innovation. Operational excellence was taken as a uni-construct. The research adopts survey research design using primary data extracted from structured questionnaire. The population of the study consists of three hundred and fifty managers and employees. Using taro Yemen formula, the sample size of 250 was selected and 131 returned questionnaires were used for the analyses. Descriptive statistic, linear multiple regression analysis and correlation analysis was used for the analyses with the aid of SPSS 25. The major finding of the study shows that management innovation positively affects operational excellence of medium scale enterprises in Lagos state, however, the effects of employee engagement activities perspective is more than the internal business activities innovative perspective. The finding contributes to the literature review in this area and is in consistence with the previous findings. The study based on the findings therefore concludes that for management to achieve operational excellence in its operations, the issues of employees' satisfaction, motivations and other incentives must be taken seriously.

Keywords: *internal business activities innovation perspective; employee engagement activities innovation perspective and operational excellence*

1.1. Introduction

As business competition becomes intense, it is no longer new for firms to adopt the strategy of innovation as the basis of their competitive advantages. The quest therefore to innovate inspires firms to adopt unique way of sustaining

competitive advantage through innovation. Hence, the competitive advantage has come not as a result of technological innovation (product and process innovation) but through alterations of the entire organizations' operations. This involves novel management processes,

principles, practices and structure: referred to as management innovation (Hamel and Mol, 2008). Management innovation is part of non-technological innovation. Technological innovation involves newness and changes in the product and process of production. Non-technological innovation includes marketing innovation, strategic innovation and management innovation (Schmidt and Rammer, 2017). It acts as a prerequisite and facilitator of technological innovation as it depends on how well the internal processes are managed to achieve external opportunities. Non-technological innovation constitutes intangible resources of the organization. There has been a huge concern on technological innovation (product and process innovation) as a means of enhancing firms' performance, while the critical and engine type of innovation "management innovation" that houses other forms of innovation has been neglected. The success of all other types of innovations depends on management innovation. This is supported by Zaid, Louati and Affes (2015) in their conclusion that non-technological innovation rather than technological innovation appeared to be most vital factor for performance. Besides, innovation is made possible through creative ideas of managers and employees. It is therefore necessary to first put the house in order as: "charity they said begins at home". This study concentrates on management innovation due to its importance and wide scopes.

The medium scale enterprises are the backbone of industrial developments in Nigeria. The medium scale industries have employment capacity of up to 250 staff. They have less capital investment and utilize more people than large scale enterprises, hence, the excellent performance of these firms have been a major concern of business practitioners and government. Medium enterprises are contending with business operational excellences as competition intensifies

every day. The need to intensify efforts on short term result through operational excellences than relying on huge plans for competition becomes necessary. Management innovation more than any other kinds of innovation therefore has allowed medium scale firms to cross a high level of performance called 'Operational Excellence' (OE) (Shehadeh, Maqableh, Al-zoubi, Akhorshaideh and Al-sham, 2016). This leads to identification of business practices that can cut down cost of productions. It is easier for medium enterprises to base their strategic tools of competitiveness on their internal business operations: processes, principles, techniques and practices. This strategic tool called management innovation doubles the operational excellence activities of firms without sacrificing the expected values of their products.

Statement of the Problem

Management innovation has been studied by previous researchers under different terms like organizational innovation (OSLO Manual, 2005; Lam, 2005; Maughan, 2012; Gunday and Dutton, 2011; Razavi and Attarnezhad, 2013; Kohl and Depner, 2010 and Zaid, Louati and Affes, 2015): Management innovation (Kraich and Piech, 2016, Meuer, 2013; Hollen, Van Den Bosch and Volberda, 2013; Watanabe and Benton, 2017; Hamel, 2006) and Hamel and Mol, (2008): Administrative innovation (Meuer, 2013) and Workplace innovation (Camison and Lopez, 2014). Some past studies on management innovation emphasis on the structural forms, adaptability and capability of organization as the basis for management innovation (Razavi and Attarnezhad, 2013), while others link it to organizational atmosphere, participative management and incentives for innovations as the core steps to management innovation (Lam, 2005 in Stowe and Grider, 2014). Majority of these past studies conclude positive effects of management innovation on firms'

performance while the others conclude negative effects, indicating mixed results (Zaied, Louati and Affes, 2015). Furthermore, past studies on management innovation lack directions on the definition and dimensions of the concept. There is no uniformity on what constitute the scope of management innovation. Scholars confirm that most of these studies are based on theoretical or literature reviews, hence, they lack statistical justifications of their conclusions and are hardly comparable as it lacks research questions, conceptual frameworks and methodology (Kohl and Depner, 2010; Stowe and Grider, 2014). As a result, there are few conceptual and methodological contributions of management innovations so far (Stowe and Grider, 2014). The lack of consensus in the exact name and definition creates difficulty in having accepted definition, dimensions and measurement indicators for assessment unlike the technologically innovation that Schumpeter (1934) in OECD (2005) provide basic definition and measurement. This creates a wide gap in the literature of management innovation. The study therefore specifically sought to provide the definition of management innovation and its dimensions. The researcher develops a model of two perspectives to help us achieve the goal. Beyond this also, the study used the developed model in determining the general objective of finding out whether management innovation positively affects medium scale operational excellence. The study assumes that management innovation would help firms to achieve operational excellences, hence competitive advantages.

Objectives of the Study

The main objective of this study was to determine the effect of management innovation on firms' operational excellences. Other specific objectives include to:

1 Evaluate whether value chain activities

innovation positively affects operational excellence of medium scale enterprises in Lagos state.

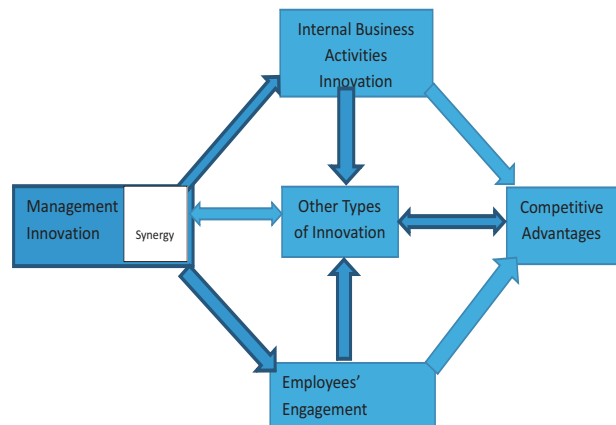
2) Determine whether structural re-design activities innovation positively affects operational excellence of medium scale enterprises in Lagos state.

3) Assess whether organizational culture innovation positively affects operational excellence of medium scale enterprises in Lagos state

4) Determine whether employees' satisfaction innovation positively affects operational excellence of medium scale enterprises in Lagos state.

5) Investigate whether employees' motivation innovation positively affects operational excellence of medium scale enterprises in Lagos state.

Management Innovation Model



Innovating the way work is done and the employees used for the work are two different important perspectives of management innovation. So the manager is interested on how internal business activities are been applied and the employees used for these activities. Innovation in other resources like equipment, materials, tool etc. has been grouped as technological innovation. Management innovation is carried out in two major perspectives; these are internal business activities perspective and employees' engagement activities perspective. For manager to succeed there must be a synergy between internal

business activities innovation and employees' engagement activities innovation. These two perspectives are the basic requirement for other types of innovation. Management innovation therefore affects and are been affected by other types of innovation in the organization. Management innovation on its own alone does not gain competitive advantage for organization but its influence on other types of technological and non-technological innovation do affect competitive advantage. The manager makes use of the information from the outside to innovate the internal activities and the employees' engagement activities. So in this study, the researcher proposes two dimensions of management innovation emanating from previous review. It tries to expand and bring a fit on the different scattered dimensions of management innovation. These are internal business activities innovation perspective and employees' engagement activities perspective.

.1.1. Internal Business Activities Innovation Perspective: Internal business activities perspective is those principles, practices and processes that are used to achieve result. The construct management innovation emerges as organization is seen as a unit of innovative activities. Zaid, Louati and Affes (2015) refer to the internal activities as internal knowledge and argue that it is the basic source of competitiveness for organization. This work aligned with this view with some modifications. This also takes side with the structural and procedural management innovation. The cultural perspective by Hamel, et.al (2008) can also be grouped under this as management innovation is beliefs to shape and get shaped by the culture and it is a way of implementing changes too. Innovation activities perspective involves factors through which novelty or alteration in processes, principle, techniques and practices in the

organization are made possible. They are pieces of collective work activates that conveys newness or alterations in them when put together. It reveals how newness or alterations are been transferred in the organization. Innovation activities perspective involves the channels which aid organizations to transmit innovative characteristic and the tendency to innovate. The rate and the effectiveness of transferring these activities in the organization determine how excellent firms' would be in their businesses operations. They include among others include value chain, organizational culture, business reengineering, structural re-design, etc.

- 1. Knowledge Perspective:** Both employees and organizations are learning entities. Medium scale firms must develop learning abilities to accomplish and maintain competitive advantage and also gain knowledge from outside and within the organization (Maughan, 2012). Learning and diffusion of knowledge is embedded in organizational activities, although the magnitude of this differs from one organization to another depending on the levels and type of operations. Knowledge is a strategic resource for values' creation. Employees express collective mind set and thus work with rules, procedures, routines, shared norms, cultures, which form the accumulated organizational knowledge.
- 2. Re-engineering Perspective:** These are activities that bring about novelty or improvement in redesigning business processes. Innovative redesigning activities would bring about lower overhead cost, improved customer service and quality, productivity, cycle time of product, etc. (Naveeda, 2014). It involves medium scale rethinking of the existing processes to deliver more values to customers. Reengineering activities aid firms to reduce its organizational layers and eliminate unproductive activities and waste.

3. Value Chain Perspective:

Organizational value chain involves studying and analyzing how values can be added in firms' activities (Tippayawong, Teeratidyangkul and Ramingwong, 2017). Strong value chain system activities support efficiency and excellence in business operations and practices. The manager through value chain activities both the primary and secondary activities can strengthen synergy that can lead to greater commitments of employees, boost quality products, and facilitate learning and efficiency. Maughan (2012) argue that values need to include trust, openness, freedom and risk taking.

4. Job/Structural Re-design Perspective:

it is the innovation of the elements of work including tasks, duties, and responsibilities of a specific job in order to make it more encouraging and inspiring for employees or workers (Albert, 2007 in Achieng, Ochieng and Owuor, 2014). Job/structural re-design innovation involves revising, analyzing, altering, reforming and reshuffling the job related content and dimensions to increase the variety of assignments and functions. The essence of re-design is to place the right person in the right job and hence get the maximum output while increasing the level of job satisfaction of employees. Organizational design is manners in which management achieves right combinations of differentiations and integrations of business operations, in response to the level of uncertainty in the external environment. The design that works well today might not succeed in future due to constant changing business environment. Bureaucracy limits employees' creativities and so hinders firms' innovativeness (Leyer, Jutta and Pisani, 2017). Organizational design innovation activities perspective therefore enables organizations to obtain a fit between its design and innovative activities.

5. Organization Culture Perspective:

organizational culture materializes from the fact that each organization is unique and develops its own value system that is shared by all member of that organization. Innovative organization culture activities involve new or significant changes on the degree of consistency of belief, values, assumptions and practices across organizational employees and their business operations activities. It has two dimensions of visible and invisible. Mission, philosophy and values are some of its visible dimensions and the invisible dimension include a set of values that guide employees in their actions and perceptions (Aching, Ochieng and Owuor, 2014). It has direct effects on the way members of a particular organization behaves or does their own things which may facilitate *or hinders innovation* Available on Full Version *Ta tan and Davoudi* Available on Full Version *observe* that strong pervasive culture activities might be beneficial to all organization since it fosters motivation, commitment, identity, solidarity and oneness which in turn facilitate internal integration and coordination. Although due to differences in the level of operations and types of organization, while some organization might require strong culture to succeed, other might need flexible culture. Chipunza and Malo (2017) argue that positive and strong cultural activities can make an employee perform well while negative and weak organizational cultural activities negatively affect performance.

2.1.2. Employee Engagement

Perspective: an engaged employees is one who is fully engrossed by and passionate about their work. They can promote organizational operational excellence through commitment, dedication, talented skills and being supportive of the goal and objective of the firm. As management is

innovating internal business activities, need might arises for employees'reshufflement. No matter the technological instrument used in bringing organizational changes, employee has an element of making it possible. Employee is part of intangible organizational resources. The type, capabilities and how they carry out their duties affects organizational operations. The employees therefore need to be motivated in order to achieve result. Employees' commitments and orientations are been motivated through the provisions of the necessary incentives. Hamel and Mol (2008) called this channel 'motivation Phase'. They therefore defined it as the preconditions and facilitating factors that motivates employees to experiment new or improved management innovation. These include factors that promote employees to relatively adopt new ideas earlier than others. The employees' engagement perspective advocates (Hamel and Mol, 2008) argue that an employee in the organization can develop and implement specific innovation solution with the aim of solving organizational problems, hence channeling the course of shattering the existing process, practices, structure and principles if they are well motivated. The manager through laid down principles and processes introduce changes or improvement, however, it is the employees especially at the lower level through practices and technical know-how implement these changes through some activities (Stow and Grider, 2014). Employees' engagement perspective is therefore part of management obligations owned to employees in order to effectively and efficiently implement processes, principles, techniques and practices. Employees differ in their attitudes to innovation; they can be self-innovators, early adopters, late adopters and foot-draggers. The ideas and work patterns of some employees change the status-quo of firms while some queue in earlier to these changes, others adjust later and others the

“foot-dragger” need to be forced to adopts or quit, for the organization to move on. Establishing an innovative climate requires appropriate policies and practices with respect to people and work. Employees' engagement innovation perspective factors include:

1. Work Autonomy Innovation

Perspective: Autonomy is defined as freedom granted to team and individuals to encourage creativity (Chipunza and Malo, 2017 and Lin, and Ping, 2016).When people act autonomously, they initiate their own behaviors: they choose the desired outcomes and how to achieve them. It grants employees right to affect changes in their work. Some employees are very creative and when given autonomy can exceed targets (Lin and Ping, 2016). Employees are also powered from the lowest levels.

2. Employees' Motivation Innovation

Perspective: Motivation can be defined as that which changes or influences the mind, kindles or sets on fire the desires or interest of the employees towards achieving result. Innovative employees' motivation is management obligations directed toward employees to get them committed with the creation of superior values to customers and hence achieve competitive advantage.

3. Training Innovation Perspective: There is need to impact innovative skills and technical knowhow on the employees. Manager need to understand that different skills are required in opportunity creations. Medium scale firms need to change customer expectations, make radical changes on basis of competitive advantage and change industry economics. This can only be possible through radical ideas and opportunity creations. To get this done there is need to train employees' to look beyond traditional ways of doing things to more creative and innovative skills.

4. Employees' Satisfaction Innovation

Perspective: Effective human resources in terms of staffing, training, participation, performance appraisal and compensation enhance a firm's capability in introducing new products, services and management systems. Armstrong (2003) in Razav and Attarnezhad (2013) defined satisfaction as the feelings and attitudes of people toward their job. The level of job satisfaction portrays information on individual's behavior about job quit, turnover, productivities, absenteeism, commitment, etc (Naqvi, Ishtiaq, Kanwa and Ali 2013). Chipunza and Malo (2017) observe that nature of job environment, attitudes of management and other factors related to work can either cause a feeling of satisfaction or not among employees.

2.1.3. Dimension of Organizational Operational Excellence (OE)

To face the turbulent business environment, managers need to double their effort by taken full advantages of those business operations that maximize profit. These are referred to as operational excellence. As a new management concept, operational excellence refers to an overall management philosophy whereby the leaders continually strive to maintain high standards of efficiency, coordination, communication and problem solving, reduction of waste and cost within and outside the organization. It also involves creating values through organizational value chain supply and customers. Operational excellence does not signify perfection but that achievement of superior performance and profit through systematic approach that involves novelty or improvement in organizational operations (Wahab, Ismail and Muhayiddin, 2016 and Shehadeh, Maqableh, Al-zoubi, Akhorshaidh and Alsham, 2016). Operational excellence enables a firm to effects operational

efficiency that reduces cost of productions enhances on-time delivery, ensures quality, abolish ideal time and unnecessary production steps, eliminate idle employees and other friction time and costs, and improve smooth operations of work in the job flow shop. Ojha (2015) notes that some of the determinants of OE are qualitative but others are quantifiable and hence measurable.

2.3. Theoretical Framework

This work is anchored on the dynamic capabilities theory (DCT) introduced by David Teece and Gray Pisano, 1994 in Teece, 2014). The theory is an extension of resource based view which stress that the ability of a manager to manage its internal resources gives a firm competitive advantages. This therefore shows why some types of firms management innovation strategies work better than others. However, DCT deals with how a firm achieves and sustains competitive advantage. It deals with capabilities firm should nurture to gain competitive advantages. It proposes that the way organizations aligns its unique competences through its processes, market position and opportunities to relate to the external business environmental changes goes a long way in determines its ability to achieve competitive advantages. This dynamic capability emerges from firms' processes, assets positions, and its path. Organizational process is determined by management and forms the key management innovation channels. It coordinates, transfers learning and changes perspective. Position refers to unique resources which may include technology, tangible and intangible resources, customer based and external relationship with the stakeholders (Teece, et al, 1997 in Eriksson, 2014). Path is the strategic alternatives available to the firm. It argues that the future position of a firm is a function of its current position and its history. Simply put it that the future

position is inferred from the current position. This shows that distinctive capability must be built within the firm. The implication of the DCT to the manager is to motivate the organizational manager about how to make better capabilities decisions that should constitute the main point of strategic decision making due to it's important. The manager needs to understand that because managerial decisions are based on the resources and capability under his possessions, difference between firms in their resources and capabilities may lead to differences in managerial decisions which may affects competitive advantages. Managers therefore need to expand their resources, create favorable environment with especially his employees who are also an intellectual resource, suppliers and other stalk holders. There is need for autonomy and participative leadership style since innovation can come from all levels of the organization. Obtaining a fit between these resources can give a manager a superior achievement and performance hence operational excellences.

3.0. Methodology

Survey research design was adopted to enable us collect primary data on the variables of interest, namely: management innovation and firms' operational excellence. From the population of 625 medium scale enterprises in Lagos state, a sample of 250 medium scale enterprises were drawn using Taro Yamane's (1965) formula. A cross sectional primary instrument of questionnaires which consist of three sections made up section: A, bio-data, section B: measurement of management innovation. Out of the three proposed perspective of management innovation: the independent variable, two were tested: innovation activities perspective operationalized as (organizational knowledge, value chain, reengineering, design, and organization culture) and employees' engagement

activities innovation perspective as (employees' satisfaction, employees' motivations, expose training and work autonomy). Due to the nature of the study that includes cross- sectional study, the researcher did not include external relationship since is not easy to get the customers, suppliers and external firm relations of the different firms involved. Thesection C is the measure of dependent variable of organizational operational excellence (Y) measured a uni-construct. This shows that while the independent variables of organizational innovation were treated as multi-dimensionality, the dependent variable organizational operational excellence was treated as un-construct. The section D is the test of hypotheses. The questionnaire contains 34 question constructed from the literature reviewed of the study. Each variables of management innovation has 4 items while 10 items were used to measure firms' operational excellence. The questionnaire items were presented in 5-Likert point. This questionnaire was administered to the management and staff of the selected manufacturing companies. Only 131 sent out questionnaires were retrieved and used for analysis. The reliability test was done using cronbach's alpha as stated in the result below in table 1 below. Both questionnaire items and research hypotheses were tested using descriptive statistic and Linear Multiple Regression Analysis supported with the correlation analysis with the aid of SPSS 25.

$$\text{Mean per Question} = \frac{\text{Total Score per Question}}{\text{Number of Respondents}}$$

Where:

$$\text{Total Score per Question} = \text{No of Reponses} \times \text{Value of the Response}$$

Where values or the responses = (SA = 5, A = 4, U = 3, D = 2 and SD = 1)

Table 1: Reliability Test

Construct	Items	Loading	Indicator Reliability	Cronbach's Alpha	CR	AVE	Discriminate Validity
Organizational Value chain	X1	85	72	87	91	66	YES
	X2	87	76				
	X3	86	75				
	X4	64	41				
Job/Structural Re-design	X5	84	71	87	90	57	YES
	X6	83	68				
	X7	71	51				
	X8	67	44				
Organizational Culture	X9	77	59	88	90	54	YES
	X10	78	61				
	X11	78	61				
	X12	74	55				
Employees' Satisfaction	X13	81	58	86	89	56	YES
	X14	73	53				
	X15	69	48				
	X16	72	51				
Employees' Motivation	X17	89	68	86	90	70	YES
	X18	679	62				
	X19	66	44				
	X20	89	66				
Employees' Training	X21	83	81	88	89	63	YES
	X22	77	57				
	X23	78	61				
	X24	76	57				
Operational Excellence	Y1	84	70	87	90	62	YES
	Y2	86	73				
	Y3	81	66				
	Y4	73	54				
	Y5	81	65				
	Y6	73	54				
	Y7	81	65				
	Y8	80	65				
	Y9	77	59				
	Y10	78	72				

Survey Research, 2018

Hypotheses

H0₁: Value chain innovation perspective positively affects operational excellence of medium scale enterprises in Lagos state.

H0₂: Re-design innovation perspective positively affects operational excellence of medium scale enterprises in Lagos state

H0₃: Culture innovation perspective positively affects operational excellence of medium scale enterprises in Lagos state.

H0₄: Satisfaction innovation perspective positively affects operational excellence of medium scale enterprises in Lagos state

H0₅: Motivation innovation perspective positively affects operational excellence of medium scale enterprises in Lagos state

H0₆: Training innovation perspective positively affects operational excellence of medium scale enterprises in Lagos state

DATA PRESENTATION

Bio-Data Respondents' Analysis

From the analysis of bio-data result, 83 representing 63% of the total respondents were men while the 48 representing 37% were women. This shows that there were more men than women in medium scale enterprises in Lagos state. 50 representing 38% of the total respondents were married, 22 representing 17% of the total respondents were divorcee, 39 representing 30% of the total respondents were single and 20 representing 15% of the total respondents were widower/widow. This shows that there were more young men and women in this organization. The educational background indicates that 10 representing .07% of the total respondents have no educational background, 29

representing 22% of the total respondents have at least primary education, 51 representing 38% of the total respondents have secondary, and 29 representing 22% of the total respondents have tertiary education while 12 representing .09% of the total

respondents have professional education

3.1.1 Section B: Cultural Innovation Perspective Factors

Table 2: Value Chain Innovation Perspective

Responses on Value chain	Questionnaire Items Frequencies					Total per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
X1	84	21	10	6	10	576.00	4.3969	1.441	2 nd
X2	96	15	4	6	10	574.00	4.3817	1.499	3 rd
X3	98	11	10	8	4	584.00	4.4580	1.142	1 st
X4	50	50	11	12	8	520.00	3.9695	1.814	4 th
Total Sum per question	328	87	35	32	32				
Mean Per Question	82	21.8	8.75	8	8				
Rank	1 st	2 nd	3 rd	4 th	4 th				

Survey Research, 2018

The result of the analysis from table 2 above indicates that the majority of the respondents strongly agreed that firms have new/improved method of quality management and proper handling of the goods. This is clearly visible from the responses given to question X4 with total responses sum of 584.00 and mean of 4.4580. The question is ranked 1st. The result also shows that there is new/improved method of packaging, labeling, etc. as this has a total responses sum of 576.00 and mean of 4.3969 and is ranked 2nd. An improved/new relationship with our relationship with the suppliers is 3rd in the

ranking as it has a total responses sum of 574.00 and mean of 4.3817. New/improved method of purchasing and storing inputs is 4th in the ranking with a total responses sum of 520.00 and mean of 3.9695.

From the general analysis from the responses rate, (SA) occupies the 1st position with a total sum of 328 and mean of 82. This therefore indicates that organizational value chain positively affects operational excellence of small and medium scale enterprises. The alternative hypothesis therefore is accepted while the null hypothesis is rejected.

Table 3: Organizational Structural Re-Design

Responses on Structural Design	Questionnaire Items Frequencies					Total per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
X5	82	12	15	9	13	534.00	4.0763	.023	3
X6	99	15	6	2	8	586.00	4.4733	4.066	1
X7	91	17	11	7	5	575.00	4.3893	2.257	2
X8	82	12	12	9	16	528.00	4.0305	-.187	4
Total per question	354	56	44	27	42				
Mean Per Question	88.5	14	11	6.75	10.5				
Rank	1	2	3	5	4				

Survey Research, 2018

The result of the analysis from table 3 above indicates that majority of the respondents strongly agreed that firms re-structure their internal team process. This is clearly visible from the responses given to question X6 with total responses sum of 586.00 and mean of 4.4733. The question is ranked 1st. The result also shows that there is new/improved rapid communication and reduction in cycle time of work done, etc. as this has a total responses sum of 575.00 and mean of 4.3893 and is ranked 2nd. Firms' improved/new customer responsiveness is 3rd in the ranking as it has a total responses

sum of 534.00 and mean of 4.0763. Firm has new/improved internal coordination to enable greater flexibility is 4th in the ranking with a total responses sum of 528.00 and mean of 4.0305.

From the general analysis from the responses rate, (SA) occupies the 1st position with a total sum of 354 and mean of 88.5. This therefore indicates that organizational structural design effects operational excellence of small scale enterprises. The alternative hypothesis therefore is accepted while the null hypothesis is rejected.

Table 4: Organization Culture

Responses on Firms' Culture	Questionnaire Items Frequencies					Total per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
X9	90	14	6	10	11	534.00	4.0763	.023	3
X10	95	11	6	10	9	580.00	4.4275	3.092	2
X11	105	7	10	5	4	597.00	4.5573	4.343	1
X12	72	28	10	10	11	533.00	4.0687	.366	4
Total per Question	362	60	32	45	35				
Mean Per Question	90.5	15	8	11.25	8.75				
Rank	1	2		3	4				

Survey Research, 2018

The result of the analysis from table 4 above indicates that majority of the respondents strongly agreed that there is improvement in firms' risk taking proclivity. This is clearly visible from the responses given to question X11 with total responses sum of 597.00 and mean of 4.5573. The question is ranked 1st. The result also shows that firm's improved on research and development and introduce new way of finding out the customers' unmet needs as this has a total responses sum of 580.00 and mean of 4.4275 and is ranked 2nd. Firms' managers promote, support improved/new ideas and experimentation is 3rd in the ranking as it has a total responses sum of 534.00 and mean of 4.0763. Firm's employees are communicated and they understand the

new/improved changes in firm's operations as this is 4th in the ranking with a total responses sum of 533.00 and mean of 4.0687.

From the general analysis from the responses rate, (SA) occupies the 1st position with a total sum of 362 and means of 90.5. This therefore indicates that organizational structural design effects operational excellence of small scale enterprises. The alternative hypothesis therefore is accepted while the null hypothesis is rejected.

3.1.2. Section C: Employees' Engagement Activities Innovation Perspective Factors

Table 5: Employees' Satisfaction

Responses on Employees' Satisfaction	Questionnaire Items Frequencies					Total per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
X13	95	14	10	6	6	579.00	4.4198	2.670	2
X14	90	26	6	2	7	583.00	4.4504	4.524	1
X15	78	31	6	11	5	559.00	4.2672	1.497	3
X16	87	12	15	9	8	554.00	4.2290	.747	4
Total per question	350	83	37	28	26				
Mean Per Question	87.5	20.7	9.25	7	6.5				
Rank	1	2	3	4	5				

Survey Research, 2018

The result of the analysis from table 5 above indicates that majority of the respondents strongly agreed that employees' trust their leaders. This is clearly visible from the responses given to question X14 with total responses sum of 583.00 and mean of 4.4504. The question is ranked 1st. The result also shows increase in employees' productivity as this has a total responses sum of 579.00 and mean of 4.4198 and is ranked 2nd. Employees leaving the organization for internal reasons are reduced are 3rd in the ranking as it has a total responses sum of 559.00 and mean of

4.2672. Employees are very satisfied with the work environment and leadership style as this is 4th in the ranking with a total responses sum of 554.00 and mean of 4.2290.

From the general analysis from the responses rate, (SA) occupies the 1st position with a total sum of 350 and mean of 87.5. This therefore indicates that organization employees' satisfaction effects operational excellence of small scale enterprises. The alternative hypothesis therefore is accepted while the null hypothesis is rejected.

Table 6: Employees' Motivation

Responses on Employees' motivation	Questionnaire Items Frequencies					Total Per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
X17	109	4	6	6	6	597.00	4.5573	4.306	2
X18	110	9	6	2	4	612.00	4.6718	8.686	1
X19	102	11	6	7	5	591.00	4.5115	3.737	3
X20	97	12	6	9	7	576.00	4.3969	2.166	4
Total per question	418	36	24	24	22				
Mean Per Question	104.5	9	6	6	5.5				
Rank	1	2	3	3	4				

Survey Research, 2018

The result of the analysis from table 6 above indicates that the respondents strongly agreed that firm constant introduces new/improved ways of reward system. This is clearly visible from the responses given to question X18 with total responses sum of 612.00 and mean of 4.6718. The question is ranked 1st. The result also shows management gives improved priority to employees' motivation as this has a total responses sum of 597.00 and mean of 4.5573 and is ranked 2nd. Employees are motivated to go extra miles in their task due to introduction of new/improved incentive system is 3rd in the ranking as it has a total

responses sum of 591.00 and mean of 4.5115. Employees are rewarded for innovative ideas and performance is 4th in the ranking with a total responses sum of 576.00 and mean of 4.3969.

From the general analysis from the responses rate, (SA) occupies the 1st position with a total sum of 418 and mean of 104.5. This therefore indicates that organization employees' motivation effects operational excellence of small scale enterprises. The alternative hypothesis therefore is accepted while the null hypothesis is rejected.

Table 7: Employees' Training

Responses on Employees' Training	Questionnaire Items Frequencies					Total per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
X21	114	3	7	-	7	610.00	4.6565	7.861	1
X22	98	11	5	10	7	576.00	4.3969	2.059	4
X23	100	7	10	7	7	579.00	4.4198	2.305	2
X24	102	8	4	8	9	579.00	4.4198	2.369	2
Total per question	429	29	26	25	30				
Mean Per Question	107.3	7.25	6.5	6.25	7.5				
Rank	1	3	4	5	2				

Survey Research, 2018

The result of the analysis from table 7 above indicates that majority of the respondents strongly agreed that firms have new/improved mechanism and system that ensures learning among employees. This is clearly visible from the responses given to question X18 with total responses sum of 610.00 and mean of 4.6565. The question is ranked 1st. The result also shows there is a new/improved internal training system for employees as this has a total responses sum of 597.00 and mean of 4.4198 and is ranked 2nd, and improved seminars, workshops, conferences to boost employees knowledge and skills is also 2nd also in the ranking as it also has a total responses sum of 579.00 and mean of 4.4198. Firm hires employees based on

expertise is 4th in the ranking with a total responses sum of 576.00 and mean of 4.3969.

From the general analysis from the responses rate, (SA) occupies the 1st position with a total sum of 429 and mean of 107.3. This therefore indicates that organization employees' training effects operational excellence of small scale enterprises. The alternative hypothesis therefore is accepted while the null hypothesis is rejected.

3.1.3. Analysis of the Dependent Variable(Y)

Table 8: Organizational Operational Excellence

Responses on Operational Excellence	Questionnaire Items Frequencies					Total per Question	Mean Per Question	Kurtosis	Rank
	SA	A	U	D	SD				
Y1	72	28	10	10	11	533.00	4.0687	.366	10
Y2	100	17	6	6	2	600.00	4.5802	4.961	3
Y3	93	20	5	7	6	580.00	4.4275	3.092	8
Y4	104	12	5	6	4	599.00	4.5725	5.065	4
Y5	108	6	6	5	6	598.00	4.5649	4.738	5
Y6	112	9	-	6	4	618.00	4.7176	11.820	1
Y7	98	9	7	8	9	572.00	4.3664	1.835	9
Y8	110	7	5	5	4	607.00	4.6336	6.411	2
Y9	107	7	5	7	5	597.00	4.5573	4.343	6
Y10	107	7	5	5	7	595.00	4.5420	4.399	7
Total per question	1001	122	54	65	58				
Mean Per Question	100.1	12.2	5.4	6.5	5.8				
Rank	1	2	5	3	4				

Survey Research, 2018

Firm's reduction of waste in their operations is 1st with the sum of 618.00 and the mean of 4.7176, followed by firm improve smooth operation of work in the job flow shop with sum 607.00 and mean 607.00. Firms' operational and overhead cost reduction is 3rd with sum of 3.2. 600.00 and mean of 4.5802 while reduction of firms' customer complaint or product returned rate is 4th with sum of 599.00 and mean of 4.5725 and increase in achievement of a set organizational goals by employees is 5th with sum of 598.00 and the mean of 4.5649. Optimize business processes across functional and organizational boundaries

is 6th with the sum of 597.00 and mean of 4.5573, while the 7th position is Firm delivered their products or services to customers at competitive prices with the sum of 595.00 and the mean of 4.5420 and increase in firm's on-time deliveries reduced (order lead time) is 8th with the sum of 580.00 and the mean of 4.4275, and achievement of quality product is 9th with the sum of 572.00 and the mean of 4.3664. however, the 10th position is occupied by reduction in the defective product delivered to customers with the sum of 533.00 and the mean of 4.0687

Analysis of Hypotheses 3.2.1.

Table 9: Coefficients and ANOVA

Model		Unstandardized Coefficients		Standardized Coefficients	t	F	Sig.
		B	Std. Error	Beta			
1	(Constant)	36.161	1.862		19.419	3.851	.000
	Organizational Value Chain	.515	.106	.395	4.879		
2	(Constant)	36.962	1.837		20.120	2.964	.000
	Job/structural Re- Design	.475	.106	.369	4.504		
3	(Constant)	30.111	3.141		9.587	3.484	.000
	Organization Culture	.834	.174	.389	4.790		
4	(Constant)	27.371	2.879		9.508	6.288	.000
	Employees' Satisfaction.	1.017	.164	.479	6.190		
5	(Constant)	27.195	2.866		9.490	6.657	.000
	Employees' Motivation	.983	.157	.484	6.280		
6	(Constant)	34.416	1.845		18.657	6.021	.000
	Employees' Training	.608	.103	.460	5.887		
1	(Constant)	20.769	2.838		7.317	74.187	.000
	Management Innovation	.231	.027	.604	8.613		

Survey Research, 2018. Dependent Variable (CONSTANT) : Firm Operational Excellence

From the coefficient table of analysis between the different variables of management innovation and operating excellence, the beta (β) coefficient of organizational value chain = (0.395 at $p < 0.000$) shows a low positive correlation value of the relationship between value chain innovation perspective and operational excellence of the firm under study. The regression line equation given by $Y = b + cx$ shows that while the slope (b) = 36.161, $c = .515$, indicating that $Y = 36.161 + .515x$ hence, if x is held constant at 0, then y will be 36.161 and with 1% increase in x , there will be .515 increase in operational excellences in the business under studying. This also indicates a significant effect of organizational value chain on the operating excellence of the business under study. The relationship between organizational design and operation excellences beta (β) = .369 at $p < 0.000$) confirms a low positive correlation value of the relationship. The regression line equation given by $Y = b + cx$ shows that while the slope (b) = 36.962, $c = .475$, indicating that $Y = 36.962 + 0.475x$ hence, if x is held constant at 0, then y will be 36.962 and with 1% increase in x , there will be

47.5% increase in operational excellences in the business under studying. This also indicates a significant effect of organizational design innovation on the operating excellence of the business under study. The beta (β) = .389 at $p < 0.000$) confirms a low positive correlation value of the relationship between organization culture and operational excellence of the business under study. The regression line equation given by $Y = b + cx$ shows that while the slope (b) = 30.111, $c = 0.231$, indicating that $Y = 30.111 + 0.834x$ hence, if x is held constant at 0, then y will be 30.111 and with 1% increase in x , there will be 83.4% increase in operational excellences in the business under studying. This also indicates a significant effect of organization culture innovation on the operating excellence of the business under study. The beta (β) = (.479 at $p < 0.000$) confirms a moderate positive correlation value of the relationship between employees' satisfaction and firm operational excellence. The regression line equation given by $Y = b + cx$ shows that while the slope (b) = 27.195, $c = 1.017$, indicating that $Y = 27.195 + 1.017x$ hence, if x is held constant at 0, then y will be 1.017

and with 1% increase in x, there will be 101.7% increase in operational excellences in the business under studying. This also indicates a significant high effect of employees' satisfaction innovation on the operating excellence of the business under study. The beta (β) = 0.484 at $p < 0.000$ confirms a moderate positive correlation value of the relationship between employees' motivation and operational excellence. The regression equation line given by $Y = b + cx$ shows that while the slope (b) = 27.195, $c = .983$, indicating that $Y = 27.195 + .983x$ hence, if x is held constant at 0, then y will be 27.195 and with 1% increase in x, there will be 98.3% increase in operational excellences in the business under studying. This also indicates a significant effect of employees' motivation innovation on the operating excellence of the business under study. The beta (β) = .460 at $p < 0.000$ confirms a moderate positive correlation value of the relationship between learning and operation excellence. The regression line equation given by $Y = b + cx$ shows that while the slope (b) = 34.416, $c = .608$, indicating that $Y = 34.416 + .608x$ hence, if x is held constant at 0, then y will be 34.416 and with 1% increase in x, there will be 60.8% increase in operational excellences in the business under studying. This also indicates a significant effect of management innovation on the operating excellence of the business under study. The beta (β) = 0.604 at $p < 0.000$ confirms a high positive correlation value of the relationship. The regression line equation given by $Y = b + cx$ shows that while the slope (b) = 20.769, $c = 0.231$, indicating that $Y = 20.769 + 0.231x$ hence, if x is held constant at 0, then y will be 20.769 and with 1% increase in x, there will be 23.1% increase in operational excellences in the business under studying. This also indicates a significant effect of management innovation on the operating excellence of the business under study. The Linear Regression Model was used to verify

the main objective of the study that management innovation positively affects organisational operational excellence. The model shows that the correlation determination value of the relationship between management innovations and organisational operational excellence is ($R = .604$ at $p = 0.005$) while the coefficient of determination $r^2 = 0.385$ indicates that 38.5% of variances in operational excellence in the firms understudy is contributes by management innovation. From the above table the ANOVA analysis shows that the f-value for the interaction between management innovations variables and operational excellence is (value chain = 3.851 > .000), (organizational design = 2.964 > .000), (organization culture = 3.484 > .000), (employees' satisfaction = 6.288 > .000), (employees' motivation = 6.657 > .000) and (employees' training = 6.021 > .000). Since the F-values of the six management innovations variables were greater than the critical value f-sig. We then reject the null hypotheses and accept the alternative hypotheses.

Analysis of the Management Innovation on Operational Excellence

The correlation analysis in table 10 below shows the means, SDs and correlation values of the variables. The table reveals that generally there exist a moderate association at ($r = 0.395^{**}$ at $p = 0.05$ mean 17.3664 and $SD = 2.35080$) for organizational value chain activities, (0.369^{**} at $p = 0.05$, mean = 16.9695 and $SD = 3.87286$) organisational design, (0.389^{**} at $p = 0.05$, mean = 17.2061 and $SD = 3.82445$), organisational culture, (0.479^{**} at $p = 0.05$, mean = 18.1374 and $SD = 2.45815$) employees' satisfaction, (0.484^{**} at $p = 0.05$, mean = 17.8931 and $SD = 2.32793$) for employees' motivation and (0.460^{**} at $p = 0.05$, mean = 17.8901 and $SD = 2.32713$) employees' training respectively. This also confirms that employees' perspective activities are highly correlated with the firms' growth

Table10: Correlation Analysis of the Management Innovation on Operational Excellence

Variables	Mean	SD	1	2	3	4	5	6	7
<i>Value Chain</i>	17.3664	2.35080	1						
<i>Design</i>	16.9695	3.87286	.423**	1					
<i>Culture.</i>	17.2061	3.82445	.962**	.473**	1				
<i>Satisfaction</i>	18.1374	2.45815	.122	.670**	.159	1			
<i>Motivation</i>	17.8931	2.32793	.063	.543**	.096	.852**	1		
<i>Training</i>	17.8901	2.32713	.282**	-.002	.269**	.187*	.309**	1	
<i>Operational Excellence</i>	45.0305	4.99529	.395**	.369**	.389**	.479**	.484**	.460**	1

1.0 Discussion of the Findings and Conclusion

Management innovation still lacks empirical evidences for its support as scholars concentrates more on the technological innovation. The analyses of the result showed that management innovation were operationalized as a multi-construct which includes two broad perspectives comprises of transformation innovation activities perspective (organizational knowledge, value chain, reengineering, design, organization culture) and employees' engagement activities innovation perspectives (employees' satisfaction, employees' motivations, expose training and work autonomy). The analyses provide strong evidences to reject the all the null hypotheses of the study and accept all the alternative hypotheses. The study therefore on the general analysis concludes that management innovation positively affects firms' operational excellence. The magnitude of this affect is high on employees' engagement activities innovation perspectives than internal business innovation activities perspective: employees' motivation being the highest factor that impacts on operational excellence followed by employees' satisfaction, employees' training, valuechain organization culture and organizational design. In all, the analyses had proved that both internal business innovation activities perspective and employees' engagement activities perspective are necessary for excellent performance that can boost other innovative behaviour in the organisation.

Implication of the Study: The findings indicate significant progress towards understanding the concept of management innovation and expand knowledge on the new area of performance “operational excellence”. This study has provided a framework of management innovativeness and so contributes to the literature review in this area. The finding is in consistence with the findings of Hamel and Mol (2008); Zaid, Louati and Affes (2015) and Mughan, (2012) that management innovation are strongly related to performance of firms while it is also in accord with the findings of Nurun, Islam, Dip and Hossain (2017); Prather (2010) and Thompson and Heron (2006) that employees' engagement activities innovation perspectives boost firms' excellent performance more than internal activities innovation. However, this findings although deviates from the findings of Watanabeand Benton (2017) that concludes that management innovation does not have effect on firm performance, but that tacit and explicit knowledge mediates the relationship between management innovation and firm performance. This difference could be as a result of environmental factors and nature of firms studied. The researcher therefore concludes that management innovation affects medium scale enterprises' operational excellence.

5.0 Recommendations

The following were recommended based on the findings:

- 1) The management should make innovation a central and pivot concept

and willing to allocate towards innovative project.

- 2) The issues of employees' satisfaction, motivations and other incentives must be taken seriously. Management should embark on training and development and participative leadership style, engage in business review and develop ways of rewarding and motivating innovative ideas
- 3) Government and business owners should make business environment very conducive for medium scale businesses to strive and compete favorably. This will encourage operational excellence in the firm
- 4) Small scale employees should be granted autonomy at work and a two way interactions –reciprocal relationships where groups provide specialist skills or sources needed for work so as to boost their commitment and satisfaction that would increase the organizations performance.


6.0. Limitations

The findings from this study can be limited for generalization as concentrates on medium enterprises; subsequent studies can expand this scope. Our study suggests that although there are various variables of organizational innovation, the management should provide innovative environment to the employees through strong motivation that should boost employees' satisfaction. The research has not explicitly weighed the internal and external contingencies variables of organizational innovation against each other to determine their relative influence on operational excellences. Prioritizing these variables according to the strength of their effects of operational excellences would help to determine their relative practical significant as influential variables. Further studies may highlight further where research priorities should lie and steer theoretical enquiry to the most

potentially productive areas. Focusing on few variables may eliminate the variables that may be relevant for firm's level innovativeness; hence the researcher may have overlooked some important variables.

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