

## MANAGERIAL COMPETENCIES AND ORGANIZATIONAL INNOVATIVENESS: EVIDENCE FROM SELECTED SMALL AND MEDIUM ENTERPRISES (SMEs) IN PORT HARCOURT, NIGERIA

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### **ABSTRACT**

*The study empirically examined the extent of influence of managerial competencies for the specific objective of achieving organizational innovativeness in statistically selected small and medium enterprises in Port Harcourt, Nigeria. The study adopted a cross-sectional survey research design, making use of Likert 5-type scale measure in the design of data collection instruments. The validity and reliability tests of data collection instruments were ascertained, arriving at a Chronbach's Alpha Coefficient of 0.854. The sample size is 120 statistically selected respondents and copies of questionnaire were distributed accordingly. 106 copies of the questionnaire were found fit for data analysis, after data cleaning. The generated data were analyzed, using Pearson's Correlation and Multiple regression statistical techniques at 0.05 level of significance, with the aid of Statistical Package for Social Science software. The study provided empirical evidence and arrived at the fact that the adopted managerial competencies correlated positively, strongly and significantly with organizational innovativeness in small and medium enterprises in the study area. It therefore, recommends amongst others, the adoption of such competencies for further study in diverse and related big organizations in Nigeria.*

**KEYWORDS:** *Managerial Competencies; Organizational Innovativeness; Small and Medium Enterprises; Competitive Advantage; Strategy*

### **INTRODUCTION**

Having known the various basic levels of management (top, middle and lower levels) and what managers do or their basic functions (planning, organizing, directing and controlling), it becomes necessary for us to understand what it takes to be an innovative and effective manager. This brings us to this study to empirically examine closely at the competencies managers need in order to enhance organizational innovativeness, specifically, in small and medium enterprises in Port Harcourt, Nigeria. To start with, competency is a combination of knowledge, skills, behaviors and attitudes that contribute to personal or organizational effectiveness (McCall, 1998). Competency is also described as something an organization or person is good at doing and this makes them withstand competitive pressures in the marketplace (Singh, 2004; Thompson, Strickland and Gamble, 2007). A competence as they relatedly argued, represents the product of proficiency in the performance of internal activity. The organization of a company's or personal competence emanates with deliberate efforts to develop the organizational or personal potential ability to execute or do something irrespective of the level of proficiency adopted. Effective managerial competencies can help organizations to innovate and become first in the market. Being first to the market arms a firm with a number of distinct competitive

advantages. For instance, the usage of the patent system to create a monopoly position, as well as earning income from licensing activities. Also, being the first to innovate with the help of managerial competencies can aid the organization to have the windows of opportunity to set up standards that others must follow. The battle for market share will be of competitive advantage to the first mover organization with a high level of managerial competencies. To achieve innovation with being first to patent the invention may be a necessary condition to achieve sufficient condition that must be associated with producing cheaply and effective marketing. Innovation is noted to be linked to increased productivity, market share, and profitability, as well as being an indication of the state of a company's or nation's economic health (Needle, 1995). Innovation strategy is a vital developmental strategy and fundamental competitive advantage. Organizations must of necessity make use of managerial competencies to innovate in order to survive and be sustainable (Hayes and Wheelwright, 1984). There must, therefore, be the need to create a specific organization culture or climate such as competencies that are supportive of innovation. As opined by Needle (1995), innovation is seen as a primary source of competitive advantage, and it is usually an effective source, if and only if it can be deployed in concert with some other sources of competitive advantage, or if it is at the least, supported by other strategic weapons (such as managerial competencies as envisaged in our present study). The introduction of managerial work-group participation (which is synonymous to teamwork competency as a dimension of managerial competency) in management decision-making is a form of innovation, and these are types of job enrichment that can enhance worker motivation. It is vital to remark that innovation has a link with entrepreneurship (which is the hub in small and medium enterprises) since it establishes innovation as a function of all business.

As Needle (1995) suggests, some firms may survive better than others by adopting clever marketing strategies and introducing a kind of 'pseudo-innovations', the real growth is dependent upon the development of new products. Singh (2004) argued that organizations can achieve strategic success in innovations by developing distinctive competencies around the critical success factors. Such strategic success could also be achieved by the possession of a unique bundle of capabilities it gives to an organization in capitalizing upon a particular window of opportunity, the competitive edge it gives the company in the market place, in addition to making it the cornerstone of the strategy. With the bundle of resources and organizational behavior, an organization can develop certain strengths and weaknesses, and these can be combined to give synergistic effects and capabilities to organizational competencies. Other terms as suggested by Kamzi (2008) and frequently used as being synonymous to competencies are unique resources, core capabilities, invisible or intangible assets, embedded knowledge, and so on.

### **Research Problem and Specific Objectives of the Study**

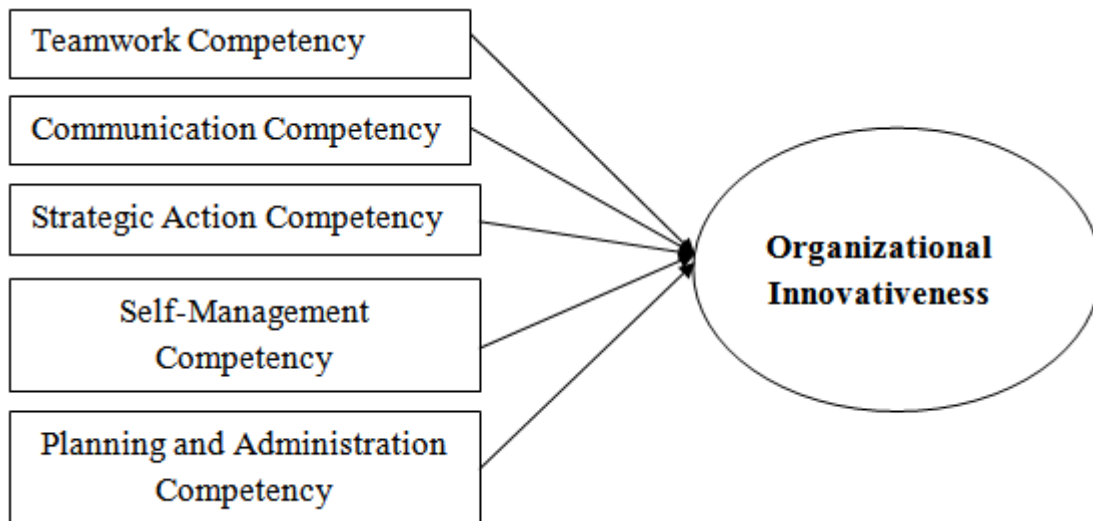
The fundamental problem of this study hinges on the dearth of knowledge relating to the influence or impact of managerial competencies on organizational innovativeness of small and medium enterprises (SMEs) in Port Harcourt, Nigeria. In order to bridge this problem and knowledge gap, the current study adopts the following specific objectives:

- To examine the extent of the relationship between managerial competencies and organizational innovativeness of small and medium enterprises in Port Harcourt, Nigeria.
- To investigate into the influence of teamwork competency on organizational innovativeness of small and medium enterprises in Port Harcourt.

- To examine the influence of strategic action competency on organizational innovativeness of small and medium enterprises in Port Harcourt, Nigeria.
- To investigate the relationship between self-management competency and organizational innovativeness in small and medium enterprises in Port Harcourt, Nigeria.
- To examine the extent of the relationship between planning and administrative competency and organizational innovativeness of small and medium enterprises and Port Harcourt, Nigeria.

### Study Variables and Conceptual Framework of the Research

There are two key study variables in the conceptual framework of the study, and these are, the predictor and criterion variables, which respectively are: managerial competencies with the predicted dimensions and organizational innovativeness as the measure.



**Figure 1: Conceptual and Operational Framework of Managerial Competencies and Organizational Innovativeness of Selected SMEs in Port Harcourt, Nigeria**

### Hypotheses

**H<sub>01</sub>:** There is no significant influence of teamwork competency on organizational innovativeness of selected SMEs in Port Harcourt, Nigeria.

**H<sub>02</sub>:** There is no significant impact of communication competency on organizational innovativeness of selected SMEs in Port Harcourt, Nigeria.

**H<sub>03</sub>:** There is no significant relationship between strategic action competency and organizational innovativeness of selected SMEs in Port Harcourt, Nigeria.

**H<sub>04</sub>:** Self-management competency has no significant relationship with organizational innovativeness of selected SMEs in Port Harcourt, Nigeria.

**H<sub>05</sub>:** There is no significant relationship between planning and administration competency and selected SMEs in Port Harcourt, Nigeria.

## STUDY VARIABLES AND REVIEW OF LITERATURE

### Managerial Competencies

Managerial competencies are sets or bundles of knowledge, skills, behaviors, and attitudes that contribute to personal or organizational effectiveness (Chikwe, 2019). Relatedly, managerial competencies are, therefore, sets or bundles of knowledge, skills, behaviors, and attitudes that a person needs to be effective in a wide range of positions and various types of organizations (Hellriegel, Jackson and Slocum, 2005). A firm must not depend on managerial skill alone. Other competencies are needed in order to overcome environmental changes and challenges. The six noted managerial competencies dimensions managers need to be effective and enhance organizational innovativeness are as variously exemplified (Greenboro, 1999; Goldstein, Yusko, Nicolopoulos, 2001; and Hellriegel, et al., 2005).

- Communication competency
- Planning and administration competency
- Teamwork competency
- Strategic action competency
- Self-management competency
- Global awareness competency

The brief discussion of the competencies above are as Hellriegel et al (2005) and Chikwe (2019) relatedly identified and presented below.

### Communication Competency

This concerns one's ability to effectively transfer and exchange information that leads to understanding between oneself and others. In view of the fact that managing involves getting work done through people, communication competency is very essential to possess in order to achieve effective managerial performance. Communication is noted to be a dynamic, give-and-take process involving messages reception from and sending to others. Irrespective of speaking and writing, communication also involves listening, observing body language (kinetics), and other areas that people adopt to modify the meaning of their words. It is interesting to remark that of all the six managerial competencies components, communication is the most fundamental since it has a vast network of relationships that link one to other people within and outside the organization. Communication is the life-blood of any organization and acts as a lubricant.

- **Planning and Administration Competency:** This pertains to the decision of what tasks that need to be done, the determination of how they can be done, the allocation of resources enablement for them to be done, and monitoring and coordination of progress as to ensure that the tasks are done.
- **Teamwork Competency:** This relates to the accomplishment of tasks through small groups of people who are collectively responsible and whose job requires coordination.
- **Strategic Action Competence:** This involves the understanding of the overall mission and values of the organization, as well as ensuring that employees' action match with them.

- **Self-Management Competency:** This relates to taking responsibility for one's life at work and beyond. In most cases, when things are not going on well with people, some may tend to blame the challenges faced on the situations they find themselves on others. Competent and effective managers may not fall into this kind of trap as relatedly expressed by Hellriegel, et al (2005).

## **Dimension of Communication Competencies**

### **Informal Communication**

- Promotion of two-way communication through a request for feedback, listening, and creation of a give-and-take conversation.
- Having the awareness of others' feeling.
- Building a strong interpersonal relationship with people

### **Formal Communication**

- Informing people of relevant events and activities, in addition to keeping them up to date.
- Making persuasive, high-impact public presentations and handling questions well.
- Writing clearly, concisely, and effectively using a variety of computer-based resources.

### **Negotiating**

- Negotiating effectively on behalf of a team over a variety of computer-based resources.
- Being skilled at developing relationships and exercising influence upward with superiors.
- Taking decisive and fair actions when handling problem subordinates.

## **Planning and Administration Competency Dimensions**

### **Information Gathering, Analysis and Problem Solving**

- Monitoring information and using it to identify symptoms, problems, and alternative solutions.
- Making timely decisions.
- Taking calculated risks and anticipating the consequences.

### **Planning and Organizing Projects**

- Developing plans and schedules to achieve objectives effectively.
- Assigning priorities to tasks and assigning responsibility in order to achieve specific organizational innovation.
- Determining and obtaining the necessary resources to accomplish the innovation task.

### **Time Management**

- Handling several innovation issues and projects at one time, but to ensure that such does not spread itself too thin.
- Monitoring and keeping to an innovation schedule or changing of schedules if needed.

- Working effectively under time pressure, having the appropriate managerial competence to achieve the needed innovation.

### **Budget and Financial Management**

- Understanding budgets, cash flows, financial reports, annual reports and regularly using such information to make specific organizational innovation decisions.
- Keeping accurate and complete financial records that will enhance innovation achievement.
- Creating budgetary guidelines for others and working with the guidelines given by others having related innovation mindset.

### **Teamwork Competencies Dimensions**

#### **Designing Teams**

- Formulation of clear objectives that will inspire team members to perform specific innovation process duties.
- Appropriate staffing of the team, as well as taking into account the value of diverse innovative ideas and technical skills needed.
- Defining responsibilities for the team as a whole and assigning tasks and responsibilities to individual team members as appropriate.

#### **Creating a Supportive Environment**

- Creating of innovation supportive environment in which effective teamwork is expected, recognized, praised and rewarded.
- Assigning the specific innovation team in identifying and acquiring the resources it needs to accomplish its objectives.
- Acting as a coach, counselor, and mentor, being patient with innovation process members as they undergo the learning processes.

#### **Managing Team Dynamics**

- Understanding the strengths and weaknesses of team members and using their strengths to accomplish innovation tasks as a team.
- Bringing conflict and dissent into the open and using it to enhance organizational innovativeness performance.
- Sharing credit achievement with others.

### **Strategic Action Competencies Dimensions**

#### **Understanding the Industry**

- Understanding the industry and quickly recognizing when strategic changes in the industry create significant threats and opportunities that will necessitate innovation.
- Standing informed of the actions of competitors and strategic partners in innovation initiatives.

- Possession of potential ability to analyze general trends in the industry and their implications for the future.

### **Understanding the Specific Organization**

- Understanding the concerns of stakeholders in relation to organizational innovativeness pursuits.
- Understanding the strengths and limitations of various business strategies to achieve specific innovation under pursuit.
- Understanding the core and distinct competencies of the organization that will enhance the achievement of organizational innovativeness.

### **Taking Strategic Action**

- Assigning priorities and making decisions that will be consistent with the organization's mission and strategic objectives, leading to organizational innovativeness achievement.
- Recognizing management challenges of alternative strategies and addressing them accordingly.
- Establishing tactical and operational objectives that facilitate organizational innovativeness.

### **Self-Management Competencies Dimensions**

#### **Integrity and Ethical Conduct**

- Should be able to have clear standards that serve as a foundation for maintaining a sense of integrity and ethical conduct that will enhance organizational innovativeness.
- Should be willing to admit mistakes and make necessary changes to achieve innovation objectives.
- Should be willing to accept responsibility for owned actions in order to move forward and achieve innovation.

#### **Personal Drive and Resilience**

- Should seek responsibility, ambitious and motivated to achieve innovation objectives.
- Should be able to take good care of self, mentally and physically, and use constructive outlets to vent frustration and tension reduction to achieve organizational innovativeness.
- Assessing and establishing own-life and work-related goals and objectives.

#### **Self-Awareness and Development**

- Should have clear personal and career goals and objectives.
- Should use strengths to advantage while seeking to improve or compensate weaknesses.
- Analyzing and learning from work and life experiences.

## Organizational Innovativeness

Every dynamic organization and changing environment must of priority, make innovation as more important as it is vital in creating and implementing new ideas (Chikwe, 2019). This as he stressed means that, every successful organization that rests on their prior successes may with time and space become complacent, as competitors are quite sure to woo customers away. Organizations maintain their existence and identity by addressing two basic strategic functions: profit and core ideology (Sharma, 2008). Accordingly, it follows that the strategic driver for product or service innovation is often profit or market share, product return on investment (ROI), or improving time and space to the market. Collins and Poras (1996, in Sharma, 2008) opined that core ideology relates to the firm's essential values and purpose, this implies its fundamental reason for being, hence the need of being innovative. In terms of definitional concept, innovation is the process by which organizations can use their ideas, skills, and resources to create new technologies or goods and services, in order to change and better respond to the needs of their customers (Jones, 1977; Chikwe, 2019). Innovation can also be described as the process of taking a creative idea and turning it into a useful product, service, or method (Robbins and Coulter, 1999). This implies that an innovative organization is one characterized by its ability to channel creativity (i.e. ability to combine ideas in a unique way or make unusual associations between ideas) into useful outcomes. Creativity, as noted by IBM (2010), is needed in all aspects of organizational innovativeness and leadership strategic thinking and planning. As argued by McKeown (2012), over-reliance on any particular approach to strategy is dangerous and that multiple method can be used to combine the creativity and analytics to create an "approach to shaping the future", that is difficult to copy.

Organizational innovativeness dimensions or measures can be classified based on the outcome of the specific innovation process. Some of which include: production process, organization structure, people, products/services, technical, administrative, radical and incremental. Organizational innovativeness can be achieved in terms of managerial competencies and extremes such as radical and incremental, continuous and discontinuous, sustainable and disruptive innovations (Robbins and O'Gorman, 2015). However, many organizations produce incremental innovations, but radical innovations have a higher probability of significantly increasing sales revenue and profits (Hitt, Hoskisson, and Ireland, 2007; Alexander and Van Knippenberg, 2014). Since new ideas can be represented in many forms, many types or measures of innovation can exist, and the basic components as relatedly noted by Hellriegel, Jackson and Slocum (2005), Hitt, et al (2007); Leonard and Waldman (2007), and Sun, Zheng and Li (2007), include: Technical innovation, process innovation, administrative innovation, incremental innovation, radical innovation, product innovation and disruptive innovation.

## Relevance of Organizational Innovativeness

Innovation examples can be drawn from every conceivable organizational context, and managerial competencies potentials, offering the adopter a competitive advantage. For instance, it is on note according to Needle (1995) that;

- In the financial services industry, banking has been transformed by the introduction of automatic cash dispensers, and this gives the general public greater access to their cash;
- In the entertainment industry, the innovation of multi-screen films provides the public a wider choice and such has made, as well as contributing to significant increases in attendance and revenue generation;



- Relating to the tourism industry, the booking of airline seats has been revolutionized by computerized booking systems with instant access;
- In the education industry, innovations also occur through those courses relating in specific to distant learning.

### **The Concept of Small and Medium Enterprises (SMEs)**

Small and medium enterprises have been noted to be the strategic backbone of an economy, as well as the driver to industrial development (Normah, 2006). SMEs provide enabling environment that enables the business to prepare high-quality products and services that will be competitive in the business environment (Sousa-Poza, Altinkilina, and Scaray, 2009). In the national economic development perspective, SMEs provide job opportunities in addition to supporting the big industries (Chikwe and Ozuru, 2017). In Malaysia, the SMEs are noted to be under increasing pressure to improve their performance (Normah, 2006). SMEs are seen to be critical and strategic, especially when the associated businesses have been noted to be contributing to the growth, and competitiveness promotion of many nations (Caniel and Romijn, 2005). As a result, enhancing their job performance through managerial competencies to achieve organizational innovativeness is therefore critical. In view of these, it is noted that highly performance individuals or managers will be able to assist organizations to achieve strategic objectives such as innovations, thereby sustaining the organization's competitive advantage, as relatedly argued by Lado and Wilson, 1994; and Dessler (2011).

### **METHODOLOGY**

A cross-sectional research survey design was adopted. From the list of registered SMEs with Corporate Affairs Commission in Port Harcourt, 30 registered SMEs dealing with Nylon bags and Plastics, Fashion and Design, Printing Press, Poultry Feeds and Veterinary pharmaceuticals, Agriculture and Food Processing, Household materials, Building materials and construction, Woodworks/furniture were purposively selected. From each of the 30 registered SMEs, four persons including the entrepreneur or manager and supervisors or assistant managers were also purposively selected in each enterprise, as relatedly suggested by Byukuseng, Munene, and Orobia (2016), in their study of SMEs in Rwanda and Chikwe and Ozuru (2017). Based on this backdrop, the study considered the entrepreneurs and their assistants as the unit of analysis in view of the strategic positions they occupy in each SME investigated, as similarly argued by O'Regan and Ghobadian (2004), in a related study of innovation in SMEs. On the whole, a total of 120 respondents were statistically selected and served as the sample size of the study. Copies of Likert 5-type scale measure structured questionnaire ranging from Very Great Extent to Very Low Extent were adopted.

The validity and consistency tests of the data collecting instruments were carried out and ascertained, obtaining a Chronbach Alpha coefficient of 0.854. After data cleaning, 106 copies of the data collecting instruments were found fit for use in the analysis. The generated data were analyzed, using Pearson's Product Moment Correlation and Multiple regression statistical techniques at 0.05% level of significance, with the aid of Statistical Package for Social Science (SPSS) software.

## RESULTS OF DATA ANALYSIS, FINDINGS AND DISCUSSIONS

**Table 1: Weight of Scores Evaluation of Managerial Competencies Dimensions**

Descriptors	Teamwork Competency	Communication Competency	Strategic Action Competency	Self-Management Competency	Planning and Administration Competency
N	106	106	106	106	106
Sum	343	368	339	341	346
Mean	2.2667	3.1501	3.5048	3.2286	3.2952
Standard deviation	0.68313	0.60644	0.62415	0.61677	0.60326

**Source:** Research Data and SPSS Output

Table 1 above depicts the weight of scores evaluation and aggregated responses sums from our respondents, indicating the mean scores and respective standard deviation. The managerial competencies dimensions of teamwork competency, communication competency, strategic action competency, self-management competency, planning, and administration competency, had accordingly, the following respective mean scores: 2.2667, 3.5048, 3.2286, 3.2476, and 3.2952. In the same vein, their associated corresponding respective standard deviation is : 0.68313, 0.60644, 0.62415, 0.61677, and 0.60326. From the respective mean scores, it is evident that the majority of our respondents on the average agreed to a great extent that managerial competencies determine or influence organizational innovativeness of SMEs in Port Harcourt, Nigeria.

**Table 2: Weight of Scores Evaluation of Organizational Innovativeness Measure**

Descriptors	Organizational Innovativeness
N	106
Sum	374
Mean	3.5713
Standard Deviation	0.56936

**Source:** Research Data and SPSS Output

In table 2 above, the aggregated sum of 374 and high mean rating of 3.5713 shows that managerial competencies impact on organizational innovativeness of SMEs in the area of study. This invariably enhances organizational adaptability to changing business environment and performance. This finding is in agreement with what Chinoye, Maxwell, Mosunmola, Mayowa, and Fred (2016), posit in their study of entrepreneurship education intentions.

**Table 3: Results of Hypotheses Tests on the Relationship between Dimensions of Managerial Competencies and Organizational Innovativeness of SME in Port Harcourt**

Predictor Managerial Competencies	Statistics	Criterion	P-Value
		Organizational Innovativeness	
Teamwork competency	Pearson's correlation	.794** Ho <sub>1</sub>	0.000
Communication competency	Pearson's correlation	.721** Ho <sub>2</sub>	0.000
Strategic action competency	Pearson's correlation	.652** Ho <sub>3</sub>	0.000
Self-management competency	Pearson's correlation	.798** Ho <sub>4</sub>	0.000
Planning and administration competency	Pearson's correlation	.663** Ho <sub>5</sub>	0.000

**\*\*Correlation is Significant at 0.05 Level (2-Tailed); p<0.05**

**Source:** Research Data and SPSS Output

The relationship between teamwork competency and organizational innovativeness as in table 3, showed that the correlation ( $r$ ) = 0.794, and  $p$ -value = 0.000, which is less than 0.05 level of significance. This asserts that a strong positive and significant relationship exist between the predictor and criterion variables. Also, in table 3, communication

competency and organizational innovativeness relationship have the correlation ( $r$ ) = 0.721, and p-value 0.000, which is less than 0.05 level of significance. As a result, a strong positive and significant relationship, therefore, exist between the variables. Strategic action competency and organizational innovativeness relationship has a correlation ( $r$ ) = 0.652, and p-value = 0.000, which implies  $p < 0.05$ . A strong positive and significant relationship also exists between them. The relationship between self-management competency and organizational innovativeness shows a correlation ( $r$ ) = 0.798, and p-value = 0.000, i.e.  $p < 0.05$ . This indicates the existence of a strong positive and significant relationship. In the same vein, planning and administration competency relationship with organizational innovativeness indicates a correlation ( $r$ ) = 0.663, and p-value = 0.000. This shows that a strong, positive and significant relationship exist between the variables.

**Table 4: Multiple Regression Statistical Analysis of the Relationship between Managerial Competencies Dimensions and Organizational Innovativeness Measure Values in SMEs, Port Harcourt**

**Model Summary**

Model	R	R-square	Adjusted R square	Std. Error of the Estimate
1	.923 <sup>a</sup>	.853	.851	.650

- Predictors: (Constant); Teamwork competency; Communication competency; Strategic Action competency; Self-management competency; and Planning and Administration competency
- The criterion variable is the organizational innovativeness. The predictor variable is regressed against the criterion variable obtaining R2 value of 0.853. This result indicates that the predictor variable jointly explains 85.3% of the variation in the criterion variable (organizational innovativeness). It implies that 14.7% of the changes cannot be justified by the variable used in the study.

**ANOVA<sup>a</sup>**

**Table 5**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	78.203	5	26.068	73.172	0.000 <sup>b</sup>
Residual	80.877	101	0.413		
	159.080	106			

- Criterion variable: Organizational Innovativeness
- Predictors: (Constant). Teamwork competency, communication competency, strategic action competency, self-management competency, planning, and administration competency

The F-statistic is 73.172 at probability (sig.) = 0.000<sup>b</sup> conducted at 0.05% level of significance, used to determine the overall significance of the regression model. This means that there is a statistically significant linear relationship between the dimensions of the predictor variable (managerial competencies) and criterion (organizational innovativeness) as a group.

Coefficients<sup>a</sup>

Table 6

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error			
1 (constant)	0.776	0.617		1.258	0.021
Teamwork competency	0.948	0.074	0.660	12.628	0.000
Communication competency	0.308	0.076	0.212	3.986	0.000
Strategic action competency	0.475	0.097	0.241	2.768	0.000
Self-management competency	0.606	0.043	0.596	14.186	0.000
Planning and administration competency	0.683	0.029	0.820	23.291	0.000

Criterion variable: Organizational Innovativeness

The table 6 above revealed that all the dimensions of managerial competencies in the study strongly and significantly influenced organizational innovativeness at 0.05 level of significance and  $p < 0.05$ . What this means is that the possession of appropriate managerial competence potential is a panacea to achieving organizational innovativeness.

## CONCLUSIONS

Managerial competency as an issue is critical as it relates to organizational innovativeness of SMEs in the study area. The study revealed and concludes through its perceived findings that the respective competencies organizational managers possess have impacts on the kinds of innovation SMEs have, and come up with in their business environment, and as a competitive advantage. The findings of this study are in line with what Cotte and Wood (2004) posited that consumer innovativeness relates to the tendency to want to embrace change as well as trying new behavior or products. Ozuru and Chikwe (2017) had related observation in their study on innovativeness and drones' acceptance in service delivery, citing Nigerian experience. On the whole, the study concludes that managerial competencies are strategic resource input to achieve organizational innovativeness of small and medium enterprises in Port Harcourt, Nigeria.

## RECOMMENDATIONS

Since it has been found that managerial competencies strongly correlate with organizational innovativeness of SMEs in Port Harcourt, similar future study is recommended to be carried out in related big organizations in Port Harcourt and other parts of Nigeria. A similar study is also recommended in other diverse SMEs and big firms in Port Harcourt and other parts of Nigeria.

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