

# Corporate Innovativeness and Organisational Responsiveness of Manufacturing Firms in Rivers State

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**Abstract:** *The survey study examines corporate innovativeness and organisational responsiveness of manufacturing firms in Rivers State. The population comprise 145 managers and supervisors of manufacturing firms in Rivers State. The study was a census study. The descriptive and inferential statistics was employed to analyses the data and spearman's correlation coefficient was employed in testing the bivariate hypotheses - in order to ascertain the relationship between the dimensions of corporate innovativeness and the measures of organisational responsiveness. The finding reveals a correlation between corporate innovativeness dimension and the measure of organisational responsiveness. The study conclude that that corporate innovativeness relates with organisational responsiveness. The study recommends that fostering a culture of adaptability and agility, can help enhance a manufacturing firm's dynamic capabilities in its product and process innovativeness.*

**Keywords:** *Corporate Innovativeness, Organisational Responsive, Product Innovativeness and Adaptability.*

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## INTRODUCTION

The paradigm of success for manufacturing organisations has grown beyond the confines of traditional efficiency and productivity in the changing terrain of modern business. Today's competitive advantage pulse is synchronised with the twin engines of business innovation and organisational responsiveness. This dynamic pair not only propels businesses towards long-term success, but also equips them to navigate the never-ending waves of technology disruption and market uncertainty. Successful businesses all have established routines for carrying out tasks, which are frequently taken for granted during times of peace, but which frequently fall apart

when a business faces significant uncertainty or must act quickly in a crisis (Suarez, & Montes, 2020).

Businesses must be able to respond quickly to the changing business environment in order to experiment and learn what works under different conditions. They must then use this knowledge to modify their internal business processes to better fit the new conditions. According to Andersen, Torp & Linder (2019), the emerging environmental context is marked by business activities that are becoming more specialised but also interconnected and co-evolving. Corporate response capabilities must meet the need for required variety among available solutions, which may require delegation of authority to give more autonomy to experiment with new ventures throughout the organisation in search of better future solutions. A company's ability to quickly adjust and steer its path in reaction to changes in the market, customer needs, and emerging trends is ensured by organisational responsiveness, which serves as the rudder. The ability to adjust, improve, and customise operations in today's hyperconnected environment is not just a competitive advantage; it is a strategic need. In addition to anticipating change, an agile and responsive organisation embraces it, using every disturbance as a springboard for expansion.

The existing strategy literature is aware of the importance of responsiveness and offers both anecdotal and empirical evidence to support it. However, there is also an understanding that for strategy-making processes to be successful, rational, forward-looking analyses must provide guidance. This realisation reveals what at first glance appear to be incongruous requirements for decentralised exploratory responses and central analytical planning processes. Although there is no conclusive data regarding how precisely this interaction should be carried out to be effective and achieve a sustained adaptation of the approach, it is apparent that these competing perspectives must interact continuously in order to be reconciled (Andersen, Torp, & Linder, 2019). The performance of a company depends on its ability to be innovative and responsive (Cadogan 2012; Dong et al. 2013; Sorensen, 2009).

Corporate innovation serves as the compass that points manufacturing companies in the direction of frontier technology, fresh business models, and game-changing initiatives. By enabling organisations to forge new paths, confront the current quo, and establish industry standards, it feeds the progress engine. Since the environment is uncontrollable, organisations must quickly adapt by changing their organisational characteristics, structures, and processes (Subramanian, & Nilakanta, 1996; Lawrence & Lorsch, 1967). Innovation adoption is an organization's response to external environmental changes. Manufacturing behemoths can put themselves at the forefront of industry innovation by promoting a culture of imagination, experimentation, and cross-functional cooperation.

This symbiotic relationship between corporate innovativeness and organizational responsiveness creates a powerful engine that propels manufacturing firms into a future where agility and adaptability are the bedrock of success. The concept of responsiveness and corporate innovativeness respectively has been widely discussed, yet so far most of this discussion has remained qualitative in nature (Holweg, 2005; Suarez, & Montes, 2020, et al., 2019). But a dearth of empirical research on corporate innovativeness and responsiveness of manufacturing firms in Rivers State motivates this study. This study will bridge the gap in study and delve into the intricacies of these two pivotal elements, exploring their synergistic impact on the manufacturing

sector. Through case studies, best practices, and strategic insights, the study illuminates the path for firms seeking to not only survive but thrive in an era defined by rapid technological evolution and ever-evolving customer expectations. Together, corporate innovativeness and organizational responsiveness form the cornerstone of a resilient, forward-looking manufacturing enterprise poised to shape the industries of tomorrow. The report clarifies the road for businesses aiming to not just survive but thrive in an era marked by rapid technology change and ever-evolving customer expectations through case studies, best practices, and strategic insights. A robust, forward-looking manufacturing firm built on corporate innovation and organisational flexibility is well-positioned to influence sectors of the future.

## **STATEMENT OF PROBLEM**

While corporate innovativeness and organizational responsiveness are critical for the success of manufacturing firms, they are not without their challenges. It can be challenging to introduce new innovative ideas or to react swiftly to market changes in manufacturing organisations since they frequently have established processes and systems that have been in place for a long time. This resistance to change might result from these factors (Salman & Broten, 2017; Kotter, 2007). The problem of focusing on short-term profitability can sometimes overshadow long-term investments in innovation and responsiveness, which can lead to missed opportunities for sustainable growth and adaptability (Daniela, 2014; Porter, 1985). Some manufacturing firms may allocate limited resources to research and development, impeding their ability to generate innovative ideas or adopt cutting-edge technologies. Operating in silos and lacking cross-functional collaboration, market volatility, uncertainty, regulatory and compliance challenges, customer expectations and changing demands, and resource constraints are additional issues that limit the innovativeness and responsiveness of manufacturing firms (Helmold & Helmold, 2021; Pisano, 2006; Pisano, Sadun, & Zanini, 2020). This may make it more difficult to innovate or react swiftly to changes in the market. Older manufacturing companies may have legacy systems and technology infrastructure that can be expensive and difficult to update, which can impede the integration of new technologies and agile practices. Talent acquisition and retention in emerging technologies and innovative practices can also be a challenge. To overcome these obstacles, a deliberate, all-encompassing approach must be used, one that prioritises cultural change, resource allocation, and a dedication to ongoing development. It also calls for a forward-thinking leadership group that values creativity and adaptability as crucial building blocks of the organization's success.

## **AIM AND OBJECTIVES OF THE STUDY**

The study examines the corporate innovativeness and organisation's responsiveness of manufacturing firms in Rivers State. Specifically, it examines the connection between:

1. Product innovativeness and adaptability of manufacturing firms in Rivers State.
2. Product innovativeness and agility of manufacturing firms in Rivers State.
3. Process innovativeness change and adaptability of manufacturing firms in Rivers State.
4. Process innovativeness change and agility of manufacturing firms in Rivers State.

## **RESEARCH QUESTIONS**

1. What is the relationship between product innovativeness and adaptability of manufacturing firms in Rivers State?
2. What is the connection between product innovativeness and agility of manufacturing firms in Rivers State?
3. What is the association between process innovativeness change and adaptability of manufacturing firms in Rivers State?
4. What is the bond between process innovativeness change and agility of manufacturing firms in Rivers State?

## **RESEARCH HYPOTHESES**

Ho<sub>1</sub>: There is no significant relationship between product innovativeness and adaptability of manufacturing firms in Rivers State.

Ho<sub>2</sub>: There is no significant relationship between the product innovativeness and agility of manufacturing firms in Rivers State.

Ho<sub>3</sub>: There is no significant relationship between Process innovativeness change and adaptability of manufacturing firms in Rivers State.

Ho<sub>4</sub>: There is no significant relationship between Process innovativeness change and agility of manufacturing firms in Rivers State.

### Conceptual Framework

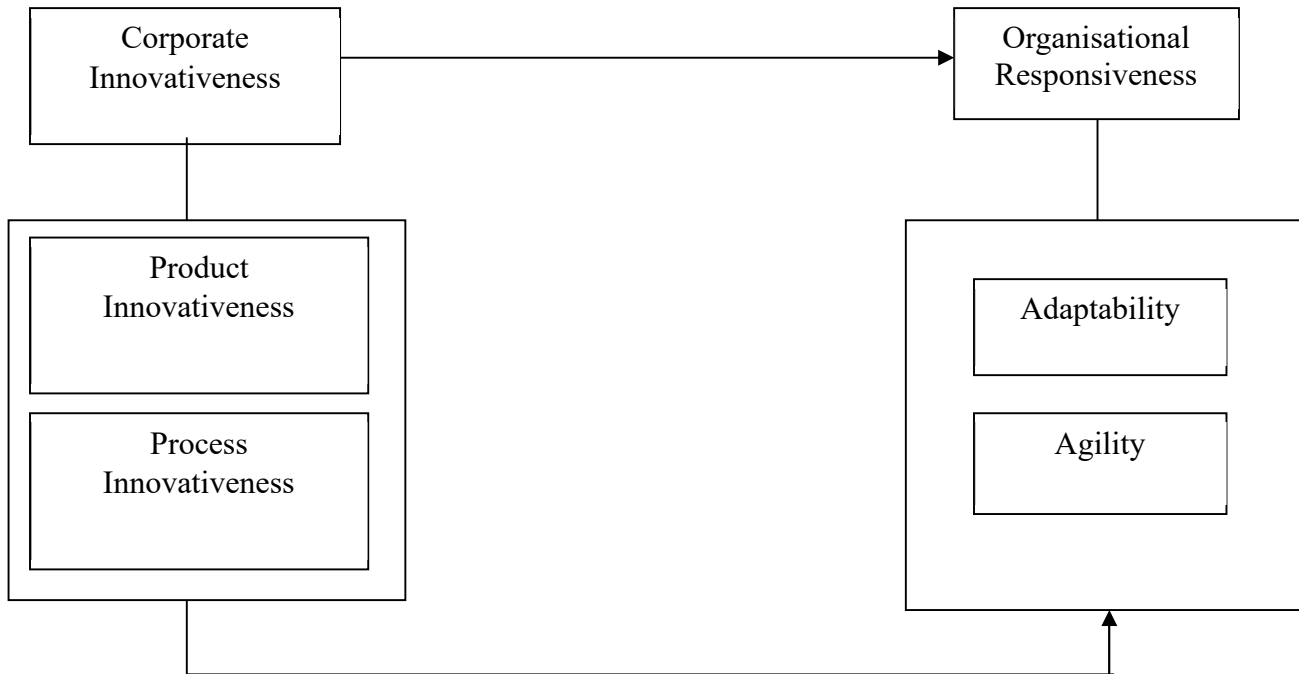


Fig 1: Conceptual framework of Corporate innovativeness and organisational responsiveness of manufacturing firms in Rivers State.

### Dynamic Capabilities Theory

According to the Dynamic Capabilities Theory, a company's ability to innovate, adapt, and respond to environmental changes is a key factor in determining its competitive advantage and long-term success. In the 1990s, David J. Teece and his associates made the initial presentation of it. This theory identifies three essential dynamic qualities. The ability of the company to recognise and comprehend changes in the external environment, such as market trends, consumer preferences, technical breakthroughs, and competition actions, is referred to as sensing capability. Strong sensing skills enable manufacturing companies to gather information and comprehend the effects of external changes. The ability of the business to seize emerging opportunities and trends discovered through sensing is known as seizing capability. This capability includes making strategic decisions, allocating resources, and mobilizing assets to capitalize on emerging opportunities. In manufacturing, this might involve reconfiguring production processes, developing new products, or entering new markets.

The term "reconfiguring capabilities" refers to a company's capacity to adjust its internal resource allocation and structure in response to changes in the external environment. To correspond with new strategic aims, this may entail altering organisational structures, distributing resources, or reassigning staff. The dynamic capacities hypothesis is particularly applicable to manufacturing companies because of how quickly the sector is evolving. A high level of reactivity and adaptability is required due to technological improvements, changes in client needs, and dynamics of the worldwide market. Businesses with strong sensing, seizing, and reconfiguration capabilities are

more likely to innovate, maintain their competitiveness, and maintain their performance over time.

## **CORPORATE INNOVATIVENESS**

Innovativeness refers to a company's market-driving and entrepreneurial activities to outperform rivals, such as through introducing innovations and developing and entering new markets (Teece 1986). Innovativeness can be characterised in the context of an organisation as the innovative culture that encourages employees to consider novel ideas and come up with creative solutions to problems (Chatman and Cha, 2003). The capacity for innovation is viewed as a crucial component of an organization's performance and long-term viability (Rhee et al., 2010; Rubera and Kirca, 2012). The operational definition of organisational innovativeness is the number of innovations that an organisation has adopted (Avlonitis et al., 1994; Garcia and Calantone, 2002). The term "corporate innovativeness" describes a company's capacity and openness to develop and adopt novel concepts, goods, services, procedures, or business models. It includes a variety of initiatives and tactics meant to promote innovation, experimentation, and adaptability inside a company.

The culture of innovation, research and development (R&D), improving continuous learning and development, conducting market research and customer feedback, cross-functional collaboration, adaptability and flexibility, resource allocation, innovation metrics and KPIs, and intellectual property protection are the key components of corporate innovativeness. Making an environment where staff members feel empowered and encouraged to come up with and explore new ideas is part of cultivating an innovative culture. It frequently entails encouraging a culture of inquiry, taking chances, and open dialogue. R&D spending is a typical strategy to promote innovation. Allocating resources to research and develop novel technology, goods, and processes constitutes innovation. To assure the development of a competitive advantage, innovativeness must be linked with resource arrangements (Jantunen et al. 2005). It's crucial to devote resources (both financial and human) to innovation efforts. This could entail allocating funds for R&D, setting up innovation centres, or giving awards for internal initiatives. Maintaining a competitive edge in the market may also depend on protecting intellectual property through patents, trademarks, and copyrights.

Implementing new company strategies is the process of organisational innovation. In general, innovativeness is used to describe the organisational culture (Hurley et al., 2005) or to define a particular innovation, as well as its influence and importance (Kleinschmidt and Cooper, 1991; Brockman and Morgan, 2003). The importance of innovation from a strategic standpoint in acquiring a competitive edge and adding value has been emphasised by a number of academics (Franko, 1989). Being innovative can be seen as one of the key elements in developing strategies for entering new markets, increasing current market share, and acquiring a competitive edge. Finding chances for innovation depends on having a solid understanding of market trends and paying attention to client feedback. The creation of goods or services that cater to changing consumer wants can be guided by this knowledge. Innovation entails some risk because not all

concepts will be fruitful. A key component of organisational innovation is the ability to take calculated risks and learn from setbacks.

According to studies, innovativeness has been identified as a critical factor in assessing organisational performance (Calantone et al., 2002; Lee and Tsai, 2005; Hughes and Morgan, 2007) as well as a critical factor in enhancing the profitability and expansion of contemporary business firms (Wuyts et al., 2004; Tajeddini, 2009). Innovative businesses are better at developing new possibilities and taking advantage of current ones because they are more adaptable and can handle changes and problems with ease (Drucker, 1985). It is essential to establish precise measurements and key performance indicators (KPIs) to assess how well innovation efforts are working. This facilitates monitoring results and guarantees that innovation is a top strategic focus.

Increase in innovativeness helps the organizations by evolving new competencies that allows to accomplish and sustain improved performance in today's multifaceted, competitive and constantly fluctuating environment (Cepeda-Carrion et al., 2012; Wang and Wang, 2012). Organization's innovative behaviour has an imperative role in enhancing the performance of the organization, maintaining reputation and also increasing the competition level in the marketplace. In the current times, organizations are upgrading their competitive position and embracing innovation for surviving and succeeding in a competitive environment (Baumol, 2002). Low performing organizations are less likely to attract new clients and can also destroy the trust of present customers associated with the organization (Alosani et al. 2019).

Therefore, there is a strong need to investigate the contribution of organisational innovativeness in terms of product, process, marketing, and behavioural innovation towards the performance of the organisation in the current times of rapid and continuous environmental changes; and intense competition. To stay ahead in a market that is continually changing, it is essential to have the flexibility to quickly adjust to changes in the business environment. Being adaptable to changing tactics or accepting emerging technologies may be necessary for this.

Therefore, in the current era of quick and continuous environmental changes, fierce competition, and organisational performance, there is a strong need to investigate the contribution of organisational innovativeness in terms of product, process, marketing, and behavioural innovation. The ability to quickly adapt to changes in the corporate environment is crucial for staying ahead in a market that is constantly evolving. For this, it might be required to be flexible with regards to adopting new technology or altering strategies.

### **Product Innovativeness**

According to Saxena, Arora, Thakur & Senthil (2022), the introduction of new or improved products to the market is known as product innovation. The improvements might be made to the products' technical specifications, composition, or other functions. This kind of innovation is mostly concerned with variations in client needs or a rise in the level of competition. Innovative product and service development and marketing contribute to improved organisational success. A company's ability to innovate is a key factor in determining its long-term success (Baker &



Sinkula, 2002),. Such creative businesses can quickly take the initiative to seize market possibilities, which enhances organisational performance (Srinivasan et al., 2009).

### **Process Innovativeness**

Implementing new or enhanced production techniques, adjustments to technique, tools, or software is known as process innovation (Saxena, Arora, & Thakur, 2022; Senthil, 2022). Process innovation is intended to provide new or improved goods of higher quality while reducing manufacturing costs. The technical process approach is similar to early industrial engineering thinking's standard, linear production process strategy. The firm's technology and R&D objectives are what motivate this strategy. This method describes how innovation develops through many stages by viewing it as a series of actions that occur sequentially but are distinct from the firm's usual operations (Booz, Allen, and Hamilton, 1982; Cooper, 1992; Marquis, 1969). This method views innovation as a systematic, normative process that includes the following steps: developing an innovation strategy, coming up with ideas, vetting and evaluating them, testing concepts, developing new products, testing those products, and commercialising them.

### **ORGANISATIONAL RESPONSIVENESS**

Responsiveness is a market-driven firm behaviour (Kirca et al. 2005; Leonidou and Katsikeas 2003). The ability of an organisation to adapt, adjust, and successfully respond to changes, difficulties, and opportunities in its surroundings is referred to as organisational responsiveness. This may be relevant to a number of things, including as changes in the market, advances in technology, client expectations, adjustments in the law, and more. Continual attention and effort are needed to maintain the dynamic nature of organisational responsiveness. It involves being proactive rather than reactive and ready to take advantage of opportunities and conquer obstacles as they present themselves.

A company's responsiveness is defined as its capacity to recognise and successfully respond to ongoing changes in their sector and in the preferences of its consumers. Organisations that are responsive are better able to manage disruption and reliably satisfy client expectations. 2016 (Appcentrica). Adaptability, sensitivity to consumer demands, inventiveness, effective communication, agility, resource allocation, risk management, monitoring and feedback loops, cultural considerations, strategic planning, and a clear vision are important components of organisational responsiveness. Being able to adjust strategies, processes, and organisational structures in response to changing conditions is essential for an organisation to be adaptable and open to change. Understanding and quickly satisfying consumer needs is also essential for an organisation to remain competitive. This entails paying close attention to client input and applying it to the development of goods and services.

Effective resource management, including the use of human, financial, and technology resources, is necessary for responsiveness. This entails prompt resource deployment where it is most necessary. A company needs to be able to innovate, whether it's with regards to business models, operations, goods, or services. They may gain a competitive advantage and maintain their relevance by doing this. The organisation needs to be nimble, which includes how quickly it can adapt to changes. Agility is a result of swift decision-making, simplified procedures, and little



bureaucracy. An organisation doesn't react to every market change that is noticed because there is a high risk associated with innovation and resources are needed for responsiveness; instead, organisational responsiveness is facilitated by mental models about how decisions should be made (Chattopadhyay, Glick, & Huber, 2001; White et al., 2003).

Being responsive also means having a system in place to identify and mitigate risks. This includes having contingency plans in case of unexpected events and continuously monitoring performance metrics and seeking feedback from various stakeholders helps in identifying areas that need improvement and making necessary adjustments. Thus, managerial cognition and behaviour connect a firm's actions to a changing environment by affecting what is observed, how this information is understood, and the rationale behind certain decisions (Kaplan 2008). Responsiveness is greatly influenced by organisational culture. Response rates are higher in a culture that values candid communication, flexibility, and a desire to learn and advance. Quick decision-making and information dissemination depend on efficient communication systems. This covers both internal and external communication between coworkers and with customers, partners, and stakeholders. A roadmap for how the organisation will react to diverse events is provided by having a clear strategic strategy and vision.

### **Adaptability**

The ability of a person, organism, organisation, or system to modify itself in response to novel circumstances or surroundings is referred to as adaptability. It is the ability to thrive and perform well in circumstances that are dissimilar from those to which one is used. The ability to modify one's thoughts and behaviours in order to appropriately respond to uncertainty, new information, or altered circumstances is referred to as adaptability (Martin et al., 2013). Adaptability is highly recognised in the workplace. It enables people to assume new jobs, pick up new skills, and efficiently adapt to shifting industry trends and employment requirements. Cognitive, behavioural, and emotional changes are all included in the concept of adaptability (Martin et al., 2015).

Adaptability is described as "the capacity to make appropriate responses to changed or changing situations; the ability to modify or adjust one's behaviour in meeting different circumstances or different people" (American Psychological Association, 2023). A person's ability to adapt is crucial for their psychological well-being, social success, academic success, and professional success. Key characteristics of adaptable people include the ability to think and act quickly under pressure and to modify deadlines, expectations, and outcomes as necessary when circumstances change (National Institutes for Health, 2023). According to Martin et al. (2012, 2013), adaptability refers to reactions to novelty, change, and uncertainty that can be either good or negative in character. Adaptability is essential for keeping up with developments and remaining competitive in industries that are fast expanding.

The organisation as a whole need to adopt an adaptable mindset. Being includes being prepared to leave one's comfort zone and open oneself up to novel experiences. Flexibility can result in personal development. According to Tillson et al. (2005) and Heifetz, Grashow, and Linsky (2009), organisational flexibility is about establishing expectations for both individuals and the organisation to change in response to the environment's constant change.

The organisational leader must establish the culture and mindset necessary to support ambidextrous organisations. In a volatile, uncertain, complex, and ambiguous world, an ambidextrous organisation can accomplish the goals of today while also anticipating the issues of tomorrow. The complexity of today and the uncertainty of the future will favour organisations that can successfully carry out both of these ostensibly incompatible duties (Battilana & Casciaro, 2012; Harvard Business School, 2003). A vital quality that enables people and things to flourish in dynamic and constantly changing surroundings is adaptability. It empowers them to thrive in the face of difficulties and uncertainty rather than just surviving.

### **Agility**

One of the ideas that has gained the most traction recently is the idea of being an agile organisation to deal with unpredictability and an unpredictable environment (Sherehiy & Karwowski, 2014). By implementing an agile strategy, agile practises, and an agile attitude among its executives and staff, businesses want to promote speed, adaptability, and creativity. The capacity to move fast and easily is referred to as agility. It can mean slightly different things in different contexts: Agility, in the physical sense, is the capacity to move one's body swiftly, easily, and with balance. In athletics, dance, martial arts, and other physical pursuits, this is frequently crucial. The ability to think rapidly, make judgements swiftly, and adjust to new or changing circumstances is referred to as agility. It frequently calls for abilities like creativity, problem-solving, and critical thinking.

Any circumstance in which the word "agile" is used suggests the ability to move, adapt, or react swiftly and efficiently in a dynamic or changing environment. It's a desirable quality in a variety of spheres of life, from business and athletics to problem-solving and personal growth. Agility in the business world refers to an organization's capacity to quickly and successfully respond to changing conditions. This may entail the capacity to adapt to changes in the market, clientele, and technical developments. It frequently calls for adaptability, creativity, and responsiveness. According to Sherehiy and Karwowski (2014), Winby and Worley (2014), Zhang and Sharifi (2000), agile organisations can quickly adapt to changes in internal or external business environments. According to Sherehiy and Karwowski (2014), Winby and Worley (2014), Zhang and Sharifi (2000), agile organisations can quickly adapt to changes in internal or external business environments. The ability to respond pro-actively and anticipate change, as well as the ability to take advantage of change as an opportunity, are all characteristics of agile organisations (Sherehiy & Karwowski, 2014; Zhang & Sharifi, 2000).

### **EMPERICAL REVIEW**

The effect of innovation on organisational performance is examined by Saxena et al. in 2022. The Information Technology (IT) sector of India's Northern region was the focus of the research. Application of Partial Least Square Structural Equation Modelling 3.0 (PLSSEM) and the Statistical Package for Social Sciences (SPSS) was used to analyse a sample of 420 employees working in the Northern region. Finding the organisational innovativeness dimensions that have an impact on organisational success is the main goal of the current study. The results showed that while

behavioural innovativeness has a negligible effect on performance, innovativeness in terms of products, processes, and marketing has a large and beneficial impact on organisational success.

The linkages between a firm's capacity for innovation, its organisational traits, and its operational effectiveness are examined by Subramanian & Nilakanta (1996). The findings of this study demonstrate that organisational variables, organisational inventiveness, and organisational success do indeed have meaningful correlations. But because these connections are intricate, they can only be found if innovativeness is assessed as a multidimensional entity. Technical and administrative innovativeness are two forms of organisational innovativeness that were explored in this study. Each organisational component had significantly distinct influence on each of these dimensions. Additionally, the outcomes demonstrate that innovation does enhance organisational performance. However, each of the two dimensions of innovativeness has a different impact on the success of the organisation.

Pehrsson (2019) looks at connections between the observable factors and the success of wholly owned subsidiaries and cooperative ventures in international markets. According to the findings, responsiveness and innovation have a direct correlation with how well the overseas unit performed. Innovativeness is less effective when institutional barriers are higher, however full ownership enhances the favourable association between responsiveness and innovation.

Martin et al. (2015) investigate control and adaptation as factors lowering failure dynamics. The focus of the current study is a mediation model in which it is hypothesised that adaptation will increase control and that control will lessen failure dynamics (anxiety, performance avoidance, self-handicapping, and disengagement). The study's primary focus was on N = 969 Australian high school students' longitudinal data. With structural equation modelling, mediation was explored using a bootstrapping method. The results demonstrated that control strongly mediated the link between adaptability and failure dynamics, with control positively predicting adaptability and control being related with lessened failure dynamics.

## **METHODOLOGY**

The researcher adopted cross sectional survey, a quasi-experimental design in this study. 145 managers and supervisors of manufacturing firms in Rivers State constitute the population of the study. The study was a census study. The descriptive and inferential statistics was employed to analyses the data for this study. and spearman's correlation coefficient was employed in testing the bivariate hypotheses - in order to ascertain the relationship between the dimensions of corporate innovativeness and the measures of organisational responsiveness. Each concept was assessed using five items. The Cronbach alpha was used to determine the variable's dependability. The questionnaire items were graded on a 4-point Likert scale, with 1 indicating severe disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement.

## RESULT

145 questionnaires were distributed, but only manufacturing (80.7%) copies were returned and constitute the valid questionnaire. 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: Correlations between product innovativeness and measures of organisational responsiveness**

			Product Innovativeness	Adaptability	Agility
Spearman's rho	Product Innovativeness	Correlation Coefficient	1.000	.814**	.809*
		Sig. (2-tailed)	.	.000	.000
		N	117	117	117
	Adaptability	Correlation Coefficient	.814**	1.000	.712**
		Sig. (2-tailed)	.000	.	.000
		N	117	117	117
	Agility	Correlation Coefficient	.809*	.712**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	117	117	117

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

**Source: SPSS Output, 2023.**

**Product Innovativeness and Adaptability:** In column five of Table 1, the rho value of 0.814\*\* at a significance level of 0.000 is less than the alpha level of 0.05. Therefore, the null hypothesis ( $H_{01}$ ) is rejected, and the alternate hypothesis ( $H_{a1}$ ) is accepted. This proposes that Product innovativeness and adaptability have a significant positive relationship.

**Product Innovativeness and Agility:** The rho value in column six of Table 1 above is 0.809\* at a significance level of 0.000, is less than the alpha level of 0.05 used for Product Innovativeness and agility. The null hypothesis ( $H_{02}$ ), which states that there is no significant relationship between product innovativeness and agility, is rejected because the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This suggests that there is a strong positive relationship between product innovativeness and agility.

**Table 2: Correlations between process innovativeness and the measures of organisational responsiveness**

			Process Innovativeness	Adaptability	Agility
Spearman's rho	Process Innovativeness	Correlation Coefficient	1.000	.779**	.785**
		Sig. (2-tailed)	.	.000	.000
		N	117	117	117
	Adaptability	Correlation Coefficient	.779**	1.000	.695**
		Sig. (2-tailed)	.000	.	.000
		N	117	117	117
	Agility	Correlation Coefficient	.785**	.695**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	117	117	117

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

**Source: SPSS Output, 2023.**

**Process Innovativeness and Adaptability:** The rho value in Column 5 of Table 2 is 0.779\*\* at a significance level of 0.000, which is less than the alpha level of 0.05. The null hypothesis ( $H_{03}$ ) is rejected, while the alternate hypothesis ( $H_{a3}$ ) is accepted. This advocates that process innovativeness has a strong positive relationship with adaptability. This agrees with the findings of Saxena, et.al., (2022) that product, process and marketing innovativeness have a significant and positive impact on organizational performance

**Process Innovativeness and Agility:** The rho value of 0.785\*\* at a significance level of 0.000 in column six of Table 2 above is less than the alpha level of 0.05 for the hypothesis relating to process innovativeness and Agility. The null hypothesis ( $H_{04}$ ), which claims that there is no significant association between process innovativeness and agility, is rejected because the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This implies that process innovativeness and agility have a highly significant positive relationship.

## DISCUSSION OF FINDINGS

According to the statistics above, corporate innovativeness in terms of product innovativeness and process innovativeness has a relationship with organisational responsiveness. Each hypothesis is discussed in detail below.

### Product Innovativeness and Adaptability

The results of the data analysis in Table 1 showed a strong relationship between product innovativeness and adaptability. The P-value of 0.000 demonstrates a strong positive relationship

existence between product innovativeness and adaptability, and the rho value of 0.814 demonstrates a strong positive connection between the variables. The results of this study support that of Pehrsson (2019) whose results indicate that innovativeness and responsiveness are directly and positively associated with the performance

### **Product Innovativeness and Agility**

The hypothesis 2 analysis in Table 1 showed a positive strong significant correlation between Product Innovativeness and Agility. The P-value of 0.000, and the rho value of 0.724 demonstrates a strong positive link between Product Innovativeness and agility. The findings agree with Daneshvar, Kakhki, & Palvia, 2016, whose findings reveals a positive relationship between corporate innovativeness implementation and business performance. It is consistent with Nawaz (2015) that corporate innovativeness has a significant impact on market performance.

### **Process innovativeness and Adaptability**

The results in Table 2 revealed that process innovativeness relate significantly to adaptability. The P-value of 0.000 shows that the process innovativeness relates to adaptability, while the rho value of 0.779 shows a strong positive correlational value between the variables. The correlation among the variables signifies that the process innovativeness relates to the adaptability. The findings agree with the findings of Subramanian & Nilakanta (1996) that substantive relationships do exist between organizational innovativeness and organizational performance.

### **Process innovativeness and Agility**

The analysis presented in Table 2 revealed that the process innovativeness relates significantly to agility. The P-value of 0.000 shows that the process innovativeness relates to agility, while the rho value of 0.785 shows a high positive correlational value among the variables. This finding agrees with Liao, Welsch, & Stoica (2003) innovativeness in terms of knowledge dissemination positively related to organizational responsiveness.

### **CONCLUSION**

The study examines corporate innovativeness and organisational responsiveness of manufacturing firms in Rivers State, Nigeria. Corporate innovativeness plays a crucial role in enhancing the organisational responsiveness of manufacturing firms by providing valuable insights that improve decision-making processes and increase operational responsiveness and efficiency. The dimensions of corporate innovativeness (product innovativeness and process innovativeness) have a strong positive relationship with organisational responsiveness. Hence, the study found a strong positive correlation between corporate innovativeness and the organisational responsiveness of manufacturing firms in Rivers State. The study, therefore, concludes that a relationship exists between corporate innovativeness and the organisational responsiveness of the manufacturing firms in Rivers State.

## RECOMMENDATIONS

1. The policy makers should ensure the proper execution of innovative strategies and make modifications to the products and process innovativeness for higher responsiveness and foster an environment where employees are encouraged to experiment, take calculated risks, and learn from failures.
2. Organizations should focus on maintaining an innovative environment to meet the needs of the existing as well as future customers and. promote collaboration across different departments (e.g., R&D, production, marketing, sales) to ensure that knowledge and ideas flow freely throughout the organization.
3. The managers should nurture the implementation of innovativeness to enhance responsiveness in the organisation by adopt agile practices to enable rapid iteration, flexibility, and responsiveness in project execution.
4. Managers should also encourage and motivate their employees in developing innovative ideas that helps the organizations to meet the desired objectives and form teams with diverse skill sets and backgrounds to tackle complex problems from multiple angles.
5. The manufacturing firms should nurture adaptability culture, interpret the changing trends with respect to the customers as well as the competitors to innovate in right direction and invest in training programs, workshops, and tools that help employees develop creative thinking, problem-solving skills, and technical expertise.
6. The manufacturing firms should foster a culture of adaptability and agility to enhance the manufacturing firm's dynamic capabilities in its product and process innovativeness.

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