

MARKET INNOVATION CAPABILITIES AND ORGANIZATIONAL PRODUCTIVITY OF OIL AND GAS COMPANIES IN SOUTH-SOUTH, NIGERIA

Oparanma, A. O.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria
Email:okachi@yahoo.com*

and

Elenwo, J.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria
Email:joyfoundation55@gmail.com*

ABSTRACT

This study investigated the relationship between Market Innovation Capabilities and Organizational Productivity of oil and gas companies in South-South, Nigeria. The study was designed as a cross sectional survey design and adopted the structured questionnaire in its generation of data from 165 respondents of 33 oil and gas companies in South-South, Nigeria. The methodology for the study was quantitative and both descriptive and inferential statistics were utilized in the analysis of the data. Three null hypotheses (which addressed the relationship between Market Innovation Capabilities and the dimensions of Organizational Productivity: Quality Service Delivery, Output Quality and Output Quantity) were tested in the study using the Spearman's rank order correlation coefficient at a 95% confidence interval and a 0.05 level of significance. The results revealed that Market Innovation Capabilities significantly impacts on all three Organizational Productivity measures of Quality Service Delivery, Output Quality and Output Quantity. As such all previous hypothetical statements were rejected as the findings indicated substantial levels of relationship between the variables. Based on the findings, the study therefore concluded that Market Innovation Capabilities are an essential and imperative function of the organization which enhances outcomes such as Quality Service Delivery, Output Quality and Output Quantity.

Keywords: Market Innovation Capability, Organizational Productivity, Quality Service Delivery, Output Quality, Output Quantity

INTRODUCTION

The Nigerian business environment is currently linked with enormous occurrence of market alterations; thus, necessitating that managers introduce high-scaled action plans to improve the quality of products and services they offer to their teaming customers. White (2013), in his view captured it better by revealing that today's business environment has become extensively capricious, indeterminate, multifaceted and

indistinct. The oil and gas industry is crucial to Nigeria for revenues, investments, and development (Monday, 2015). The Nigerian oil and gas industry has flourished since the discovery of crude oil in 1956, but indigenous business leaders began to venture into the industry in the 1990s (Odeleye, 2014). Oil companies have been working from time to time to ensure they contribute to sustaining the growth of their contributions to the economy. Organisations are increasingly searching for new avenues to improve their market position and as a result, they develop their capability to continuously innovate.

Innovation has emerged as a key source to secure competitive advantage in the market. Innovation enables firms to develop and implement more efficient and effective processes and strategies, resulting in developing innovative products. Innovation is seen as a process of adoption and diffusion of traditionally available technology (Lall, 2021). It is therefore important for firms in the indigenous oil and gas industry in Nigeria to develop the capability to exploit the locally available technology to gain competitive advantage. Innovation is very essential for the Nigerian indigenous oil and gas firms' growth and also for these firms to compete with the foreign firms within the industry Hitt, Hoskisson, and Nixon, (2021) linked innovation with economic growth. Market innovation is a strategy that assists the firm in achieving a sustainable competitive edge over competitors through the combination of various marketing methods to help add value to consumers and increase the firm's sales and profits. According to OECD (2015) market innovation capability is the use of a new marketing method that leads to changes in the product packaging, design, promotion, pricing or placement. The aim of market innovation is to meet customer needs, positioning an organization product in the market or conquering new markets all for increased revenue for the firm (Gunday et al., 2011). Market innovations are done in relation to product packaging designs, pricing strategies, product placement, and promotional activities by use of the four marketing P's (Kotler, 1991).

The output of every organization depends on how well and how much the performance of the employee is appraised and evaluated. Productivity can be defined as the inert achievement of rapid, sustainable as well as measurable improvements in operations (Ikeme, 2013). Productivity can be evaluated in terms of the time spent by an employee actively carrying out the job they were hired to do, in order to produce the desired results expected from an employee's job description (Ferreira & DuPlessis, 2019). Productivity can therefore be defined as "quality or volume of the major product or services that an organization provides". In short, productivity is what comes out of production. Organizational productivity is one of the most studied terms in management sciences. Pitcher Partners Growth (2016) opined that organizational productivity relates to how successful an organized group of people with a particular purpose perform a function. It comprises the actual output or results of an organization as measured against its intended outputs, objectives, or goals. The organizational productivity of companies is driven by the quality of

allocation to tangible and intangible assets, including ERM (Onafalujo, 2012). Liao, Lu, Huang, and Chiang (2012) opined employee productivity as workers' complete ability and productiveness in the attainment of the projected value and realization of everyday jobs in line with the prescribed procedure and timeline of the organization.

Previous studies have attempted to solve the problem of organizational productivity using different variables. Ouma & Kombo (2016) examined the market innovation capability on organizational performance of food manufacturing firms in Nairobi County, Kenya and found that the joint effect of innovation capability on organizational performance was significant.

However, despite these studies and many other studies that have considered the antecedents of organizational productivity there still exists some research gaps that needs to be filled. In the first instance, most of these studies used different predictor variables which differ quite from the current study hence, a conceptual gap exists. Secondly, a variety of these studies were domiciled in different geographical areas and across different industries which are different from the present focus of this study and thus showed a contextual gap. Therefore, this study by as its point of departure from previous studies sought to fill these observed research gaps examining the relationship between Market Innovation capabilities and Organizational Productivity of oil and gas companies in South-South, Nigeria.

The aim of this research wss to explore the relationship between Market Innovation capabilities and Organizational Productivity of oil and gas companies in South-South, Nigeria. Hence the objectives were as follows:

- i. To determine the association between Market Innovation Capabilities and Quality Service Delivery of oil and gas companies in South-South, Nigeria.
- ii. To determine the association between Market Innovation Capabilities and Output Quality of oil and gas companies in South-South, Nigeria.
- iii. To determine the association between Market Innovation Capabilities and Output Quantity of oil and gas companies in South-South, Nigeria.

The following research questions were posed to guide the study as further illustrated in the conceptual framework in figure 1:

- i. What is the relationship between Market Innovation Capabilities and Quality Service Delivery of oil and gas companies in South-South, Nigeria?

- ii. What is the relationship between Market Innovation Capabilities and Output Quality of oil and gas companies in South-South, Nigeria?
- iii. What is the relationship between Market Innovation Capabilities and Output Quantity of oil and gas companies in South-South, Nigeria?

Conceptual Framework

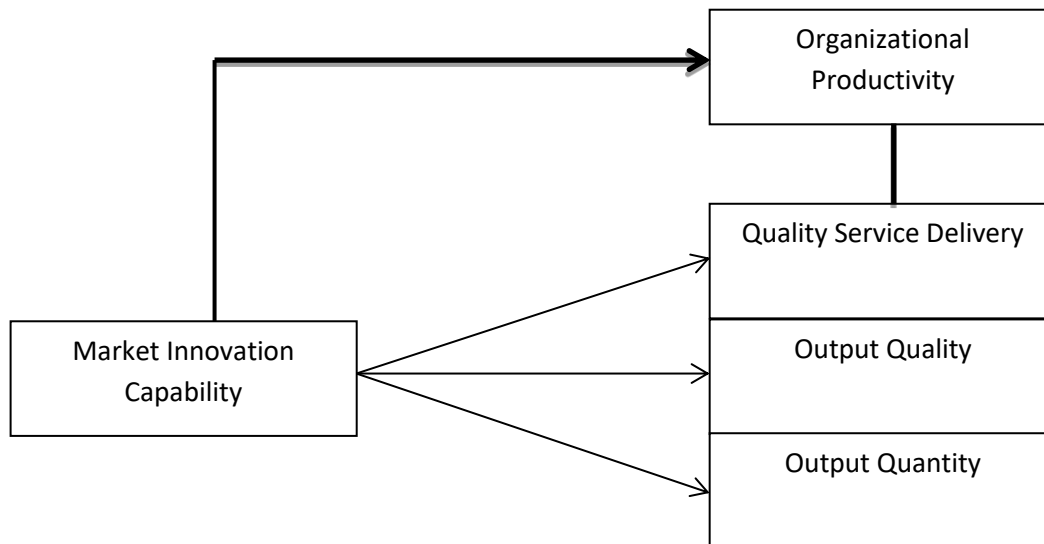


Figure 1: Relationship between Market Innovation capabilities and Organizational Productivity

LITERATURE REVIEW

Market Innovation Capability

Marketing innovation capability is defined as the plan to incorporate the advances in marketing science, technology or engineering to increase the effectiveness and efficiency of marketing, to gain competitive advantage and increase shareholder value. Tinoco (2005) suggests that Marketing innovation entails the generation and implementation of new ideas for creating, communicating, and delivering value to customers and managing customer relationships and further argues that marketing innovation should be developed concurrently with product innovation. Marketing innovation is the capacity to re-conceive the existing industry model in ways that create new value for customers, undermine competitors, and produce new wealth for all stakeholders, according to the organizational knowledge literature (Cascio, 2011). Marketing capability refers to a firm's capability to use its existing resources to implement marketing and other related tasks so as to achieve the desired marketing objectives (Bahadir, Bharadwaj, and Srivastava 2008; Krasnikov and Jayachandran, 2008; Hui Feng, Neil, Morgan and Lopo, Rego, 2015). Market innovation is

essential to business organizations as it will help augment the sales efforts by increasing the need and demand for that product in order to improve sales and consequently more profits for the innovative organization. According to Hassan et al., (2013), market innovation is the utilization of new marketing approaches that include a radical modification in the four Ps of marketing; product, pricing, promotion and place strategies.

Organizational Productivity

Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input. When all outputs and inputs are included in the productivity measure it is called total productivity. Outputs and inputs are defined in the total productivity measure as their economic values. The value of outputs minus the value of inputs is a measure of the income generated in a production process. It is a measure of total efficiency of a production process and as such the objective to be maximized in production process. Productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization. Organizational productivity measures how well an organization function and also an indication of efficiency and competition of a single or department. Mali (2008) noted that productivity was seen as a measure of how well resources are brought together in an organization and utilizes for accomplishing a set of result. According to Cho and Dansereau (2010), organizational productivity refers to a company's productivity corresponding to its points and goals. Furthermore, Tomal and Jones (2015) define organizational productivity as an organization's genuine outcomes or production as compared to its planned results.

Quality Service delivery

Service delivery is a continuous, cyclic process for developing and delivering user focused services. It is further defined in four stages as user engagement, service design and development, service delivery and lastly assessment and positive change of service (Dachset *al.*, 2004). Service delivery denotes the ability of the client to pay for the services where data can be collected by facility visits or by household interviews (Berghmanet *al.*, 2006). In this study, service delivery was defined as the willingness and readiness of a workforce to provide services in a dependable, accurate and responsive manner while utilizing the available resources. The Servqual model was developed by Parasuraman *et al.*, (1988) to define service quality service delivery by means of the gap between the customers' perceptions and the expectations about organizations service quality service delivery performance. Consequently, service quality service delivery

is composed of perceived quality service delivery and expected quality service delivery. While perceived quality service delivery can be defined as the customers' judgment about the general position and excellence of the administration they get, expected quality service delivery clarifies the assumptions about the administration they have gotten.

Output Quantity

Chernis and Kane (2004) describe employee output quantity as referring to the total number or aggregate of jobs or activities quantified in a manner that allows one assess the extent of contributions or effort made towards the overall performance of the organization. It is an integral aspect of productivity and emphasizes on the amount or totality of effort involved in the job. Armstrong (2005) opines that employee output quantity enables the organizations identify areas and elements that are making the actual contributions and the units or elements that are lagging behind (Yesufu, 2000; Akinyele, 2007). As a measure of productivity, it presents the organization with tangibility in terms of results and enables the management the process of locating loopholes and dysfunctional factors (Armstrong, 2005; Christesen, 2002; Yesufu, 2000; Akinyele, 2007).

Output Quality

According to Umeh and Usman. (2000), employee output quality can be defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction (Armstrong, 2005; Christesen, 2002). Akinyele, (2007) have defined output quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (Armstrong, 2005). Employee output quality results from comparisons by customers of expectations with their perceptions of service delivered by the employees of the organization (Armstrong, 2005). If expectations are greater than performance, then quality is less than satisfactory and hence customer dissatisfaction occurs (Yesufu, 2000; (Akinyele, 2007).

Market Innovation Capabilities and Organizational Productivity

Ngamsutti and Ussahawanitchakit (2016) carried out a study on marketing innovation capability and marketing performance: an empirical study of electrical and electronic appliances in Thailand. The hypothesized relationships among variables were examined through an ordinary least square (OLS) regression analysis. The results were derived from a survey of 639 firms doing business in electrical and electronic appliances in Thailand. Finally, the data are useable 187 firm. The results revealed that marketing innovation capability had has a positive effect on marketing performance.

Also, Nnodim, Onuoha and Needorn (2020) carried out a study on Marketing Innovation Capability Nigerian Quoted Banks in Nigeria. The population of the study was 244 respondents, who are regional managers, branch managers and operational managers of the quoted banks under study. The sample was drawn from all the Sixteen (16) Quoted banks, operating in the South- South Region of Nigeria, using stratified sampling technique to determine sample size proportions. Data was collected using a five (5) point Likert scale questionnaire. Descriptive analysis was carried out on each of the study variables, using frequency tables, and percentages in analyzing and presentation of data. Inferential statistics was carried out using Structural Equation modeling (SEM), to test the hypotheses formulated. The analyses were carried out on the Statistical Package for Social Sciences (SPSS) version 22 software program and on IBM Amos program, Version 21 program. The study finding revealed that marketing innovation capability had positive and significant effect on product competitiveness and Sales volume, which were used as measures of competitiveness.

Similarly, Salisu, Abu-Bakr and Abdul Rani (2017) who investigated the influence of marketing capability on the performance of manufacturing and service firms in Kano, Nigeria. The study was cross sectional as the data were collected at a time through questionnaire. 361 firms were chosen based on random sampling as recommended by Krejcie & Morgan 1970) sample size table. The sample was increased by 40% by to avoid non-respond bias as suggested by (Salkind, 1997). Therefore, a total of five hundred and five copies of the study questionnaire were distributed out. Based on the review, the following Hypotheses were formulated:

HO₁: There is no significant relationship between Market Innovation Capability and Quality Service Delivery of oil and gas companies in South-South, Nigeria.

HO₂: There is no significant relationship between Market Innovation Capability and Output Quality of oil and gas companies in South-South, Nigeria.

HO₃: There is no significant relationship between Market Innovation Capability and Output Quantity of oil and gas companies in South-South, Nigeria.

METHODOLOGY

This study by nature and characteristic was the quasi-experimental design since the various elements of the design were not under the control of the researcher. Hence the study adopted the cross-sectional survey in its assessment of the manifestation and relationship between Market Innovation Capabilities and Organizational Productivity. The population of this study consisted of the thirty-three (33) registered and functional oil and gas companies in South-South, Nigeria. These companies were registered with the

Department of Petroleum Resources. The researcher adopted a census sampling technique to study all the 33 oil and gas companies in Rivers State because the population was small. However, preliminary field survey revealed that there were at least five (5) respondents in each of the oil and gas companies in Rivers State. These respondents were drawn from administrative units, human resources unit, operations, security units, labour leaders, accounts unit etc. Therefore, the study elements were 165 respondents in the 33 oil and gas companies in South-South, Nigeria.

The data for this study was sourced from mostly primary sources which comprised of the sample for this study. The primary data was sourced using the administration of the structured questionnaire which was used to assess respondents' feelings and opinions about the manifestations of the variables of the study (Market Innovation Capabilities and Organizational Productivity). The Cronbach alpha was adopted in assessing the reliability of the study instrument. Items which return alpha coefficients of 0.7 and above were considered suitable and adequate for inclusion in the analysis (Nunally, 1978). Descriptive (Mean score), and inferential (Spearman rank order correlation coefficient) data analysis techniques were used to analyse the data for this study using the at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS

Primary Level of Analysis

Table 1: Distribution for the indicators of Market Innovation Capability

	<i>Market Innovation capability</i>	VLE	LE	ME	HE	VHE	Mean	Std.
1	Market innovation helps in opening up new markets for a company	31	31	14	55	7	2.82	1.306
2	Market innovation plays a crucial role in fulfilling market needs	6	1	9	49	73	4.32	0.944
3	Market innovation plays a crucial role in responding to market opportunities	1	11	4	51	71	4.31	0.894
4	Market innovation ensures survival of businesses in an environment of fast changing market	-	20	1	100	17	3.81	0.839

Source: Research survey, 2024

From the results in table 1 illustrates that there is a high level of affirmation (where $x > 2.50$) as regards the indicators of market innovation capability which is a dimension of innovation capability. The construct examined the context and manifestations of market innovation capability within the target organizations with indicators aimed at examining respondents' perception of market innovation capability through its

indicators. The results affirm to all five indicators of market innovation capability within the target organizations as also supported by the low disparity in response ($SD < 2.00$). The implication of these responses is that the respondents in oil and gas companies in South-South, Nigeria are strongly of the opinion that market innovation capability is an observed phenomenon in their organizations and hence are largely on the agreement range of the scale.

Table 2: Distribution for the summary of Market Innovation Capability

	N	Minimum	Maximum	Mean	Std. Deviation
Market Innovation Capability	148	1.00	5.00	4.1019	.74094
Valid N (listwise)	148				

Source: Research survey, 2024

The table 2 illustrates the summary distribution for Market Innovation Capabilities which is the predictor variable in this study.

Table 3: Distribution for the indicators of the measures of Organizational Productivity

	Quality service delivery	VLE	LE	ME	HE	VHE	Mean	Std.
1	My company provides me with a job schedule to ensure time is properly utilized.	2	39	1	39	57	3.78	1.292
2	Employees of the organizations will inform customers about any changes in their services	9	15	2	67	45	3.91	1.161
3	Employees of the organizations will always be willing to help customers	23	27	24	46	18	3.06	1.313
4	Employees of the organizations will give prompt services to customers	15	18	27	62	16	3.33	1.173

	Output Quantity	VLE	LE	ME	HE	VHE	Mean	Std.
1	I always meet up with my stipulated amount of work output	13	11	24	39	51	3.75	1.288
2	I am consistent in handling the daily customer requirements	13	21	18	46	40	3.57	1.306
3	I always achieve my target goals in terms of service quantity for each day	1	7	20	75	35	3.99	0.796
		-	2	20	110	6	3.84	0.367

Output Quality	VLE	LE	ME	HE	VHE	Mean	Std.
1 Service to me has to meet certain standards and benchmarks	26	20	14	47	31	3.26	1.442
2 I ensure my services are consistent with client expectations	23	27	24	46	18	3.06	1.313
3 I always try to maintain a high level of quality and standard for my work	15	18	27	62	16	3.33	1.173
	13	11	24	39	51	3.73	1.288

Source: Research survey, 2024

The analysis on the distribution for the criterion variable, Organizational Productivity, is revealed in table 4. Evidence suggests that workers consider themselves as being Quality Service Delivery, Output Quality and Output Quantity by their role expectations and tasks within the organizations. This is as data shows that all three measures of Organizational Productivity are significantly manifested by the workers in their respective organizations and places of work.

Table 4: Distribution for the measures of Organizational Productivity

	N	Minimum	Maximum	Mean	Std. Deviation
Quality Service Delivery	148	1.00	5.00	4.1181	.85777
Output Quality	148	1.00	5.00	4.1065	.85794
Output Quantity	148	1.00	5.00	4.1273	.85553
Valid N (listwise)	148				

Source: Research survey, 2024

Table 4 provides the summary distribution for the measures of Organizational Productivity(Quality Service Delivery, Output Quality, Output Quantity) which is the criterion variable in this study.

Secondary Level of Analysis

The Spearman's rank order correlation coefficient is adopted as the statistical tool in the assessment of the relationship between the variables of the study (Market Innovation Capabilities and Organizational Productivity). Consequently, the following hypotheses will be tested in this section:

HO₁: There is no significant relationship between Market Innovation Capabilities and Quality Service Delivery of oil and gas companies in South-South, Nigeria.

HO₂: There is no significant relationship between Market Innovation Capabilities and Output Quality of oil and gas companies in South-South, Nigeria.

HO₃: There is no significant relationship between Market Innovation Capabilities and Output Quantity of oil and gas companies in South-South, Nigeria.

Table 5: Tests for Hypotheses on the relationship between Market Innovation Capabilities and Organizational Productivity (Quality Service Delivery, Output Quality and Output Quantity)

		Market Innovation Capabilities	Quality Service Delivery	Output Quality	Output Quantity
Market Innovation Capabilities	Correlation Coefficient	1.000	.600**	.805**	.719**
	Sig. (2-tailed)	.	.000	.000	.000
	N	148	148	148	148

Source: Research survey, 2024

The relationship between Market Innovation Capabilities and the measures of Organizational Productivity was observed to be significant. This is as Market Innovation Capabilities is observed to impact significantly on all three measures of Organizational Productivity (Market Innovation Capabilities and Quality Service Delivery = .600; Market Innovation Capabilities and Output Quality = .805; Market Innovation Capabilities and Output Quantity = .719). The evidence from the analysis also reveals that for each relationship, significance is attained at a $p < 0.05$ level of significance. As such, hypotheses HO₁, HO₂ and HO₃ are rejected as there is insufficient statistical evidence to prove otherwise.

- i. There is a significant relationship between Market Innovation Capabilities and Quality Service Delivery of oil and gas companies in South-South, Nigeria
- ii. There is a significant relationship between Market Innovation Capabilities and Output Quality of oil and gas companies in South-South, Nigeria
- iii. There is a significant relationship between Market Innovation Capabilities and Output Quantity of oil and gas companies in South-South, Nigeria

DISCUSSION OF FINDINGS

The results from the analysis reveal significant relationship between Market Innovation Capability and Organizational Productivity of oil and gas companies in South-South, Nigeria. This finding confirms the views of Chin (2013) who reported that a study found that firms that had high Market Innovation Capability in their top-leadership reported significant abnormal returns. The analysis presented results on the relationship between Market Innovation Capabilities and the measures of Organizational Productivity (Quality Service Delivery, Output Quality and Output Quantity), thereby providing answers to the null hypothetical statements of the study. The results of the analysis reveal that there is a significant relationship between Market Innovation Capabilities and the measures of Organizational Productivity (Quality Service Delivery, Output Quality and Output Quantity). The results show that Market Innovation Capabilities significantly contribute to the organizational Productivity within the selected organizations of the study. The evidence suggests that when workers are involved and considered within the framework of policy definitions and decision-making, through channels such as Market Innovation Capability, then there is an increased chance of workers being more engaged and concerned with their role expectations within the organization.

The findings of the study support the views of Nakagwa (2015) that Organizational Productivity can be considered as a form of response with regards their perceptions of relevance and recognition within the organizations. Furthermore, the findings anchor argument with the observations of Dezo and Ross (2012) who described Market Innovation Capabilities as the bedrock through which workers are integrated into the managerial and controlling activities of the organization.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the findings of this study affirm to the role of Market Innovation Capability in enhance Organizational productivity within the Oil and gas companies in South-South, Nigeria. Consequently, it can be affirmed specifically that:

- i. Market Innovation Capability is significantly associated with organizational productivity and therefore enhances the measures such as Quality service delivery, Output Quality and Output Quantity.
- ii. Market Innovation Capability is significantly associated with organizational productivity and therefore quality service delivery, Output Quality and Output Quantity enhances the service by the workers of the organization

The findings of this study have illustrated the imperative of Market innovation Capability and Organizational Productivity. As such, given this identified position, the following recommendations are hereby proffered:

- i. The management of oil and gas companies should expand integration of new technologies in product development and offering. This will enhance customer satisfaction and retention levels within the oil and gas industry.
- ii. The management of oil and gas companies should stipulate policies that provide and enhance platforms for process innovation so as to improve their firms' performance. There is need also to invest in process innovation strategies that would optimize the HR practices around innovation, resource mobilization, revenue allocation and monitoring and evaluation to ensure efficiency in the innovation practices.
- iii. The management of oil and gas companies should expand the capacity of their digital marketing teams as well as support digitalization of their marketing strategies as this will enhance market innovations. There is need also to invest in marketing innovation strategies including pricing, future customer engagement, product placement and product promotional avenues so as to improve performance in indigenous oil and gas sector.
- iv. To boost indigenous oil and gas companies' innovation capability formalization and centralization/decentralization should be preferably considered. Thus managers should spend time creating an organizational structure hinged on creativity and innovation.

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