

Effect of Intrapreneurial Organizations on Economic Growth of Imo State in Covid-19 Pandemic (A Study of Selected Smes in Owerri-West and Municipal)

¹Emerenini Onyekachi, ²Obi, Chioma, ³Umeaggesi Uchenna E,

Department of Business Administration. & Management, Federal Polytechnic Nekede, Owerri, Imo State, Nigeria

Department of Business Administration. & Management, Federal Polytechnic Nekede, Owerri, Imo State, Nigeria

Department of Business Administration. & Management Federal Polytechnic Nekede, Owerri, Imo State, Nigeria

Submitted: 01-04-2022

Revised: 06-04-2022

Accepted: 11-04-2022

ABSTRACT

Achieving sustainable economic growth in a region to a large extent depends on the innovative operations of intrapreneurial organizations which include Small & Medium Enterprises (SMEs). Moreover, in today's context of increasing market globalization and the sudden emergence of covid-19 pandemic, firms wishing to sustain their competitiveness and relevance must innovate constantly. Intrapreneurship is a method of stimulating innovation and using the creative skills of employees by giving them the necessary resources and independence to innovate within the firm. The intrapreneurial operations of SMEs which involve product and process innovations help to create jobs, increase the GDP, encourage the survival of industries, economic sustainability, good standard of living and import substitution. This study is aimed at investigating the effect of intrapreneurial organizations from the perspective of SMEs, on the economic growth of Imo state under covid-19 pandemic. The study is a descriptive research that adopted the survey design method with the sample size of 102 respondents. Structured questionnaire with Likerts 5- point measurement scale were administered. The hypotheses were tested using Pearson correlation coefficient of 5% level of significance. It is found that organizational new market development encourages job creation; and technical innovation

has positive impact on industrialization survival. It concluded that innovation is synonymous with economic development. Hence, a favourable business environment and a financial bailout required for SMEs to continuously embark on innovative activities to achieve the desired economic growth.

Keywords: Covid-19, Intrapreneurship, Entrepreneurship, Innovation, Economic Growth.

I. INTRODUCTION

The global health crisis caused by the Coronavirus Disease 2019 (COVID-19) pandemic commenced in China as reported by both the global and local media houses. This pandemic undoubtedly, caught the world by surprise and unprepared, consequently causing a colossal damage and serious havoc to the smooth operations of businesses especially the SMEs. There is also the challenge of increasing market globalization. Firms that wish to sustain their relevance continuously strategize and innovate. Many authors have concluded that intrapreneurship is a better method of stimulating innovation by using the creative skills and energy of employees and giving them the necessary resources and independence to carry out innovation within the firm. It is somewhat surprising that many researches into intrapreneurship have rather concentrated much on large organizations, even though small businesses

face the same need for innovation if they are to remain competitive and contribute to the economic development of any nation or region.

Intrapreneurship by Wikipedia is the “act of behaving like an entrepreneur while working within a large organization”. Intrapreneurship is being described as the practice of a corporate management style that integrates risk-taking and innovation approaches, as well as the reward and motivational techniques that are more traditionally thought of as being the province of entrepreneurship (Muzafar, 2015). In addition, Koch (2014) goes further, claiming that intrapreneurs are the "secret weapon" of the business world. Based on these definitions, being an intrapreneur is considered to be beneficial to both intrapreneurs and large businesses. Many firms offer support to intrapreneurs with finance and access to other organization's resources to enable them create innovations for companies.

However, intrapreneurial organizations could be seen as those organizations that apply entrepreneurial skills and techniques within the established firms. The world ‘intrapreneurial’, means to function like entrepreneurs but inside a business organization. These organizations through their employees are rather engrossed on implementing innovative activities. Such innovations may be on the product and process or techniques that challenge the status quo. Being intrapreneurial, that is, applying entrepreneurial skills and techniques inside an established organization is now on the agenda of top management teams today. That is, they need to anticipate change and disruption in an agile and entrepreneurial way in order to survive the storm.

Obviously, the business world is surrounded by intensified global competition, volatile, dynamic, complex and ambiguous change coupled with increasing uncertainty, especially the covid-19 pandemic. Of course these issues are a bit more prominent now than in the past years, with the speed of disruption exceeding anything seen before. They have necessitated the need for organizations to become more creative and innovative in order to survive, grow and outpace one another. In this context many researchers have revealed that intrapreneurship is more relevant than ever, as a viable means for existing organizations to continuously explore and exploit previously unexploited opportunities, thereby moving the organization (or some subset of individuals) to a new state of being (Stevenson and Jarillo, 1990). Heidemann (2004) states that the recognition of the importance of entrepreneurial dynamics within an organization (intrapreneurship) is

increasingly acknowledged in both entrepreneurship and strategic management literature, as firms today face a reality in which frame-breaking innovation is an important element of survival.

Small scale business enterprises utilize local raw materials and technology thereby aiding the realization of the goal of self-reliance. In Nigeria, governments formulate policies aimed at encouraging and empowering the growth and development of the small scale enterprises due to their contribution to the Nigeria economy like alleviating poverty, employment generation, enhance human development, and improve social welfare of the people. Therefore, the only avenue to alleviate poverty in a sustainable way is to advance economic growth and development via the creation of employment and wealth. In some developing countries, small scale business enterprises are the center source of income, a breeding ground for entrepreneurs and a provider of employment UNIDO Report (2003) as cited by Kehinde and Oladimeji (2016). This however forms the fulcrum of this paper.

II. STATEMENT OF THE PROBLEM

The innovative activities of intrapreneurial organizations, specifically, SMEs should have been source of economic growth. But because of stiff competition, covid-19 and uncertainty in the business environment, these firms have rather become creative, innovative and are able to expand their novel ideas in the areas of products and market development, methods of operation, service and management styles and strategies that would guarantee them a competitive advantage over others. But it is so worrisome that these expectations had been eroded by harsh policies and environmental forces coupled with the recent global health hazard.

Small and Medium Scale Enterprises (SMEs) are one of the categories of entrepreneurial organizations whose intrapreneurial intentions have profound effects on the economic growth of every economy according to some researchers in the area. Ogbuanu, Kabuoh and Okwu (2014) found out that small and medium enterprises (smes) have been recognized to be relevant in the growth and development processes of many developed, emerging and developing economies of the world.

In Imo state the problem of unemployment has been part and parcel of the state. In Third Quarter of 2018, it had the second highest unemployment rate and labour force population in the South-East Zone. It recorded an unemployment rate of 28.2%. This resulted in incessant social

vices such as armed robbery, internet fraud, kidnapping and among others. This scenario has diverted rightful potentials and creative novelties to criminal mindset thereby affecting the GDP.

The poverty rate has been on the increase. Nigeria has the extreme poverty population. It is observed that 86.9million Nigerians are now living in extreme poverty representing nearly 50% of its estimated 180million population. According to the Nigerian Poverty Statistics, the poverty level in the South East stood at 27.4 percent which included Imo State. There is poor standard of living in Imo State.

The state also experiences low technical innovation. Innovation is initiated by establishment of businesses that will bring new ideas to the economy and also will be engineered by businesses seeking to improve their products and services. In Sanath (2017) intrapreneurial organizations such as small and medium scale Enterprises (SMEs) are considered as one of the main driving force of economic development that generate new employments, new business ventures, and new products. It is against this backdrop that this study intends to examine the effect of intrapreneurial organization on economic growth of SMEs in Imo State.

Objectives of the Study

The main goal of this research work is to determine the effects of intrapreneurial organizations on economic growth. Other specific objectives included to;

- i. determine the effect of organization new market development on job creation amidst covid-19 pandemic.
- ii. examine the impact of technical innovation on industrialization survival under covid-19 outbreak.

Research Questions

- i. What is the effect of organization new market development on job creation amidst covid-19 pandemic?
- ii. What is the impact of technical innovation on industrialization survival under covid-19 outbreak?

Research Hypotheses

Ho₁ Organization new market development has no significant effect on job creation amidst covid-19 pandemic.

Ho₂ Technical innovation has no positive impact on industrialization survival under covid-19 outbreak.

III. REVIEW OF RELATED LITERATURE

Intrapreneurship as argued has many meanings that one cannot even successfully run spell check on the word. The literature on intrapreneurship has identified two groups of intrapreneurship antecedents. One of the groups sees it as pertaining to an organization while the other group refers it to the external environment of a company. It has been noted that the most important result of intrapreneurship is getting the desired performance. Hence, one of the paramount concerns of managers is how to create new ideas in established organizations. However, intrapreneurship can lead to amazing results in product and procedural development within a company or corporation. It is meant to encourage employees to develop their own ideas, innovations, and techniques into solid plans of action that should be beneficial to the companies they work for. That is, partnerships, corporations, associations, and non-profit organizations are all able to reap the benefit from intrapreneurship.

In Badulescu, et al (2016) intrapreneurship is explained as relating to those who can transform the organization into a more lucrative firm. Bostjan and Robert (2003) opined that intrapreneurs are not entrepreneurs in the proper sense of notation, rather intrapreneurs are specialists with an exceptional training who are able to use the knowledge accumulated for innovations or transform the organization into success. Pinchot and Pinchot (1978) rather coined the term and referred to these entrepreneurs as "intra-corporate entrepreneurs" or "intrapreneurs". Previous to this phenomenon, it was a common practice that entrepreneurs leave their large firms and create small firms to take advantage of the technology that they created while they were at the large firm. This is because these large firms were not equipped to encourage innovation within their organization and often had policies and decisions that inhibit further development (Meng and Roberts, 1996).

However, large companies have now realized the advantages of utilizing the entrepreneurial spirit within their organization and began to maximize the potential of their human capital. Pinchot (1985) defined intrapreneurs as visionaries who have the direct responsibility of creating innovation within an organization. This visionary need not be the creator or inventor, but he or she must have hands-on involvement of turning this idea to reality and actively try to turn a profit from the new corporate venture.

Intrapreneurship, as a matter of fact cannot be treated in isolation from innovation.

Innovation of course, is not a new field of study. According to Schumpeterian theory the "process of creative destruction" allows the incumbents to hold only temporary monopolistic power until a more innovative product or service, which is usually offered by the fresh or new entrants, disrupt the market and overthrows the incumbent. The idea that even large established firms need to embrace "creative destruction" or face an inevitable demise has become a standard in assessing the survivability of a company. Moreover, it is also believed that small firms are principle drivers of innovation because of the lower risk that new entrants experience relative to incumbents, as argued by Schumpeter.

Innovation as discovered, is a word powerfully associated with economic growth and used by intrapreneurial organizations as they carry out their creative activities. Hence, the word innovation has vast definitions and meanings attached to it. It differs from a particular context to another, and from research paper to another (Garcia and Calantone, 2002). According to OECD (2005) innovation involves the implementation of a novel or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations. Yusuf, Abolaji, Adekemi, Olalekan, and Willie (2012) gave a broad definition of innovation which encompasses a wider range of possible innovations. But innovations are generally grouped into the following; product, process, marketing, and organizational innovations.

A product innovation deals with the introduction of a good or service that is new or significantly improved with respect to its features or intended uses. For example, when there are significant improvements in technical specifications, in components and materials, incorporated software, user friendliness or other functional characteristics. In the other hand, a process innovation occurs when there is an implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and software. The marketing innovations occur when a company carries out a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing. When a firm introduces a new organizational method in business practices, workplace organization or external relations it is then called organizational innovation (Bergfors and Larsson, 2009).

Convid-19 and SMES

According to Ronen (2021) COVID-19, which was declared a global pandemic by the World Health Organization (WHO, 2019), has now infected more than 45 million persons and caused more than 1 million deaths as of the end of October 2020 (ECDC, 2020). The frantic effort to curtail the human-to-human transmission of COVID-19 led to a lockdown of communities and business closures (Akpan, Ezeume, Udombos and Akpan, A. (2020).

Ozigi and Umar (2021) the emergence of COVID-19 pandemic brought about changes worldwide including Nigeria. The changes are summarized as: increased sickness, death, poverty, effect on health, food production, security, money supply, reduced inflow of foreign exchange resulting from lack of export and import of goods and services except for essential products, lack of patronage resulting from restrictions in movement and access, changes in mode of business operation from physical contact to online and many others. The SMEs suffered and are still being affected by the emergence of the pandemic since year 2020. Patronage and cash flow of the SMEs evaluated was seriously impacted by the novel virus plaguing the world economy. This experience triggered negative survival, excitement and sentiment on the continuous infection of this pandemic. Businesses have collapsed and many more are on the verge of extinction due to prevalence of COVID-19 pandemic. Hence, most SMEs with insufficient capital outlay went into economic shock and it is highly unlikely to recover from this shock in the short run.

Puddister and Small (2020) in Ronen (2021) reported that the epidemic and the resulting lockdown have accelerated and magnified the impact technology can have on some organizations' business models and that many small businesses have also been able to utilize new techniques to adapt and improvise their business models. According to them some of the obvious areas included the personal training, tutoring and client consulting which involved the use of virtual video platforms like Zoom and restaurants that have turned to take away and delivery options backed by online meal ordering.

Intrapreneurship and SMEs

There is no single universally accepted definition of SMEs. It has been noted in the literature that a small enterprise can be defined along three dimensions: in terms of either employment or investment or turnover, or a combination of any two, or all of the above in Bala-

Subrahmanya (2005). Particularly, in Nigeria, ministries, research institutes, agencies, private sector institutions, etc. use different definitions which involve the above three dimensions (Oyefuga, Siyanbola, Afolabi, Dada and Egbetokun (2008). Notwithstanding, Ramachandran (2002) argued that SMEs in the Nigerian context are best defined as those with fewer than 100 employees and but less than 50 million naira in assets. The lower limit for this characterization (in terms of employment) beyond which a firm is regarded as a micro enterprise is 10 employees (Oyefuga et al, 2008).

Aliyu and Julius (2015) opined that Small and Medium Enterprises (SMEs) have been generally recognized as vehicle of economic growth and development. They added that vibrant SMEs are considered crucial in solving many problems in developing nations. They identified the problems facing developing nations as poverty, inequality and unemployment. These SMEs play major roles by assisting in the provision of goods and services, job opportunities, wealth creation, poverty alleviation and utilization of local resources. Odubanjo (2000) stated that SMEs are catalyst for technological development, domestic capital formation, source of job opportunities, and means of training for local entrepreneurs.

The use of corporate entrepreneurship in smaller organizations that search for innovation focuses on the five dimensions of entrepreneurial orientation and the particulars of how these could be expected to appear in an SME context opined Maurits, Rick and Heidemann (2008) and Lumpkin and Dess (1996).

Product Innovation.

Product innovation refers to a product which is new, at least in some respects, for the market into which it is introduced. In Aham (2010), innovation is not just a new product but one that offers new and improved value to the customers, Reinhard (2014) opined that product innovations vary in their degree of newness from, on one extreme, products which create entirely new markets to, on the other extreme, only marginally new innovations.

Innovations might not necessarily mean an entirely novel or new product and in which case requiring a complete change in consumer consumption pattern or behavior. Aham (2010) identified the most popular classifications of innovation by marketing scholars which included;

a. Continuous innovation: This is a mere or mild review or change in the old or existing

product. Eg. Changing the colour, package, etc.

b. Dynamically continuous innovation: This innovation requires a greater review in the old existing product more than the continuous innovation and therefore requires a change in consumer mode or pattern of consumption. E.g. Manual Clipper to Electric Clipper.

c. Discontinuous innovation: Here, there is the introduction of a new or novel product into the market by the organization. This innovation also requires a complete change in consumer behavior. E.g. Invention of Air transportation

The introduction of new products and the consequent emergence of new markets will have job-creation effects. Consider, for example, how many direct and upstream and downstream jobs were created as a result of the invention of the automobile at the beginning of the 20th century or of the personal computer later in that century. Classical economists emphasized the labor-intensive impact of product innovation, and even the most severe critics of an optimistic vision of the employment consequences of technological change have admitted that product innovation leads to large, positive employment effects (Marco, 2014)

New Market Development

Market development is a strategic step taken by a company to develop the existing market rather than looking for a new market. It is a growth strategy that identifies and develops new market. A market development strategy targets non-buying customers in currently targeted segments. It also targets new customers in new segments. The firm looks for new buyers to pitch the product to different segments of consumers in an effort to increase sales. It is a two-step process to tap the untapped market. It begins with market research wherein a company does a segmentation analysis and shortlist market segments that are worth pursuing. It is an attempt to use the existing product or service to attract new customers. The goal is to expand the reach or tap into different segment or unexplored market (Aham, 2003).

A market development also entails expanding the potential market through new users or new uses. New users can be identified as: new geographic segments, new demographic segments, new institutional segments or new psychographic segments. A segment is a group of buyers who have similar needs and respond in the same way to marketing efforts. Once the firm decides on which segment to choose, the next step of market development involves creating a promotional strategy to enter into the market. Another aspect is

the pricing of the product. If there are competitors in the market the firm may use either of penetration or skimming pricing strategy (Kotler, 2004).

Technical Innovation

Technological innovation is considered as a process which is science, technology and system based. This process includes several factors affecting and affected by the firm's internal capabilities, its networking and its technological learning ability and influenced by its environmental factors. It would mobilize all existing potential resources to augment the firm's innovation capacities, ending with the introduction of a new or better product and/or production process. Letangule and Nicholas (2012) citing Rycroft and Kash (1999) claim that innovation requires a process of co-evolution between technology and cultural perspectives. Technology exerts a significant influence on the ability to innovate and is viewed both as a major source of competitive advantage and of new product innovation.

Technology is one of the key elements that define a society or civilization. The critical role of technological innovation in the development of a company and its contribution on the economic growth of firms has been widely documented. Ayres (2008) identified technology as the wealth of companies. According to Abernathy and Utterback, (2005) the primary role of technological innovation is to assure the survival of the entity, as well as the business ecosystem, which in turn is based on achieving sustainable financial performance.

Technological innovation is a means of survival and growth of industrial sectors or technological innovation is recognized as a major contributor of economic growth and a dominant factor of business success not only in developed countries but also in developing countries. Gerstenfield and Wortzel (2007) suggested that one of the requirements for economic and industrial development of DCs is their ability to innovate successfully

Economic Growth

The Statistics on the Growth of the Global Gross Domestic Product (GDP) from 2003 to 2013 by IMF (2012) defines Economic growth as the increase in the inflation-adjusted market value of the goods and services produced by an economy over time. It is conventionally measured as the percent rate of increase in real gross domestic product, or real GDP.

Chappelow (2019) in investopedia.com defines it as an increase in aggregate production in an economy. Often, but not necessarily, aggregate

gains in production correlate with increased average marginal productivity. That leads to an increase in incomes, inspiring consumers to open up their wallets and buy more, which means a higher material quality of life or standard of living.

In economics, growth is commonly modeled as a function of physical capital, human capital, labor force, and technology. Simply put, increasing the quantity or quality of the working age population, the tools that they have to work with, and the recipes that they have available to combine labor, capital, and raw materials, will lead to increased economic output (Segal and Sean, 2019). Some of the indicators of economic growth according to Smith (2017) included; **leading indicators** which change prior to large economic adjustments and, as such, can be used to predict future trends. They have the potential to forecast where an economy is headed, fiscal policymakers and governments makes use of them to implement or alter programs in order to ward off a recession or other negative events (Zachary, 2014). Examples are the stock market, manufacturing activity, inventory levels, retail sales, level of new business startups: and the **Lagging indicators** which, reflect the economy's historical performance and changes to these are only identifiable after an economic trend or pattern has already been established. They included changes in the gross domestic product (GDP), income and wages, unemployment rate, consumer price index (inflation): currency strength, interest rates, corporate profits, balance of trade: the balance of trade is the net difference between the value of exports and imports and shows whether there is a trade surplus (more money coming into the country) or a trade deficit (more money going out of the country).

IV. THEORETICAL FRAMEWORK

The Theory of Plan Behavior "TPB"

This theory is postulated by Icek Ajzen 1991. It is extended version of self-efficacy theory has explained the intention to behavior. It postulates three conceptually independent determinant of intention. They included; **attitude toward the behavior** i.e. degree to which a person has a favorable or unfavorable appraisal of the behavior; **subjective norms** i.e. perceived social pressure to perform or not to perform the behavior; and **perceived behavioral control**, i.e individual perception of the extent to which performance of the behavior is easy or difficult. It increases when individuals perceive they have more resources and confidence. Intrapreneurial intention is linked on attitude of individual, subjective norms as organizational antecedent, culture and contextual

dimensions. Donald, Ireland, Covin and Hornsby (2005) in his research explored few dimensions of organizational antecedents which included; management support, work discretion autonomy, reward / reinforcement, time availabilities, and organizational boundaries.

Social Capital Theory

This theory has been used by Jones 2005 for the research on intrapreneurship of middle manager and organizational innovation. It contends that social relationships are resources that can lead to the development and accumulation of human capital. Social capital refers to any feature of social relationship that yields reproductive benefits. The core of social capital is that goodwill drawn from family, friends, workmates and acquaintances provides a range of valuable resources including information, influence and solidarity.

V. EMPIRICAL REVIEW

Gerstenfield and Wortzel (2007) analyzed the relationship between the usage of Internet-based innovation technologies, different types of innovation, and financial performance at the firm level. Data for the empirical investigation originated from a sample of 7,302 European enterprises. The empirical results show that Internet-based innovation technologies were an important enabler of innovation in the year 2003. It was found that all studied types of innovation, including Internet-enabled and non-Internet-enabled product or technological innovations, are positively associated with turnover and employment growth. Finally, it was found that innovative activity is most of the time associated with higher profitability.

Egbiremolen and Igberaese, (2013) investigated the role of Small and Medium Enterprises (SMEs) as intrapreneurial organization in the achievement of economic growth in Nigeria using linear regression model and granger causality test. Study result indicates that SMEs are indispensable in achieving sustainable economic growth as they exhibit positive impact on the economy. This implies a boost to the economy for every increase in the operations and activities of SMEs. The granger causality test reveals a unidirectional causal relationship between SMEs and economic growth, running from the former to the latter. The study recommended an adequate and coordinated financing with relatively low interest rate should be made available and assessable to

SMEs across Nigeria, as the issue of inadequate funding has remained the major bane to their successful operations. Also, government should make available needed infrastructure and incentives like regular power supply, good roads and tax holiday. These would greatly enhance and encourage the activities of SMEs and position them to play their all important role in the achievement of sustainable economic growth in Nigeria.

Ebiringa (2011) focuses on entrepreneurship venturing and Nigeria's economic development with particular focus on the manufacturing sector. Using descriptive statistics, the study found that SMEs were the business model often used by entrepreneurs to participate in economic development of their environment. In Nigeria, the immediate economic reason for venturing into SMEs by entrepreneurs is to create employment for themselves and their family members as evidence available shows that SMEs in Nigeria generate more employment opportunities per unit of investment than large scale firms. However, the output of these SMEs as a percentage contribution to overall national productivity or gross domestic product has remained grossly insignificant due to factors beyond the control of entrepreneurs. The study concluded that concerted effort should be made by stakeholders especially government to provide the enabling environment needed for sustainable SME activities.

VI. METHODOLOGY

As a descriptive research a survey design was adopted. Sources of data to the study are Primary Data and Secondary Data. Primary data sources are firsthand data from the field with the use of personal interview, questionnaire, and observation. Secondary data sources are from existing literatures from textbooks, journals, newspapers, and conference papers on the subject matter. The population is made up of 170 management teams of 21 selected SMEs in Owerri, Imo State that includes the following categories; primary industry (agro-allied firms), and secondary industry (manufacturing/production/construction firms); and Services firms (restaurant, fast food and others). Taro Yamane formula for the sample size determination while the sampling technique used is simple random sampling that allowed every element in the population the chance of being selected.

Sample Size Determination.

The total population of 170 was gotten from the selected SMEs in Owerri. The researcher adopted Taro Yamane formula for the sample size determination.

$$\begin{aligned} \text{Where, } n &= \frac{N}{1+N(e^2)} \\ &= \frac{170}{1 + 170(0.05)^2} \\ &= \frac{170}{1 + 170(0.0025)} \\ &= \frac{170}{1.425} \\ &= 119 \end{aligned}$$

Method Of Data Analysis.

The data collected from the respondents was tabulated and analysed using descriptive statistics of percentage table of men and standard deviation. The hypotheses were tested using pearson product moment correlation aided by SPSS.

Pearson’s Correlation Coefficient

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)}}$$

Degree of Freedom (df) = n-2

Decision Rule: We shall reject Ho if $t_{cal} > t_{\alpha/2, v}$

VII. DATA PRESENTATION AND ANALYSIS.

Table 1. Administration of Questionnaire

S/N	No. Administered		No. returned/ Percent of No. returned		No. not returned/Percent of No. not returned.	
	No. Administered	% of No. Administered	No Returned	% of No. Returned	No. not Returned	% of No. not Returned
1	119	100%	102	86%	17	14%

Source: Field Survey, 2022

The table above revealed that out of the 119(100%) questionnaire administered only 102 (86%) were returned while 17 (14%) were missing as the result of the misplacement by some of the respondents.

What is the effect of organization new market development on job creation amidst covid-19 pandemic?

Table 2. The effect of organization new market development on job creation amidst covid-19 pandemic.

S/N	Question Item	Responses							N	x̄	STD
		SA5	A 4	UD 3	D 2	SD 1					
1	New customers identification as part of innovation	240	192	18	2	3		102	4.34	0.81	
2	New distribution outlets encourage more sales	130	300	0	0	1		102	4.23	0.60	
3	There is improvement in product promotion that results in the use of more salespersons	165	252	3	6	2		102	4.20	0.53	

S/N	Job Creation	SA5	A 4	UD 3	D 2	SD 1	N	x̄	STD
4	There is increase in firm's payroll due to the innovation	225	220	6	0	2	102	4.41	0.84
5	The rate of labour turnover in the firm is low.	275	176	3	4	1	102	4.50	0.71
6	The innovation has encouraged creation of new roles and responsibilities.	300	164	0	0	2	102	4.57	0.84

Source: Field Survey, 2022

The table above has shown that market development which involves new customer identification, new distribution outlets and improved product promotion lead to increase in firms' payroll deduction, reduction of labour

turnover and creation of new roles and responsibilities in the organizations

Question Two: What is the impact of technical innovation on industrialization survival under Covid-19 outbreak?

Table 3. Impact of technical innovation on industrialization survival under covid-19 outbreak.

S/N	Question Item	Responses							N	x̄	STD
		SA5	A 4	UD 3	D 2	SD 1					
1	There is improved method of production since the innovation.	205	232	3	4	0		102	4.35	0.85	
2	Modification of production / manufacturing / service system is important to meet the changing needs of consumers.	280	180	3	0	0		102	4.54	0.70	
3	Research and Development encourages innovation	210	240	0	0	0		102	4.41	0.71	

	Industrial Survival								
4	More sales are recorded after improved method of production.	225	228	0	0	0	102	4.44	0.88
5	Technical innovation encourages better customer services.	275	180	3	0	1	102	4.50	0.67
6	There is increase in firm's image as the result of innovation.	200	236	3	4	0	102	4.34	0.70

Field Survey, 2022

Hypothesis 1

Correlations

		Market_Development	Job_Creation
Market_Development	Pearson Correlation	1	.770**
	Sig. (2-tailed)		.030
	N	3	3
Job_Creation	Pearson Correlation	.770**	1
	Sig. (2-tailed)	.030	
	N	3	3

*Correlation is significant at the 0.05 level (2-tailed)

Source: Statistical Package for Social Science (SPSS v.21)

The result of the test of hypothesis 1 also shows that there is positive relationship between New Market Development and Job creation by small and medium scale enterprises. The $r = 0.770$ shows positive and strong relationship between the variables since the value is greater than 0.3 by

default. Since the significant 2-tailed P-value is 0.030 which is less than the P value of 0.05 (significant value by default) accepts the Alternate hypothesis (H_1) which states that organizational new market development results in job creation in the economy.

Hypothesis 2

Correlations

		Technological_I nnovation	Industrial_Survival
Technological_Innovation	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.040
	N	3	3
Industrial_Survival	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.040	
	N	3	3

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Statistical Package for Social Science (SPSS v.21)

The result of the test of hypothesis 2 shows that there is positive relationship between technical innovation and industrial survival. The $r = 0.658$ shows a positive and strong relationship between the variables. Since the significant 2-tailed P-value is 0.040 which is less than the P value of 0.05, accept the alternate hypothesis which states

that “technical innovation has impact on industrialization survival”.

VIII. SUMMARY OF FINDINGS

Based on the analysis and findings from the following conclusions are made;

- i. Organizational new market development encourages job creation or employment. As organizations discover new demand for their product they tend to create additional job openings for people so that the needs of the market would be satisfied.
- ii. Technical innovation has positive impact on industrialization survival. They more the introduction of new method and system of production by the small businesses the more they become competitive and strong in the industry.

IX. CONCLUSION

The idea that innovation and economic growth are very closely and positively linked together has unarguably become prominent and attracted attention from researchers in the field, since the early works of Schumpeter. However, it is pertinent to note that intrapreneurial organizations which could be seen among small and medium scale enterprises (SMEs) carry out innovation. This innovation is significant and seen as a veritable tool for national and economic growth and development. It is obvious that the outbreak of covid-19 affected their productive operations financially and otherwise yet their relevance in economic development cannot be overemphasized. The problems facing developing nations as poverty, inequality and unemployment are being solved by these SMEs. They play major roles by assisting in the provision of goods and services, job opportunities, wealth creation, poverty alleviation and utilization of local resources. They are described as catalysts for technological development, domestic capital formation, source of job opportunities, and means of training for local entrepreneurs.

X. RECOMMENDATIONS

The following recommendations are made based on the findings;

- Small and Medium Scale Enterprises should be adequately encouraged by the government through effective economic policies and funding scheme.
- Innovation is synonymous with economic development. Hence, a favourable business environment is required for intrapreneurial organizations as SMEs to embark on innovative activities and achieve their objectives
- Adequate and coordinated financing with relatively low interest rate should be made available and accessible to SMEs across Nigeria, as the issue of inadequate funding has remained the major bane to their successful operations, coupled with the outbreak of the Covid-19 pandemic.
- Management of business organizations should adopt strategies that would foster and encourage innovations and creativity within the organizations for economic growth and development.

REFERENCES

- [1]. Akpan, I. J., Ezeume, I. C., Udomboso, E., Ezeume, A., & Akpan, A. (2020a). An analysis of the conceptual structure of SARS-CoV-2 and COVID-19 Using network analysis and visual analytics. 1–23. <https://doi.org/10.2139/ssrn.3593142>
- [2]. Aliyu, M. & Julius, A. (2015). Innovation among small and medium enterprises in Nigeria. *Journal of Resourcefulness and Distinction*, Volume 11 No. 1, December, 2015: ISSN 2276-9684
- [3]. Anyanwu, A., (2003). Dimensions of marketing. Imo: Avan Global Publications.
- [4]. Bergfors, M & Larsson, A. (2009). Product and process innovation in process industry: A New perspective on development. *Journal of Strategy and Management*, 2(3), 261-276.
- [5]. Bostjan, D & Robert, G. (2003). Innovation in smes. *Journal of Small Business and Enterprise Development* 10 (1), 7-24
- [6]. Bostjan, A. (2001). Organizational process in intrapreneurship: A conceptual integration. *Journal of Enterprising Culture*, 9(2), 221 - 235.
- [7]. Chappelow, J. (2019). Economic Growth. Retrieved from <https://www.investopedia.com/terms/e/economicgrowth.asp>
- [8]. Darling J., Gabrielsson M. & Seristo, H. (2007). Enhancing contemporary entrepreneurship. *European Business Review*, 19(1), 4-22
- [9]. Ebiringa, O.T. (2011). Entrepreneurship venturing and Nigeria's economic development: the manufacturing sector in focus. *Int. Journal. Buss.Mgt. Eco. Res.*, Vol 2(6), 2011, 376-381.
- [10]. Egbiremolen D & Igberaese, F. (2013). Small and medium enterprises financing and economic growth in Nigeria: an econometric Analysis. *Journal of Economics and Sustainable Development*. 4(19), 20-31.
- [11]. Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: A literature

- review. *Journal of Product Innovation Management*, Vol. 19 No. 2, pp. 110-32.
- [12]. Gerstenfield, A., Wortzel, L. (2007). Strategies for innovation in developing countries. *Sloan Management Review*, Fall, pp. 57-68, 2007.
- [13]. Heidemann, L.A. (2004). Corporate entrepreneurship: An empirical study of the importance of strategic considerations in the creation of radical innovation. *Managing Global Transitions*. Volume 5 · Number 2 · Summer 2007.
- [14]. Hitt, M. A., Nixon, R. D., Hoskisson, R. E., & Kochhar (1991). Corporate entrepreneurship and cross-functional fertilization: activation, process and disintegration of new product design team. *Entrepreneurship Theory and Practice*, 23(3): 145–167.
- [15]. Krishna, K. (2003). Bridging the gap: Conceptual paradigms and training for entrepreneurship development. *The Journal of Entrepreneurship*, 12(1), 91-116.
- [16]. Kotler, P. (2004). *Marketing Management*. India: Pearson Education Ltd
- [17]. Letangule S. L. & Nicholas K. L. (2012). Technological innovation and corporate performance. *IJMBS* Vol. 2, Issue 3, July - Sept 2012 ISSN: 2230-9519.
- [18]. Marcus, D. (2000). Entrepreneurship and economic growth: An obvious conjunction? ISSN 00-8
- [19]. Miller, D. (1983): The correlates of entrepreneurship in three types of firms. *Management Science* 29: 770-791.
- [20]. Miller, D. & Friesen, P. H. (1985). Innovation in conservative and entrepreneurial firms: Two models of strategic management. *Strategic Management Journal*, 3, 1-25.
- [21]. Ogbuanu, B. K., Kabuoh, M. & Okwu, A. T (2014). Relevance of small and medium enterprises in the growth of the Nigerian economy: A study of manufacturing smes. *International journal of advanced research in statistics, management and finance* vol. 2 no. 1, October 2014 ISSN Print: 2315-8409, online: 2354-1644
- [22]. Oyefuga, I.O., Siyanbola, W.O., Afolabi, O.O., Dada, A.D. & Egbetokun, A.A. (2008). SMES funding: An assessment of an intervention scheme in Nigeria. *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 4, Nos. 2/3, pp.233–245.
- [23]. Ozigi, E. E. & Umar, U.I. (2021). Effect of covid-19 on the performance of small and medium business enterprises in Abuja-FCT, Nigeria. *Open Journal of Business and Management*. Vol.9 No.5, September, 2021
- [24]. Pinchot, G., & Pinchot, E. (1978). *Intra-corporate Entrepreneurship*, Tarrytown School for Entrepreneurs.
- [25]. Phillips, F. (2003). Entrepreneurship in SMES. *Journal of Entrepreneurship Educ.* Vol 2. N05.
- [26]. Puddister, K., & Small, T. A. (2020). Trial by zoom? The response to COVID-19 by Canada's courts. *Canadian Journal of Political Science/Revue Canadienne de Science Politique*, 1–5. <https://doi.org/10.1017/S0008423920000505>
- [27]. Ramachandran, V. (2002). An assessment of the private sector in Nigeria, Regional Program on Enterprise Development, Africa Private Sector Department, Small and Medium Enterprise Department, The World Bank Group, Available at www1.worldbank.org/documents/ICA005.pdf, accessed May 5, 2006.
- [28]. Reid, S.E., & Brentani, U. (2004) Fuzzy front end: Discontinuous innovations. *Journal of Product Innovation Management*, Vol. 21 No. 1, pp. 170-184.
- [29]. Ronen, H. (2021). The Impact of covid-19 on small businesses' performance and innovation. *Global Business Review* 1 –22 © 2021 IMI.
- [30]. Sanath, D (2017). Intrapreneurship as a determinant (tool): A case review in medium scale manufacturing industry in Sri Lanka. *International Journal of Science Arts and Commerce* Vol. 2 No. 6, August-201.
- [31]. Smith, K. (2017). List of 16 major leading and lagging economic indicators. Retrieved from www.moneycrashers.com
- [32]. Stevenson, D & Jarillo, F (1990). *Corporate intrapreneurship in small business*. (6th Ed). New York: McGraw-Hill Irwin.
- [33]. Yusuf, O.A., Abolaji, D.D., Adekemi, J. O., Olalekan, A.J. & Willie, O.S. (2012). Understanding the nexus of r&d, innovation and economic growth in Nigeria. *International Business Research*; Vol. 5, No. 11; 2012
- [34]. Zachary, K. (2014). *The leading indicators. a short history of the numbers that rule our world*. USA: Simon and Schuster Publishers.