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Effect of Business Innovation on Employment Creation Among SMEs in Anambra State

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ABSTRACT: The study examined the effect of business innovation on employment creation among SMEs in Anambra State. The objectives of the study were to: determine the effect of process innovation, management innovation, marketing innovation and product innovation on employment creation among SMEs in Anambra State. The sources of data for this research were mainly primary data. The population of the study consistsed of eighteen thousand, eight hundred and ninety-seven (18,897), while three hundred and ninety-one (391) was derived from taro yamane formular. Method of analysis was through statistical package for social sciences (SPSS). Multiple regression method were used in this study. The study found that; Product innovation had significant effect on employment creation among SMEs in Anambra State. (t-statistics of 6.734 and probability value of 0.000). Management innovation had significant effect on employment creation among SMEs in Anambra State. (T-statistics of .788 and probability value of 0.480). Market innovation had significant effect on employment creation among SMEs in Anambra State. (T-statistics of 5.591 and probability value of 0.000). The study concludes that business innovation had a positive and significant effect on employment creation in Anambra state. It was recommended that there should be a strong emphasis on supporting and promoting product and process innovation, as these factors have shown significant positive relationships with SMEs performance. Policymakers and SMEs owners should prioritise initiatives that encourage the development and adoption of innovative products and processes within the SMEs sector.

Keywords: business innovation, employment creation, process innovation, management innovation marketing innovation and product innovation

1 INTRODUCTION

Traditionally, innovation has been associated with significant employment shifts (Brynjolfsson & McAfee, 2019). Innovation relies on many factors, including the state of knowledge, individual creativity, public policy, economic institutions, and social norms (Sohn and Jung, 2020; Jacobs, Ezeokafor, & Ekwere 2021; Ugochukwu, Ezeabasili, & Ostar, 2020). Innovation is pivotal for businesses. To ensure their survival, businesses must consistently rejuvenate their practices to keep pace with the market trends and evolving consumer needs. By doing so, they also contribute to the economic growth, employment, and development of their respective countries (Lema, Rabellotti & Sampath, 2018, Atueyi, & Mbanefo 2025). Innovation induces intriguing changes that warrant exploration. It is progressively becoming an economic catalyst in today's globalized world. It provides businesses with novel opportunities to compete more effectively by reshaping their workforce strategy via recruiting new talent, retaining existing employees, or redeploying them into new roles, all without the necessity of eliminating one job to

create another (Ugur & Mitra, 2019, Onya, Arinze,.& Atueyi, 2025; Aniefor, Nduka, Ananwude & Ezeaku, 2021; Unukpo, Nwankwo, Chendo & Okeke, 2025; Chukwujekwu & Ezeabasili, 2019).

Rasha, and Mark (2020) asserts that in a world of changing needs and demands, innovation is regarded as an important element for competition and a major factor contributing to firm growth and development. It is an important vehicle for small firms and those that encompass it will excel in the competitive business environment and those that do not embrace it will not survive and succeed. According to Howard (2022), business innovation is the act of introducing something new to a company whether it is a new product, a new market strategy, a new method, and so on in order to reinvigorate the company and promote new value. In addition, innovation also refers to the ability of an entrepreneur to create new product, new production process and techniques, procedures, new management and marketing practices, policies and strategies or improve, modify the existing ones in order to create demand, reduce cost and ensure efficiency to achieve success.

Several studies have demonstrated that technological innovation offers dual benefits to a company. First, it enhances their performance, and second, it helps maintain the novelty of products or services in the market, making them harder to replicate (Azar & Ciabuschi, 2017, Nwangwu 2024, Ohanyere, Arinze, & Atueyi 2025; Ogunewe, Ananwude & Nduka, 2020). Various researchers have also explored the relationship between innovation and employment, yielding diverse and often asymmetric outcomes (Baffour, Turkson, Gyeke-Dako, Oduro & Abbey, 2020; Nduka, Okolie & Ngangah, 2025; Ezeabasili & Amaefuna, 2024). It is generally accepted that job creation in a company hinges on numerous factors, one of which could be innovation. However, economic theories do not explicitly elucidate the impact of innovation on employment (Fernández-Portillo, Ramos-Vecino, Calzado-Barbero & Robina-Ramírez, 2018). Nevertheless, several studies have confirmed that product innovation can bolster employment rates (Ciriaci, Moncada-Paternò-Castello & Voigt, 2016) as it may boost sales and market share, thereby fostering both economic growth and an increase in job creation within companies. However, it is essential to recognize that innovation is not the sole factor influencing these outcomes.

1.2. Objectives of the study

The main objective of this study is to examine effect of business innovation on employment creation among SMEs in Anambra State. The specific objectives are to:

i. To determine the effect of process innovation on employment creation among SMEs in Anambra State.
ii. To determine the influence of management innovation on employment creation among SMEs in Anambra State.
iii. To determine the effect of marketing innovation on employment creation among SMEs in Anambra State.
iv. To establish the effect of product innovation on employment creation among SMEs in Anambra State.

1.3 Hypotheses

The following hypotheses were formulated in null form to guide this study.

$H_{01:}$ Process innovation has no significant effect on employment creation among SMEs in Anambra State.

$H_{02:}$ Management innovation has no significant effect on employment creation among SMEs in Anambra State.

$H_{03:}$ Marketing innovation has no significant effect on employment creation among SMEs in Anambra State.

$H_{04:}$ Product innovation has no significant effect on employment creation among SMEs in Anambra State.

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Business Innovation

Business innovation refers to the deliberate process through which an organization creates, develops, and implements new ideas, products, services, processes, or business models that significantly enhance its value creation, competitive advantage, and long-term sustainability (Ezeamama & Obani, 2024). It involves transforming creative insights into practical solutions that improve organizational performance, address emerging customer needs, respond to market dynamics, or exploit new technological opportunities (Nwangwu. Ohanyere, Nwangwu, & Atueyi, C.L 2025; Anusi & Nduka, 2022). Business innovation goes beyond merely introducing something new; it entails systematic change, supported by strategic planning, market analysis, research and development, and the adoption of modern technologies. It encompasses both incremental innovations small, continuous improvements that optimize existing systems and radical or disruptive innovations that fundamentally reshape industries and generate entirely new markets. Therefore, business innovation is a critical driver of organizational resilience, allowing businesses to remain relevant in a rapidly changing global economy and sustain a superior position in the marketplace (Ifechukwu-Jacobs, Arinze, Nwangwu. & Atueyi, 2025; Ekwunife, Nduka & Ogini, 2022; Nwafor, Nwankwo, Okeke & Chendo, 2025).

2.1.2 Employment Creation

Employment creation, also known as job creation, refers to the deliberate process of generating new and sustainable work opportunities within an economy, organization, or community. It involves expanding existing productive activities or developing new sectors, enterprises, and initiatives that increase the number of people gainfully employed. Employment creation is both an economic and social development strategy aimed at reducing unemployment, alleviating poverty, fostering inclusive growth, and improving the standard of living (Ifechukwu-jacobs, & Atueyi, 2024; Monogbe, Omotayo, Achugbu & Nduka, 2016; Eze, Nwakwo & Okeke, 2025).

From an economic perspective, employment creation arises when businesses expand their operations, new firms emerge, public and private investments increase, or technological and infrastructural developments stimulate demand for labor. It also results from government policies such as entrepreneurship development programs, industrialization strategies, skill acquisition schemes, and favorable regulatory environments that support business growth and labor market participation (Sohn, and Jung, 2020).

Employment creation is not limited to formal wage jobs; it includes self-employment, entrepreneurship, small and medium enterprise (SME) development, agricultural jobs, digital economy opportunities, and informal-sector activities (Ezeamama & Orji, 2024; Nduka, Ananwude & Osakwe, 2019; Ezenwaka & Okoro, 2020). It ensures that individuals have access to productive engagement, income generation, and opportunities for personal and professional advancement. Therefore, employment creation is a central pillar of sustainable development, as it empowers individuals economically, supports households, and contributes to the long-term prosperity of a nation (Ezeamama and Ofozoba 2023; Nduka, Atueyi, Osakwe & Mbanefo, 2021; Ugwu, Eboatu, Okoro & Okeke, 2022).

2.2 Theoretical Framework

Schumpeter Theory of Innovation

A good number of theories of entrepreneurship innovation and success exist but this study will be anchored on the Joseph Schumpeter's Theory of

Innovation. The Innovation Theory proposed by Schumpeter (1934) who believed that an entrepreneur can improve wealth, earn economic profits and sustain his business by introducing successful innovations. In other words, innovation theory posits that the main function of an entrepreneur is to introduce innovations and improve income and profit in the form of reward is given for his performance. Schumpeter, refers to any new policy that an entrepreneur undertakes to reduce the overall cost of production or increase the demand for his products. According to Schumpeter, as cited in Ottih (2014), innovation can be classified into two categories; the first category includes all those activities which reduce the overall cost of production such as the introduction of a new method or technique of production, the introduction of new machinery, innovative methods of organizing the industry, etc.

The second category of innovation includes all such activities which increase the demand for a product. Such as the introduction of a new commodity or new quality goods, the emergence or opening of a new market, finding new sources of raw material, a new variety or a design of the product, etc. Schumpeter's theory nevertheless suffers many criticisms, Ottih (2014), Dedekum and Akpor-Robaro (2015) pointed out that Schumpeter's theory is purported to have validity only in capitalist economies prior to the rise of giant corporations. Also, the theory has only limited applicability in less developed country. Furthermore, this theory cannot be tested empirically because the person's performing entrepreneurial functions cannot be identified. Schumpeter has also not clearly stated about the supply of entrepreneurs.

However, innovation theory by Schumpeter is considered most relevant because owners and managers of business will understand how product, process, management and marketing innovations are instrumental to their success in the management of SMFs in Nigeria. The theory is still relevant to the study because manufacturing entrepreneurs in small and medium firms in Nigeria and underdeveloped countries can achieve personal wealth and market expansion of their firms through increase in sales, number of product, customers, business braches, creation of new quality products or improving on existing ones, as well introducing new process or techniques, (Gayor, 2022).

Empirical Studies

Malashree, Ruchi, Shalini and Kartikey (2024) delved into the continuous nature of innovation within organizations, emphasizing its pivotal role in sustaining competitive advantage. It probes into how innovation is defined in academic literature and explores the emergence of various types of innovations. By examining nine key types of innovation as significant value drivers, the paper offers valuable insights for entrepreneurs navigating the realm of discovery. The review aims to elucidate the definitions and concepts of innovation, recognizing its subjective nature and the importance of perspective - from micro to macro levels. Economic impact hinges not solely on novelty but also on market novelty, broadening the scope of what constitutes innovation. Contemporary trends are shaping innovation in the corporate sector, with researchers investigating structural and environmental factors that foster it.

Fernández-Portillo,Hernández-Mogollón,Sánchez-Escobedo and Pérez, (2018) focused on the relationship between innovation and employment with the aim of exploring whether the most innovative companies create more employment, or hope to create it, taking into account the company performance. For this purpose, we performed multivariate analysis, using the partials least squares (PLS) technique, to study the direct and indirect relationship between business innovation and employment through the economic and financial performance of the company, focusing on Spanish companies in the year 2022. The results obtained show that innovation has a positive effect on employment and on the performance of the company, and thus on the creation of employment. In conclusion, the administration should encourage business innovation to improve employment rates and company performance.

Zerayehu and Getaw (2022) examined the impact of different types of innovations (overall, process, and R&D) on different segments of labour (productivity and employment) in selected African countries, namely, Ethiopia, Kenya, Rwanda, Zambia, Zimbabwe, Ghana, Cameroon, Senegal, and Cote d'Ivoire. The study employs data from the World Bank Enterprise Survey and converts it into pseudo panel data based on legal status, firm size, and industry type as all these three exogenous variables are common in all countries. The study uses the Propensity Score Matching method and the Dose-Response Model to capture the impact of innovation and the dosage of innovation on labour productivity and employment. The descriptive analysis indicates that 2,673 firms are engaged in at least one of the innovation activities, and 250 firms do not have any innovation activities. The Propensity Score Matching finds that process and R&D innovations have statistically significant impacts on employment. But the process of innovation has a negative effect on the productivity of non-production and skilled employees. R&D innovation has a negative and statistically significant impact on the productivity of permanent, Azamela, Tang, Owusu, Egala and Bruce (2022) researched the impact of institutional creativity and innovation capability on management performance of public sector in Ghana. Partial least squares structural equation model was employed to estimate the survey responses of 195 respondents from fifty public sector institutions. The empirical analysis confirms that management creativity has a positive and significant impact on management performance, and inter-agency collaboration and institutional leadership contribute positively to institutional creativity and innovation capacity. However, stakeholder pressure negatively impacts both institutional creativity and innovation performance.

Medase and Wyrwich (2022) examined the nexus between innovation and employment growth. In contrast to most studies that employ data from technologically advanced economies, the study uses well-documented data from a leapfrogging and catching-up economy in sub-Saharan Africa. We find a positive relationship between process innovation and employment growth among Nigerian manufacturing and services firms from 2005 to 2010. Furthermore, product innovation is also positively related to employment growth in manufacturing. This study's peculiarity is that innovative firms' ability to grow rely on their operations in regional and export markets, respectively. Our study contributes to the understanding of innovation and firm development in emerging economies.

Karanja, (2022) analyzed the relationship between innovative entrepreneurship and economic development in Kenya. The objectives under study included training and technology and how the two contribute to economic growth. The study used descriptive research design. The research instrument used was the questionnaire. Data was subjected to descriptive statistics. The findings suggested that for economic growth and development to be realized, value addition, entrepreneurship training, technology adoption as well as inculcating an entrepreneurial culture should be enhanced in Kenya.

METHODOLOGY

3.1: Research Design

The research design that was adopted in this study was the survey design, Personal observation, and questionnaires were used in this study to seek clarifications and convenience on the part of the respondent given schedules. The choice of survey method is that it is cost effective, dependable and a true representation of the entire population.

3.2 Source of Data

Primary Data: These consist of all the data and information obtained personally from respondents through interviews and the use of questionnaire. They are primary in nature because they have not been published elsewhere.

3.3 Population of the Study

Population for the study was consisted of practicing business owner (small and mediun scale enterprises) i.e (those entrepreneurs that

employed from 5 to 50 persons in their firms). The operators of such businesses can either take the status of owner-manager or paid manager. The population has been so defined to ensure that the respondents would be able to effectively discuss the issues involved in innovation skills to generate employment for the teeming unemployed populace. From the directory of industries domiciled in the State Ministry of Commerce and Industry, and a pilot study commissioned by the researcher. 18,897 of this category of business were identified in the state with following breakdown for the areas being considered: Nnewi – 6351; Ontisha – 7303 and Awka – 5243 (State Ministry of Commerce and Industry, 2025).

3.4 Determination of the Sample Size

Taro Yamane formula was used to determine the Sample size. The formula is given as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where
n= Sample size of the study
N = Population
1 = Constant value
e = Error margin assumed to be (5%)
Applying this formula, we have

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{18,897}{1+18,897\ (5\%)^2}$$

$$n = \frac{18,897}{1+18,897\ (0.0025)}$$

$$n = \frac{18,897}{1+47.2425}$$

$$n = \frac{18,897}{48.2425}$$

Sample size = 391.708555 apprx 391

Nnewi – 6351; Ontisha – 7303 and Awka – 5243

Table 3.1: Population and Sample Distribution

S/N	Zone	Population	Sample Allocation	Percentage of Total
1.	Nnewi	6351	151	38.6
2.	Onitsha	7303	150	38.4
3.	Awka	5243	90	23.0
	Total	18,897	391	100.0

Source: Field Survey, 2025

From Table 3.1, it could be seen that the distribution of the sample was a function of the population in each zone. For instance, Nnewi Zone with a population of 6351 was allocated 151 of the sample representing 38.6 percent of the entire sample, Onitsha with 7303 population was allocated 150 proportionately thus representing 38.4 percent of the entire sample while Awka with 5243 population was allocated 90 also representing 23.0 percent of the entire sample. Thus the allocation was proportionately carried out.

3.5: Method of Data Analysis.

Statistics such as frequency count and percentages were used in the analysis of research questions, while hypotheses were tested using regression analysis. The hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

Decision rule: we will accept Ho, if p-value is greater than 5% level of significance, otherwise we will reject Ho, to accept Hi.

RESULT AND DISCUSSION OF FINDINGS

4.1 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.1.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.432[a]	.587	.576	.85367	.187	18.242	4	343	.000	1.700

a. Predictors: (Constant), PRI, MGI, MKI, PRDI

b. Dependent Variable: EPC

Table 1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 58%. This implies that 42% of the variation in business innovation variables is explained by variations in process innovation (PRI), Management innovation (MGI), market innovation (MKI), product innovation (PRDI). This was supported by adjusted R^2 of 58%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.7 in table 1 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 4.1.2: ANOVA Result

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	53.177	4	13.294	18.242	.000[b]
	Residual	231.745	343	.729		
	Total	284.923	347			

a. Dependent Variable: EPC

b. Predictors: (Constant), PRI, MGI, MKI, PRDI

The f-statistics value of 18.242 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables that is, process innovation (PRI), Management innovation (MGI), market innovation (MKI), product innovation (PRDI) can collectively explain the variations in voters participation.

Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.1.3 T-Statistics and Probability Value from the Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.479	.209		2.298	.022	.069	.890
	PRI	.368	.055	.355	6.734	.000	.261	.476
	MGI	.039	.056	.039	.708	.480	-.070	.149
	MKI	.379	.068	.296	5.591	.000	.246	.513
	PRDI	.145	.047	.171	3.105	.002	.053	.237

a. Dependent Variable: EPC

Table 4.1.3 shows the coefficient of the individual variables and their probability values. Process innovation has regression t-value of 6.734 with a probability value of .000. This implies that Process innovation have a positive but significant effect on voters participation. Management innovation has a regression t-test of 0.708 with a probability value of 0.480 implying that Management innovation 'has no positive and insignificant effect on voters registration.

On a similar note, blogs has a t-test value of 5.591 and a probability value of 000. This shows that blogs has a positive and significant effect on employment creation. Furthermore, you product innovation has a regression coefficient of 3.105 with a probability value of 0.002. This implies that you product innovation has a positive and significant effect on employment creation

4.2 Test of Hypotheses

Test of Hypothesis One

H_{01}: Process innovation has no significant effect on employment creation among SMEs in Anambra State.

Process innovation has a t-statistics of 6.734 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Process innovation has significant effect on employment creation among SMEs in Anambra State.

Test of Hypothesis Two

H_{02}: Management innovation has no significant effect on employment creation among SMEs in Anambra State.

In testing this hypothesis, the t-statistics and probability value in table above is used. Management innovation has a t-statistics of .708 and a probability value of 0.480 which is statistically insignificant. Therefore, we reject the alternative hypothesis and accept the null hypotheses which state that "Management innovation has no significant effect on employment creation among SMEs in Anambra State.

Test of Hypothesis Three

H_{03}: Marketing innovation has no significant effect on employment creation among SMEs in Anambra State.

Marketing innovation has a t-statistics of 5.591 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Marketing innovation has significant effect on employment creation among SMEs in Anambra State..

Test of Hypothesis Four

H_{04}: Product innovation has no significant effect on employment creation among SMEs in Anambra State.

Product innovation has a t-statistics of 3.105 and a probability value of 0.002 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Product innovation has significant effect on employment creation among SMEs in Anambra State.

Discussion of Findings

This research examined the business innovation on employment creation among SMEs in Anambra State. The data generated were subjected to statistical analysis and the following output was ascertained.

Process innovation and employment creation: The result of objective one revealed that Process innovation has a positive and significant influence on employment creation in Anambra State. This implies that Process innovation, which involves the introduction of new or improved methods or techniques in production or service delivery, can indeed create employment opportunities in Anambra state. Process innovation can lead to increased efficiency in production and service delivery, which can create demand for new or expanded roles within a company. Innovative production processes can lead to the development of new products or services, which can create demand for employees to support these new offerings. Process innovations are often focused on minimizing the cost with efficient production in the existing production line, the risk may be comparatively minimal, on the other hand, it should also be analyzed as a performance indicator. The results aligned with the extant findings of Ioanăs and Stoica (2014), Khatib (2016), Jindoliya (2017), Mainye (2017), Icoz, Kutuk and Icoz (2018), Bharucha (2018).

Management innovation and employment creation: The result of objective two on the influence of Management innovation on employment creation reveals a positive and insignificant effect. The coefficients and corresponding t-tests showed that Management innovation has not influences employment creation. The findings imply that Management innovation, which involves the introduction of new or improved management practices, can also

have a positive impact on employment creation in Anambra state. Innovative management practices, such as lean manufacturing or agile project management, can increase productivity, leading to the need for additional staff to support the growth in output. Improved management practices can enhance a company's competitiveness, which can create new opportunities for employment as the company expands into new markets or products. This finding did not supports the previous empirical literature of Khatib (2016) and Hewage and Madhuhansi (2019)

Marketing innovation and employment creation: The result of specific objective three showed that Marketing innovation has a positive and significant influence on employment creation in Anambra State. The regression reveals that about 70% increase in marketing innovation awareness is significantly influenced by a unit rise in employment creation. This findings further implies that Marketing innovation, which involves the development of new or improved marketing practices, can create employment opportunities in Anambra State. Innovative marketing practices can open up new channels for reaching customers, such as social media or digital marketing, which can create new opportunities for employment in these areas. Effective marketing strategies can increase demand for a company's products or services, which can create a need for additional staff to support the increased volume of sales. Innovative marketing practices can enhance a company's brand image, which can attract. This result is in line with the work of Ioanăs and Stoica (2014), Khatib (2016), Mainye (2017), Icoz, Kutuk and Icoz (2018), Bharucha (2018),

Product innovation and employment creation: The findings of specific objective four showed that Product innovation has a positive and significant influence on employment creation in Anambra State. It explains that Product innovation, which involves the development and introduction of new products or services, can have a significant impact on employment creation in Anambra state. Developing new products often requires the creation of new job roles, such as product managers, designers, and engineers, to support the development process. Successful product innovations can increase demand for the company's products or services, which can lead to the need for additional staff to support production, sales, and customer service. This is in line with the work of Khatib (2016), Mainye (2017), Icoz, Kutuk and Icoz (2018), Voramontri and Klieb (2018),

CONCLUSION

In conclusion, the current study provides insights into the relationship between business innovation and SME performance in Anambra State, Nigeria. It confirms the significant and positive influence of product innovation and process innovation on SMEs performance. This result dispels concerns about the underdeveloped nature of the state hindering product improvements, emphasizing the importance of fostering a culture of product innovation to enhance SMEs performance. Similarly, the study underscores the importance of process innovation in driving SMEs performance, challenging the notion that resource-richness and modern industry structures are prerequisites for SME innovativeness. However, marketing innovation and organisational innovation does not have a statistically significant impact on SMEs performance in the current study. Resource constraints and low internal capabilities in SMEs might be limiting their engagement in marketing and organisational innovation. The following recommendations were made:

i. There should be a strong emphasis on supporting and promoting product and process innovation, as these factors have shown significant positive relationships with SMEs performance.
ii. Policymakers and SMEs owners should prioritise initiatives that encourage the development and adoption of innovative products and processes within the SMEs sector.
iii. Further research is recommended to understand the contextual factors that may be influencing the relationships between

marketing innovation, organisational innovation, and SMEs performance. This will help tailor support and interventions to address the specific challenges faced by SMEs engaging in marketing and organizational innovation.

iv. It was recommended that other factors beyond innovation (e.g., market dynamics, financial management, and human resources) should be explored to enhance overall SMEs performance.

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