

Corporate Innovations and Organizational Ambidexterity of Manufacturing Firms in Rivers State

Mutairu Momodu Adamu¹ and B. Chima Onuoha²

¹Doctoral Student, Department of Management, University of Port Harcourt

²Professor of Management, Department of Management, University of Port Harcourt

Abstract: *This study examined the relationship between corporate innovation and the organizational ambidexterity of manufacturing firms in Rivers State. The cross-sectional survey was adopted. 215 managers and supervisors of selected 15 manufacturing firms in Rivers state constitute the population and the study was a census study. The data was gathered using a structured questionnaire. The Spearman rank correlation was utilized in the analysis to ascertain the relationship between corporate innovation dimensions (Process innovation and Market Innovation) and dimensions of organizational ambidexterity (exploitation and exploration). The findings revealed that corporate innovation significantly relates to organizational ambidexterity. Conclusively, corporate innovation is a key factor in enhancing ambidexterity of organization. The study recommended that Organization should ensure continuous innovation as such will help boost their ambidexterity.*

Keywords: *Corporate Innovation, Process Innovation, Market Innovation, Organizational Ambidexterity, Exploitation, Exploration.*

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Introduction

The unique opportunities and challenges in today's organizations has increase ambidexterity. Organizations face continuous growing competitive pressures and unparalleled speed of alteration in business conditions, as improved knowledge has strategically brought positive opinions about the future. Excellent performance in the organization has gone beyond only productivity through efficiency and effectiveness but looking for innovative ways of accomplishing task. Ambidextrous organizations are both explorative and exploitative. Ambidexterity involve mental balance act of exploring new opportunities and exploit existing capabilities, in organizations which many organizations has failed to explore with maximum capabilities as they refine only their current offerings, but are weak strategically in pioneering innovative products and services (Reilly III and Tushman, 2004).

Exploration and exploitation are both parts of organizational ambidexterity (Brix, 2019. Reilly III and Simsek, 2009; Andriopoulos and Lewis, 2009; Tushman, 2004). This required the company to be capable to maintain the systems and procedures from the former while also anticipating and becoming ready for new advances. Exploitation relates to the application of prior information, while exploration is about learning and innovation through the attainment of new knowledge (Gupta et al., 2006). The need to aim for both effectiveness as well as versatility ambidexterity tradeoffs has increased organization focus on simultaneously pursuing efficiency through exploitative and flexibility through explorative business processes, despite the fact that organizations face significant trade-offs when pursuant to these dual objectives. Changes in strategies, competition, and unparallel innovative speeds necessitate the drive towards enhancing efficiency and flexibility to optimally support business processes (Newell et al., 2003; MacKinnon et al., 2008; Kumar and Stylianou, 2013).

Organizational ambidexterity comprises exploration and exploitation (Brix, 2019. Reilly III and Simsek, 2009; Andriopoulos and Lewis, 2009; Tushman, 2004). This involved the organization's ability to attend to the products and processes of the past, while also watching out and preparing for future innovations. Exploration is about learning and innovation through attainment of new knowledge, while exploitation refers to the use of past knowledge (Gupta et al., 2006). Changes in strategies, competition, unparallel innovative speeds necessitates the drive towards enhancing efficiency and flexibility to optimally support business processes and hence the need to concurrently track efficiency and flexibility ambidexterity tradeoffs has increased organization emphasis on simultaneously pursuing efficiency over exploitative and flexibility through explorative business process; although organizations face significant trade-offs when pursuing these two conflicting objectives in parallel

The majority of profitable businesses are adept at preserving and improving their current offerings, but they struggle to introduce radically new goods and services. This is why ongoing corporate innovation is necessary if they are to remain competitive, meet current global trends, and retain their market. Corporate innovation is an effective strategy for finding and adopting novel concepts that enable a company to maintain its market share. As part of the process, innovative ideas from both within the organization and from outside sources are merged with current procedures in order to create new, disruptive concepts.

The key to better corporate innovations is balancing the firm's exploration and exploitation operations (Brix, 2019). Maintaining this balance does not entail doing an equal amount of exploration and exploitation, but rather entails performing equally well on the work duties in both processes (Brix, 2019; Atuahene-Gima, 2005). By concurrently encouraging competency exploitation and exploration, which are differentially connected to incremental and radical product innovation outcomes, a firm can avoid being operationally effective but strategically ineffective (Atuahene-Gima, 2005). There is little empirical research on how corporate innovations connect to the ambidexterity of manufacturing enterprises in Rivers State, despite the abundance of scholarly literature on the subject. In order to close this gap, the paper examines corporate innovations and ambidexterity of manufacturing firms in Rivers State.

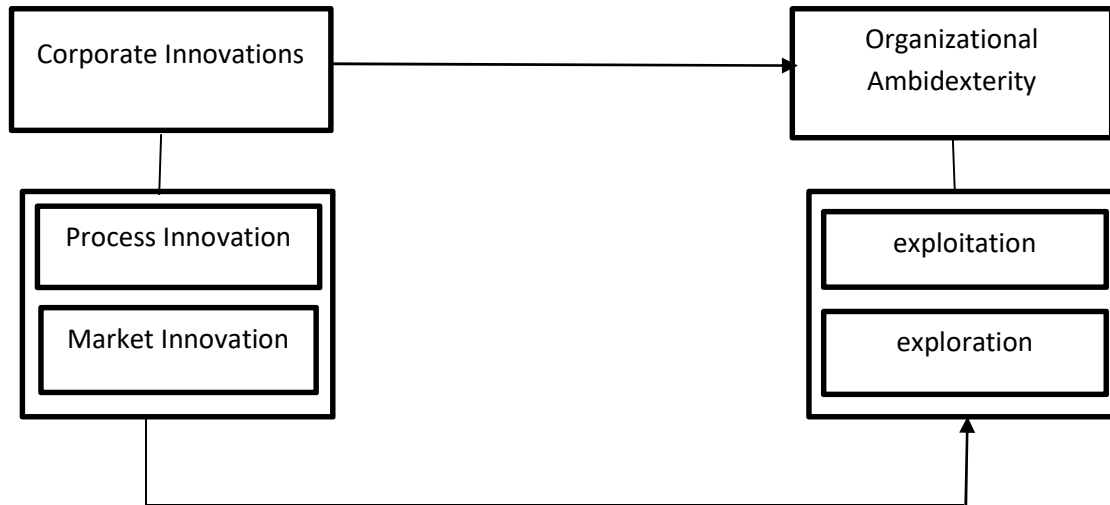


Fig. 1: Conceptual framework of Corporate Innovation and Organizational Ambidexterity.
Source: Conceptualized by the researcher

Aim and Objective of the Study

The study examines the relationship between corporate innovation and organizational ambidexterity of the manufacturing firms. The specific objectives are to examine the relationship between:

1. Process innovation and exploitation of the manufacturing firms in Rivers State.
2. Process innovation and exploration of the manufacturing firms in Rivers State.
3. Market innovation and exploitation of the manufacturing firms in Rivers State.
4. Market innovation and exploration of the manufacturing firms in Rivers State.

Research Questions

What is the relationship between:

5. Process innovation and exploitation of the manufacturing firms in Rivers State?
6. Process innovation and exploration of the manufacturing firms in Rivers State?
7. Market innovation and exploitation of the manufacturing firms in Rivers State?
8. Market innovation and exploration of the manufacturing firms in Rivers State?

Research Hypotheses

Ho₁ There is no significant link between process innovation and exploitation of the manufacturing firms in Rivers State.

Ho₂ There is no significant link between process innovation and exploration of the manufacturing firms in Rivers State.

Ho₃ There is no significant link between market innovation and exploitation of the manufacturing firms in Rivers State.

Ho₄ There is no significant link between market innovation and exploration of the manufacturing firms in Rivers State.

Review of Related Literature

Dynamic Capability Theory

The study is based on the dynamic capability theory developed by Teece, Pisano, and Shuen (1997). Teece, Pisano & Shuen, 1997). Dynamic capability theory proposed path-dependent processes, that constructing, marshaling, integrating, and reconfiguring resource and capabilities portfolio enables businesses to respond quickly to changing environments. Dynamic Capabilities are procedures that let a company adjust its strategy and resource allocation to attain long-term competitive advantages and higher performance and this is related to the corporate innovation and organization ambidexterity in the manufacturing firms.

Concept of Corporate Innovations

Corporate innovation refers to the strategic, well-considered developments that help businesses become fierce, long-term rivals in their marketplaces. Corporate innovation identifies solutions to new problems and creates plans for implementing those solutions. By using their marketing teams to contribute significantly to research and development and create a greater awareness of client wants and introduce customers to new products. Corporate innovation is the process by which businesses incorporate innovative prospects into their current business structures and an established business that participate in corporate innovation often has a team dedicated to these efforts. (Ku, 2022).

The concept of innovation refers to the generation of innovative ideas. Innovation is defined as "implementing novel concepts that provide value" (Linder et al., 2003). In today's corporate environment, firms rely on innovation. Both internal and external factors influence organizational innovation. Motivation, technical expertise, work experience, and creative business ideas are examples of internal factors, while the customer's needs, the supplier's information, the market opportunity, the availability and accessibility of institutional support, financial incentives, competition, etc. are examples of external factors that influence innovation.

Corporate innovation is the thoughtful promotion of eccentric thought within corporate settings to network with entrepreneurs in their sectors and identify prospective markets and joint ventures. Organizations constantly create new products or variants of existing ones to market, but growth has its own set of difficulties as large, established businesses are more prone to adopting a slow-change strategy that is difficult to execute. Instead of reinventing the wheel, they frequently build upon already existing items, while the startups with innovative ideas and financial support are able to use new technology and business models to completely disrupt the entire industries. Corporate innovation is essential because businesses hinder progress when they concentrate on making new versions of current products rather than trying to stay on the groundbreaking. This strategy has the drawback of making businesses susceptible to disruption, hence modern thinking and lean startups have the power to completely transform an industry.

The long-term success of organizations has traditionally depended heavily on innovation. This is especially true in times like the present, which is growing more dynamic and quicker because of globalization and digitalization. However, as crucial as innovations are to a company's success, their systematic creation is often difficult. This reality may be seen in many real-world instances when previously successful businesses were forced to lose their market share because of the inability to acclimatize to unstable market and competitive conditions. Different organizational conditions, which are required for the effective exploitation of existing products on the one hand and the discovery of new technologies on the other, are the root of the obstacles in the creation of innovations.

An organization that wants to grow or stay at the maximum of its market for the foreseeable future must pursue corporate innovation, as it gives businesses a forward impetus to keep up with technological advancements and upgrade procedures, products and services. Historically, businesses are established by starting with one wildly popular product and then growing from there by using research and development (R &D) teams were only interested in find ways to improving-existing business. An avalanche of disruptive businesses, however, has suddenly overturned what was once prosperous, and corporate business models need to be reconsidered and reinvented in the contemporary climate to incorporate both internally generated success and externally generated innovation (Ku, 2022). The dimensions of corporate innovation in this study are process and market innovations.

Process Innovations

Process innovation is the collection of resources, personnel, and tools utilized to create, distribute, and sustain a good or offer a service. It is the least appealing type of innovation, as business processes can be designed or enhanced in a variety of ways. Process innovation can also refer to changes in the tools and technology used in manufacturing (including the software used in product design and development (Differential, 2020). Improvements in tools, techniques, and software programs used to support the supply chain and delivery system, changes in the tools used to sell and maintain goods, as well as techniques for accounting and customer service, are all examples of process innovation.

Process innovation is essential, particularly for growing businesses in a competitive market. A business can establish a stronger market position by producing items that suit the needs of their customers and produce the best results. The primary objective of these innovations is to provide end users with customer-focused goods and services. In order to make better judgments to improve the service before introducing it into the market, Process Innovation methodologies are essential for projecting a product's future results. It enables a business to create time- and money-saving solutions. Additionally, it aids a company in resolving issues brought on by resource waste.

A new or significantly enhanced method of carrying out a task in a corporation that often results in higher output levels and lower costs is known as a "process innovation." Process innovation can take the form of new procedures or methods, new tools or software, etc. The process of developing innovative solution could be through production, delivery and supportive services processes. Production processes deals with the procedures, tools, and technologies that are used to improve manufacturing or production procedures. This includes computer software that assists in the creation and development of products as well as new machinery that improves the effectiveness or efficiency of a process.

The delivery process refers to software, tools, and techniques are all part of the delivery process innovations that support supply chain and delivery systems. The most practical advancements in this area would be barcodes, tracking systems, or shipping software, while the support services process relates to the new product development, purchasing, maintenance, and accounting that require improvement. Although, they are not just confined to production or delivery. If it is a business process, an innovative solution could be devised to enhance procedures to produce better results.

Because processes are interconnected, each process should take into account its relationships with other processes and, maintaining awareness of developments in both the internal and external business settings, good business processes must always be forward-thinking and require periodic review and revision. Company's processes should be effective and efficient to experience rapid growth as some processes cannot be significantly altered due to a lack of available technology and tools. Hence, the organizations should certify that their processes are planned to meet both current demand and future growth.

Market Innovations

Market innovations are the diversification of target markets and the methods used to serve them. It alludes to new markets as well as new distribution techniques in domestic and international markets. OECD, (2005) suggests that implementing a novel marketing strategy that involves major adjustments to product positioning, promotion, pricing, or design constitutes a marketing innovation. The goal of marketing innovations is to increase a company's sales by better meeting customer needs, expanding into new areas, or repositioning a product on the market.

The adoption of a marketing approach not previously employed by the company is what sets a marketing innovation apart from other modifications to a firm's marketing tools. It must be a component of a fresh marketing idea or plan that significantly differs from the company's current promotion strategies. The innovative company can either create the new marketing strategy from

scratch or use one that has already been used by other businesses or organizations. However, both new and current items can use fresh marketing strategies.

Marketing innovation refers to the application of fresh concepts as well as the use of new technologies. Marketing innovation is imperative as it enhances product or service. By being innovative, market expansion can reach and boost earnings. Innovation can require different shapes and affect many aspects of an organization. Innovative concepts or technology makes business distinct from the competition and resulting in more client happiness, more sales, and higher profit after making some modifications.

Concept of Organizational Ambidexterity

Organizational ambidexterity refers to discovering new possibilities and exploiting existing knowledge (Simsek et al., 2009), by achieving imperious processes skillfully in an organization (Atuahene-Gima, 2005; Brix, 2019). Organizational ambidexterity is the capability of an organization to handle today's business effectively while also being adaptable to meet shifting demand in the future. Organizational ambidexterity necessitates the employment of both exploitation and exploration approaches in order for the organization to be successful, just as being ambidextrous implies being able to utilize both the left and right hand equally.

The capacity of a company to fulfil the needs of today's business while also being adaptable to changes in the environment has been described as organizational ambidexterity Duncan, (1976). Duncan (1976) coined the phrase "organizational ambidexterity," but March (1991) is credited with expanding the idea and sparking a broader interest in it, particularly in the late 20th and early 21st centuries. An organization can become ambidextrous by striking a steadiness between exploitation and exploration, which enables it to be flexible and creative while still relying on more established, tried-and-true commercial practices. Ambidexterity is a dynamic leadership skill that involve simultaneously involves pursuance of exploration and exploitation and making orchestrated complicated trade-offs (O'Reilly III & Tushman, 2011).

Ambidextrous organizing is defined as the concurrent quest and fusion of both continuous and intermittent innovation (Tushman et al.,2002; Reilly III & Tushman,2004). If exploitation and exploration are to be balanced, "ambidextrous organizations" are required, according to Tushman and O'Reilly (1996), who state that "hosting manifold contradictory edifices, processes, and cultures results in the capacity to pursue both progressive and discontinuous innovation at the same time." The organization is used as the analytical unit in studies on "ambidextrous organizations," and ambidextrous organizing is defined as the concurrent pursuit and fusion of incremental and discontinuous innovation Tushman & Smith (2017).

In order to operate in the ambidexterity stage, a business must be capable to fully utilize its current skills while also investigating new prospects. Being ambidextrous involves finding innovative ways to balance exploration and exploitation, which enables the organization to be flexible and creative. This is because solely focusing on exploitation may not yield the best results, while pursuing exploration alone runs the risk of wasting resources on concepts that may never be developed. According to Lubatkin et al. (2006), organizational ambidexterity is the capability to take lead of current strengths while skillfully pursuing new chances.

Organizational ambidexterity is the ability of an organization to take lead of current assets and resources while looking into new opportunities to radically innovate its products or services (Birkinshaw & Gupta, 2013). Businesses are required to constantly respond quickly and flexibly to the devastating pressures from the business environment due to the impact of market globalization, technological changes, short cycles of products and services, and preference changes. Organizational ambidexterity is the dual pursuit of exploitation and exploration tasks, and it can be attained through internal and external resources that could be used sequentially or concurrently to harmonize between exploitation and exploration, as well as effective behavior that can address inconsistencies and gain a sustainable competitive advantage.

Organizations that prioritize exploitation over exploration are more likely to become stuck in a stable equilibrium and move slowly but effectively. The success of any corporate structure is largely dependent on maintaining a suitable balance between exploration and exploitation. Ambidexterity correctly asserts that an exclusive emphasis on the past and the present is insufficient. It does not provide us with the full picture and hence we need to investigate what it might be in order to have a higher chance of progressing. Adopting both an exploitation and an exploration mindset is a good idea, however, one must be cautious about what is not known,

Exploitation

Exploitation is an innovation which is primarily focused on improvement and efficiency and originates from an organization's current resources and enhances them. Most managers of firms are at ease with this form of modest innovation as it addresses topics that are familiar to them, such as enhancing already-existing items and tailoring a new product to a nearby market and it is fairly easy to solve the difficulty of exploitation because the managers are familiar with the clients and their expectations. An exploitative approach is predicated on the notion that the firm has full knowledge of both internal and external prospects.

Exploitative businesses work in established frameworks for problem-solving, where both challenges and answers are spelled out clearly and organizational attention is concentrated on utilizing existing enterprises or existing business practices, information and skills that are currently available to accomplish short-term organizational goals and market positioning (Chen, 2017). Many organizations aim for quick victories by generating steady income and profits (Govindarajan & Trimble, 2010), as expertly run businesses excel at exploitation (March, 1991). In order to enhance organizational performance, ongoing activities are optimized to increase the pressure on future performance and organizational focus is directed toward enhancing control, efficiency, and reliability in order to deliver results that are consistent and dependable.

Low levels of uncertainty and high success rates are associated with exploitation. Many firms already excel at exploitation and is what most businesses do well, since it involves assessing the past and the present and being aware of our advantages. Some would argue that the majority of what we learn in business school is about exploration frameworks, models, methodologies, and approaches, as the finest ways to approach strategy are taught, and people learn to evaluate them critically and choose the best ones, Exploitation makes us learn to recognize prior errors, realign resources, reorganize, perform requirements analysis and gap studies, and value hard facts, analyze what we see and it gives a sense of control. Businesses should never stop taking lessons from the

past. Ambidexterity's main tenet is that both exploitation and exploration are beneficial to an organization's success.

Exploration

The goal of exploration is to move forward. It is certainly difficult to predict what the future will hold, but we can take chances to explore options before charging full speed ahead, by driving with eyes on the road ahead, hence to flourish in the long run, most companies need to maintain a variety of innovation efforts. Additionally, they continuously seek for small-scale innovations that will allow them to run more effectively and provide clients with ever-increasing value.

The exploration has its roots on the notion that businesses may not yet be operating at their full potential, and need to expand their current capabilities (Wang & Chen, 2015), alter their current capabilities (Teece, 2007), or create new capabilities (Capron & Mitchell, 2009). In contrast to exploitation, exploration depletes resources quickly and yields unclear, far-off, and delayed benefits (Arend & Chen, 2012). It unlocks up novel possibilities but frequently leads in early failures and short-term performance losses. Exploration has a poor success rate and is fraught with uncertainty.

Exploration focuses on learning what is unknown (March, 1991), and looks at new ventures or company models to be fully aware of all potential chances, and to recognize and seize new opportunities (Teece, 2007). Every organization is unique, with special methods of exploring the future. Some businesses will have divisions for each, while others will take an entirely different approach to exploration by becoming flatter and more open. Exploration involves stepping outside the comfort zone to consider new markets, goods, and business strategies and explore unfamiliar areas. Ambidexterity will always be more successful if it is a part of the organizational culture, regardless of the situation.

Empirical Review

Okwu, & Chizoba. (2022) studied “Community of innovation and organizational ambidexterity In Rivers State-Owned Public Institutions. The main aim of this study is to examine the connection between organizational ambidexterity (OA) and the community of innovation (COI) in Nigeria's Rivers state-owned public institutions. The research design employed was survey-based. The directors and senior staff from the various ministries, departments, and agencies (MDA) in Rivers state-owned public institutions provided well-structured copies of the questionnaire, which was used to create the data. The quantitative way of analysis is the main focus of the methodology. The obtained data was examined using Pearson's correlation coefficient to determine the tie between the two variables. The results showed that COI, exploitation, exploration, and OA have a positive and substantial association. Based on this, the study suggests using COI, OA is required, and exploitation and exploration are complementary in their nature.

Anekwe et al., (2020) studied “Ambidexterity and Organizational Performance of Manufacturing Firms in Enugu State, Nigeria”. The study focused on the relationship between inventive

ambidexterity and market share as well as the influence of contextual ambidexterity on competitive advantage while examining the impact of ambidexterity on organizational performance of manufacturing enterprises. It decided to use the dynamic capability theory put forth by Teece, Pisano, and Shuen in 1997. The research design was a correlation survey. 386 people participated in the study. The Taro Yamane formula was used to determine the sample size of 196. To test the hypotheses, the Pearson product-moment correlation coefficient was used. According to the study, inventive ambidexterity and market share significantly correlate favorably (correlation coefficient =.914, N 189, P 0.01). Additionally, it was discovered that contextual ambidexterity and competitive advantage have a highly significant positive link (correlation coefficient =.820, N 189, P 0.01). According to the study's findings, an ambidextrous company is able to maximize its performance and competitiveness by utilizing both its current skills and potential new prospects. It suggests that an organization engage in exploration and exploitation operations in order to improve business innovation, get a significant market share, and ensure its long-term existence.

Dwikat, et al., (2022) studied “The Influence of Systematic Strategic Planning and Strategic Business Innovation on the Sustainable Performance of Manufacturing SMEs: The Case of Palestine. Sustainability”. This study investigates the impact of systematic strategic planning (SSP) and strategic business innovation (SBI) on the sustainable performance (SP) of Palestinian manufacturing SMEs using the Rational Business View (RBV) theory and sustainable performance literature. 245 valid surveys have been subjected to partial least squares structural equation modeling for analysis using Smart PLS 3.0 software based on a sample of 377 manufacturing SMEs in Palestine. The findings demonstrate that a number of variables can improve the sustainability performance of manufacturing SMEs, including the adoption of a national policy to support the notion of sustainability. However, applying appropriate systematic strategic planning (SSP) and strategic business innovation (SBI) at the firm level in manufacturing SMEs has a favorable impact on and improves the long-term performance of those businesses. The contribution of this study to the literature increases our understanding of sustainable performance in manufacturing SMEs in emerging nations with unstable political and economic environments. As a result, the research's findings show how (SSP) and (SBI) are essential management tools for companies that operate in a highly competitive and chaotic environment.

Methodology

The cross-sectional survey was utilized to achieve the earlier stated objectives, owing that the variables were not within the researcher control and the study aim at generating unknown fact without wilfully influencing of the variables. The population comprises 215 managers and supervisors from 15 selected manufacturing firms in Rivers State. The study was a census study, hence the structured questionnaire was distributed to the 215 managers and supervisors. The independent variable (Corporate innovation) was operationalized in process and market innovation. Each construct was measured with 5 items. The Cronbach alpha was utilized to determine the reliability for the dimensions and the Cronbach alpha result for the dimensions are 0.822, 0.815, respectively. The dependent variable (organizational ambidexterity) was measured with 2 items, namely exploitation and exploration. The reliability of the items for organizational ambidexterity gave a Cronbach value of 0.824 and 785. Items were rated on a 4-point Likert scale

from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The spearman rank order correlation coefficient was used in analyzing the earlier state hypotheses.

RESULT

Out of the 215-questionnaire distributed, only 185(84.9%) copies were returned. The hypotheses test is undertaken at a 95% confidence interval and the decision Rule is stated below.

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1: Relationship between Process Innovation and Exploitation

Correlations				
			Process Innovation	Exploitation
Spearman's rho	Process Innovation	Correlation Coefficient	1.000	.774**
		Sig. (2-tailed)		.000
		N	185	185
	Exploitation	Correlation Coefficient	.774**	1.000
		Sig. (2-tailed)	.000	
		N	185	185

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

The outcome of the data analysis in table 1 shows a substantial relationship between process innovation and exploitation with $P < 0.05$ ($0.000 < 0.05$) and the $\rho = 0.774$.

Table 2: Relationship between Process Innovation and Exploration

Correlations				
			Process Innovation	Exploration
Spearman's rho	Process Innovation	Correlation Coefficient	1.000	.824**
		Sig. (2-tailed)		.000
		N	185	185
	Exploration	Correlation Coefficient	.824**	1.000
		Sig. (2-tailed)	.000	
		N	185	185

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

The table 2 analysis depicts that process innovation has a significant relationship with exploration with P-value of .000, which is lower than .05 ($0.000 < 0.05$) and strong positive rho value of 0.824.

Table 3: Relationship between Market Innovation and Exploitation

Correlations				
			Market Innovation	Exploitation
Spearman's rho	Market Innovation	Correlation Coefficient	1.000	.685**
		Sig. (2-tailed)		.000
		N	185	185
	Exploitation	Correlation Coefficient	.685**	1.000
		Sig. (2-tailed)	.000	
		N	185	185

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

Analysis in table 3 shows a linear correction between Market Innovation and Exploitation, with the P-value of .000 and a rho. Value of .685

Table 4: Relationship between Market Innovation and Exploration

Correlations				
			Market Innovation	Exploration
Spearman's rho	Market Innovation	Correlation Coefficient	1.000	.725**
		Sig. (2-tailed)		.000
		N	185	185
	Exploration	Correlation Coefficient	.725**	1.000
		Sig. (2-tailed)	.000	
		N	185	185

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

Table 4 analysis outcome displayed a substantial link amongst market innovation and exploration with P-value of .000 which is lower than .05 ($0.000 < 0.05$) and strong positive rho value of 0.725.

Discussion of Findings

From the data analysis above, corporate innovation in terms of process innovation and market innovation has an association with organizational ambidexterity. The discussions of each hypothesis are specified below.

Process Innovation and Exploitation

The results of the data analysis showed a strong relationship between process innovation and exploitation. This means that an ambidextrous business that employs exploitation will enhance its innovative processes through the application of minor or incremental improvements or investments to goods and services in an already-in place production process, which will ensure low levels of uncertainty and high success rates. The P-value of 0.000 demonstrates the relationship between process innovation and exploitation, and the rho value of 0.774 demonstrates the strong positive connection between the variables. This result is consistent with that of Okwu, & Chizoba (2022), whose findings showed a substantial relationship between organizational ambidexterity and the community of innovation.

Process Innovation and Exploration

The bivariate hypotheses 2 (HO2) analysis showed a substantial and significant correlation between process innovation and exploration. Process innovation and exploration are related, as indicated by the P-value of 0.000, and the rho value of 0.824 demonstrates the strong positive link between the two. Exploratory innovation activities develop and implement a brand-new manufacturing method that is novel to the industry in order to enhance the organization's inventive operations. The results support those of Anekwe et al., (2020)'s investigation on "Ambidexterity and Organizational Performance," which found a significant relationship between the two.

Market Innovation and Exploitation

The results in table 3 revealed that market innovation relates significantly with exploitation. The exploitative markets innovation is related to the improvements and refinements of existing products and incremental technology changes to the firm's current products through targeting existing markets. The correlation among the variables signifies that, an ambidextrous organization can increase their market innovation by making small, incremental changes to an already established market process, where low levels of uncertainty are guaranteed and high success rates can be attained. The P-value of 0.000 shows that process innovation relates to exploitation, while the rho value of 0.774 shows a high positive correlational value among the variables. This result is consistent with that of Dwikat et al. (2022), whose research showed that strategic business innovation (SBI) has a positive effect on and enhances long-term performance in businesses.

Market Innovation and Exploration

The analysis presented in table 4 revealed that market innovation relates significantly with exploration. The P-value of 0.000 shows that market innovation relates to exploration, while the rho value of 0.725 shows a high positive correlational value among the variables. This denotes that an ambidextrous organization that uses exploration will improve their market innovation by adopting an entirely new market penetration strategy for greater market share. This finding

agrees with that of Vila et al., (2015) that marketing managers must emphasize ambidextrous marketing strategy in emerging markets.

Conclusion and Recommendations

The study examines corporate innovation organizational ambidexterity of manufacturing firms in Rivers State. The study revealed a significant positive relationship between corporate innovation and organizational ambidexterity. Organizations that are ambidextrous are better able to manage their resources and position themselves to take advantage of business environment opportunities. The organization's success depends on its capacity to maximize its existing capabilities while concurrently investigating key new competencies. Drawing from the findings, the following recommendations are proffered;

1. Organization should ensure continuous innovation as such will help boost their ambidexterity.
2. The firms should take advantage of its current strengths and opportunities to improve its processes and markets innovation as such will enhance their exploration ability.
3. Manager should ensure market innovation in order to enhance the firm's exploration and exploitation level.
4. Mmanagers should explore potential future prospects and use existing organizational skills so as to enhance the firms ambidexterity.

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