

## **Workforce Capability and Organizational Effectiveness of Beverage Industries in South-East, Nigeria (A Study of Guinness Nigeria Plc, Aba, Abia State)**

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### **Abstract**

*As global competition increases, accomplishing competitive advantage through an engaged workforce is the desire of every corporate organization. The purpose of this study is to assess the effect of workforce capability on organizational effectiveness of beverage industries in South-East, Nigeria. The study employed a descriptive research design. A sample size of 310 was drawn from a population of 1425 using stratified and simple random sampling. Primary data via questionnaire was used in soliciting response from the respondents. The Ordinary least square regression and correlation analyses was used for data analysis. Result shows that employee work experience has a significant positive effect on organizational profitability of beverage industries in South-East, Nigeria. Based on the results, it was recommended among others that manufacturing firms should have a hiring policy based on prior work experience to leverage on such experiences to achieve organizational effectiveness. It was concluded that workforce capabilities have significant positive effect on organizational productivity of beverage industries in South-East, Nigeria.*

**Key words:** *Workforce, Capabilities, Profitability, Experience, Innovativeness, Effectiveness.*

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## **Introduction**

Improved competitive position, organizational productivity, efficiency and effectiveness, are major organizational objectives most firms if not all pursue in today's volatile competitive environment. However, achieving the above will depend mostly on the quality of employees who must transform available inputs into needed outputs to achieve the stated objectives of the organization. To do this, it becomes necessary that employees must possess the necessary skills, knowledge, abilities and competencies (Lawrence and Onyebuchi 2017). The need for sustained organizational competitiveness has pressured firms in seeking and having well qualified, experienced, innovative, flexible and proactive employees who will help organizations to meet their ever-growing challenges of competitiveness, technological advancement, market globalization and improved productivity. Thus, responsible firms have come to realize and recognize that human resources (workforce capability) are their main resource in achieving the desired objectives. The above emphasized that employees must be equipped and trained adequately to ensure that their knowledge, skills, and abilities facilitate the attainment of organizational goals and objectives (Obialor, 2023).

In the views of Agulanna and Madu (2008), workforce capability can be a source of competitive advantage to a firm that possesses it, when it has an excellent training opportunities and facilities, good working environment, low level of absenteeism, highly satisfied and motivated workforce, high level of organizational loyalty, etc. Hence, the workforce capability can be a strategic resource to an organization when it constantly ensures that the skills, knowledge, experience of its workforce is updated from time-to-time through training and development (Obialor and Ayandele, 2022). Evidence has shown that organizations that hire experienced employees produce better results. For example, IBM in 2014 associated prior work experience with the employee's knowledge and skills to perform assigned tasks contributing to effectiveness and efficiency of the organizational processes (Obialor, 2023). According to Ida (2017), the skills, experience and knowledge gained by the employees from the previous work that they have done are positively associated with the positive employee's productivity, job satisfaction as well as self-efficiency which is a contributor to the enhanced job and organizational performance. In all, an organization will definitely look at what it will gain from hiring more experienced workers. Alugbuo (2004) stated that the make-up of the workforce is very important for organizational productivity.

## **Statement of the Problem**

The changes in the business environment are leading to new and greater demands for strategic resources like manpower (human resource), technology (Technological resources), and finance (financial resources) to drive organizational strategies to achieve its stated objectives. However, having access to these resources especially manpower would appear to be a key managerial task given the cost implications of obtaining them. As proven by various studies, an organization may be unable to achieve a significant result when valuable resources like manpower are lacking or insufficient.

Most of the previous studies on the subject have been focused on the service industry and carried outside Nigeria ((Damanpour 2011; Ramamoorthy, 2015). Through reviewing the literature, there are not enough studies that focused on examining the effect of workforce capability on organizational effectiveness (profitability). Therefore, this study aims to enrich the literature and fill this gap in knowledge by examining empirically the effect of workforce capability on organizational effectiveness (profitability) in the beverage industries in South-East, Nigeria.

### **Objectives of the Study**

The main objective of the study is to examine the effect of workforce capability on organizational effectiveness (profitability) of the beverage industries in South-East, Nigeria. The specific objectives are to;

1. examine the influence of employee experience on organizational profitability of beverage industries in South-East, Nigeria.
2. assess the extent to which employee innovativeness affect organizational profitability of beverage industries in South-East, Nigeria.

### **Research Question**

1. What is the influence of employee experience on organizational profitability of beverage industries in South-East, Nigeria?
2. To what extent does employee innovativeness affect organizational profitability of beverage industries in South-East, Nigeria?

### **Hypotheses**

1. H<sub>01</sub>: Employee experience has no significant effect on organizational profitability of beverage industries in South-East, Nigeria.
2. H<sub>02</sub>: Employee innovativeness has no significant effect on organizational profitability of beverage industries in South-East, Nigeria.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Workforce Capability**

According to Lawrence and Onyebuchi (2017), workforce quality is the extent to which employees are equipped and trained adequately to ensure that their knowledge, experience, skills and abilities facilitate the attainment of organizational goals and objectives. Improved organizational productivity, efficiency and effectiveness, are major organizational objectives any organization must pursue for survival in today's highly competitive corporate environment. This, however, depends mostly on the quality of employees who must transform available inputs into needed outputs in order to achieve the stated objectives of the organization. To do this, it becomes necessary that employees must possess the necessary skills, knowledge, abilities and

competencies. The need to have well qualified, flexible and proactive employees who will help organizations to meet their ever-growing challenges of competitiveness, technological advancement, market globalization and improved productivity has made manpower training and development a very vital human resources practice which no manager can ignore in the present scenario of our business world (Obialor and Ayandele 2022). The workforce capability of an organization can be enhanced by the following:

### **Workforce Experience**

Employee experience is viewed by Carr et al. (2006) as the knowledge, skills and abilities gained in a specific career line. Similarly, work experience can be seen as the sum of all knowledge that an employee has gained as a result of working for a different organization or same organization for a considerable period of time. According to Bi pp (2010), employee experience is not what we call Employee Life Cycle (ELC), instead, the ELC is part of the large concept of employee experience. According to him, ELC is made up of processes or stages and steps in which the employees participate in their interactions or relationship with the firm they work for. ELC is sequential and Chronological and assumes a specific start and end. The ELC takes into account the important processes and events like on boarding, recruiting, employee development, promotion and exit interviews. Additionally, the ELC start with the first contact of the organization and ends with the last interaction with the same organization after termination. Thus, the employee life cycle is a purview of HR department of an organization (Hunters and Thatcher, 2007). While most people have viewed employee experience as ELC, this view may miss the key points.

### **Employee Innovativeness**

Employee innovativeness could be seen as an engagement in innovative behaviours, which includes behaviours related to innovation process, (i.e. idea generation, idea promotion and idea realization) with the aim of producing innovations (Obialor et al. 2022). Innovations which have to do with the implementation or adoption of novel ideas can in turn be categorized as either technological (changes in products, services, production processes) or administrative (changes in activities, social processes, structures), and as either radical or incremental, depending on the extent of their influence for existing products or processes (Obialor, 2023). Employee innovativeness can thus be examined throughout the innovation process, from the initial idea generation to product development and eventually to product commercialization, or to the adoption of a new processes or structures in the organization (Axtell et al, 2013).

### **Theoretical Review**

#### **Organizational Learning Theory**

Organizational Learning theory proposes that an organization should change its activities to match the changing environment for it to remain competitive in a dynamic and unpredictable environment (Crossan et al, 2010). In organizational Learning, sharing and transferring of knowledge and

information takes place at the individual or employees level, specifically when it is being done by more to less experienced employees. According to Gong (2013), Organizational theory is said to be the summation of individuals and combined learning through training programs, experience to working interactions in the organization, knowledge and skills acquisition.

According to Garvin (2011), a firm through organizational learning can achieve an above-average profit over a long period. Organizations that value continuous organizational learning as an important capability, is in a position to generate superior performance through the use of training and development. Continuous learning in an organization ensures that employees are up to date in terms of knowledge and information, hence strengthening human capital at large (Spender and Grant, 2011; Armstrong, 2010). In changing environments all firms should have the ability to learn faster than competitors to attain competitive advantage for superior performance (Winter, 2010 in Obialor, 2021). He further opined that, for any organization to attain high performance and remain effective, learning in a better and faster way than competitors from failures and successes is inevitable. The most well-known and effective process of enhancing knowledge flow is training and development.

In high performing firms, employees learn from each other in the course of job rotation, gaining original ideas that are hard to copy through training. Through organizational learning, human resource is hard to duplicate, given that it keeps on taking a diverse character (Obialor et al, 2022). Normally, organizational learning focuses on how competitive advantage can be generated from human capital as a resource and how it can improve the effectiveness of a firm. Human capital is one of the most unique strategic resource in an organization that is hard to copy (Coplin, 2012).

### **Empirical Review**

In investigating the effect of employees work experience on performance of Amber Hotel in Kenya, Ida (2017) adopted descriptive design for the study. The study population was 125 Amber Hotel employees from different departments who were selected using stratified sampling design. The statistical tool used in the data analysis was correlation analysis. The findings revealed that employee work experience has positive significant relationship on effectiveness and efficiency, quality of service and products, employee's job performance, and employee's turnover. It was recommended among others that the management of Amber Hotel hire employees that are more experienced.

Fanice et al, (2017), investigated the relationship between employee innovativeness and perceived service quality by government Ministries in Kenya. The study adopted descriptive survey research design. This being a census study; all the executive officers of every ministry were selected to take part in the study as they are perceived to be knowledgeable on the issues under study and for which they are either responsible for their execution or they personally execute them. The data collected was analyzed using descriptive and inferential statistics. Cronbach's alpha coefficient was used to measure the reliability of the scale, which was used to assess the interval consistency among the research instrument items. The regression results showed that employee innovativeness had significant and positive effect on perceived service quality by government

ministries in Kenya. The study recommended that government ministries in Kenya should, therefore, strive to improve on their employee's innovativeness because it was found to have a significant and positive effect on perceived service quality by government ministries in Kenya.

Manal and Refaat (2015) carried out a study on the Evaluation of the Effect of Manpower Training and Development in Service Organization. The study was a descriptive research method and adopted the system theory. The study took a sample of 154 respondents from a population of 250 from the total population in the Power Holding Company of Nigeria (PHCN) Zaria used as a case study. The simple random technique was used to select the respondents. The statistical instrument used in testing the validity of the hypothesis were analyzed using chi-square. Major findings indicated that there is a positive correlation among all the variables. Result of the model summary shows that the independent variables account for 39.1% of the variation in organizational performance. The study also reveals that inadequate skilled personnel, equipment and gross corruption especially on the part of health workers gravely affect the performance of PHCN. The study, therefore, concluded that for training and development to have a significant impact on organizational performance, employees need to be motivated during training programs. It was recommended that the organization should introduce a reward system for outstanding performance so as to motivate employees to always put in their best during each training session. And the organization should be effective in the integration of resources, physical and the human to yield high output performance both internally and externally.

Manal and Refaat (2015) investigated the impact of human resource management on technological innovation in Jubail Primary Industrial Sector, Kingdom of Saudi Arabia. Statistical analysis of correlation was used to analyze the obtained data between HRM and organization's technological innovation. The result showed that HRM can influence technological innovation in Jubail primary industrial organizations. The findings equally showed that enhancing technological innovation in industrial organizations is possible through integrating HRM practices, developing HR activities and emphasizing on HR role in the industrial organizations strategic planning. The results also revealed that the development of technical abilities of human resources in Jubail primary industrial organizations can positively affect product innovation and reduce the effects of cost and knowledge factors hampering technological innovation in Jubail primary industrial companies. This study recommends that HRM should be considered as an enhancement to technological innovation in the industrial sector.

### **Methodology**

The study adopted a cross-sectional research design. The Taro Yamme formula was used to determine a sample size of 310 samples from a population of 1425 employees at 5% level of significance. The reliability of the test instrument was determined through pilot study. Data generated from respondent responses were analyzed through Ordinary least square regression and correlation analyses using statistical packages for social sciences (SPSS) version 20.

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**Description**

**No of Respondents**

		Yes	%	No	%
1	Does workforce experience positively affect organizational effectiveness of beverage industries.	256	83	54	17
2	Does employees innovativeness negatively affect productivity of beverage industries..	247	80	63	20
3	Does workforce capability positively influence organizational effectiveness of beverage industries..	240	77	70	23
4	Does employees experience positively affect organizational effectiveness of beverage industries..	254	82	56	18
5	Does employees skills of beverage industries positively affect productivity of beverage industries.	256	83	54	17
6	Does employees knowledge positively affect organizational innovativeness of beverage industries.	246	79	64	21

**Source :** Field Data 2024

In question 1, the result showed that 256 responses representing 83% of the total respondents for the study assert that workforce experience positively affects organizational effectiveness of beverage industries in South East, Nigeria, while 54 responses representing 17% of the total respondents for the study said no that workforce experience positively does not affect organizational effectiveness of beverage industries in South-East, Nigeria.

In question 2, it is clear that 247 responses representing 80% of the total respondents for the study said yes that employees innovativeness negatively affects productivity of beverage industries in South-East Nigeria, while 63 responses representing 20% of the total respondents for the study said no, that employees innovativeness negatively does not affect productivity of beverage industries in South-East, Nigeria. Therefore it can be deduced that any percentage decline in productivity is a result of employees innovativeness.

In question 3, it is clear that 240 responses representing 77% the total respondents from the study said yes that workforce capability positively influence organizational effectiveness of beverage industries in South-East, Nigeria, while 70 responses representing 23% of the total respondents said no that workforce capability positively does not affect organizational effectiveness of beverage industries in south-east, Nigeria. Therefore, it can be affirmed that workforce capability positively influence organizational effectiveness of beverage industries in South-East, Nigeria.

In question 4, the result shows that 245 responses representing 82% of the total respondents for the study assert that employees experience positively affect organizational effectiveness of beverage industries in South-East, Nigeria, while 56 responses representing only 18% of the total respondents for the study said no that employees experience positively does not affect organizational effectiveness of beverage industries. From the findings, it can be affirmed that employees experience positively affect organizational effectiveness of beverage industries in South-East, Nigeria.

In question 5, findings show that 256 responses representing 83% of the total respondents for the study said that employees skills positively affect productivity of beverage industries in South-East,

Nigeria. Hence employees skills positively affects productivity of beverage industries in South-East, Nigeria.

Finally, in question 6, results showed that 246 responses representing 79% of the total respondents for the study said yes that employees knowledge positively affects organizational innovativeness of beverage industries in South-East Nigeria, while 64 responses representing only 21% of the total respondents for the study said no that employees knowledge positively does not affect organizational innovativeness of beverage industries in South-East Nigeria.

### **Test of Hypotheses**

In testing hypotheses, question 4 was used to test hypothesis. 1, while question 2, was used to test hypothesis 2.

Decision rule:

$H_0 : > t_{cal}, 0.05$  reject

$H_i : < t_{cal}, 0.05$  accept

### **Hypothesis.1,**

$H_{01}$  : Employee experience has no significant effect on organizational profitability of beverage industries in South-East, Nigeria.

The first objective of this study is to examine the influence of employee experience on organizational profitability of beverage industries in South-East, Nigeria. Therefore, the empirical data associated with this regression results are as stated below:

### **Table 1**

$Y = f(X)$  .....model 1

$$Y = b_0 + b_1 x + u_1$$

Regression result of the relationship between employee experience and organizational profitability.

.Dependent Variable : Y

Method :

Method : Ordinary Least Square (OLS)

Sample : 1-10

No of observations : 10



Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	12.081	5.447	2.218	0.057
X <sub>1</sub>	2.504	0.803	3.117	0.014

Source: SPSS, 18

$$r^2 = 0.548$$

$$r = 0.741$$

$$\text{Durbin Watson} = 2.96$$

The coefficient of the constant term is 12.08. The associated sign is positive, implying at zero effect of the independent variable, organizational profitability (Y) will be influenced by 12% approximately. The regression coefficient of employee experience (X<sub>1</sub>) carries positive sign and that t-value (3.117) is statistically significant at 5%. The significance is ascertained as the 0.05 (5% level of significance) is greater than p-value of the regression coefficient of workforce capability factor (employee experience) (x = 0.014). The computed coefficient of determination (r<sup>2</sup>= 0.548) shows that 54.8% of the total variation in organizational profitability (Y) is accounted for by the independent variable, (employee experience : X<sub>1</sub>) The influence of other factors are not included to the regression function. However, the computed correlation coefficient is 0.741, implying that employee experience (X<sub>1</sub>) has a strong positive relationship organizational productivity (Y). The volume of Durbin Watson (DW) is 2.96, using 5% level of significance, and K<sup>1</sup>=1 (one) and N = 10 degree of freedom, the tabulated lower (DL) and upper limits of Durbin Watson statistics (2.96) is greater than upper limit (1.320), thus, there is no evidence of auto correlation in the model. The findings support that of Ida (2017) that investigated the effect of employees work experience on performance at Amber Hotel, Kenya, and found a significant positive effect of employees work experience on organizational performance of Amber Hotel, Kenya.

## Hypothesis 2.

**H<sub>02</sub>** : Employee innovativeness has no significant effect on organizational profitability of beverage industries in South-East, Nigeria.

Regression result of employee innovativeness on organizational profitability of beverage industries in South-East, Nigeria.

The second objective of the study is to assess the extent to which employee innovativeness affect organizational profitability of beverage industries in South-East, Nigeria. Therefore, the empirical data associated with this regression results are as stated below:

### Table 2

Y= f(x) .....model. 2

$$Y = b_0 + b_1x + U_1$$

Dependent Variable: Y

Method : Ordinary Least Square (OLS)

Sample : 1-10

No of observations : 10

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	7.188	4.008	1.793	0.111
X <sub>2</sub>	3.252	0.595	5.467	0.001

Source: SPSS, 18

$$r^2 = 0.789$$

$$r = 0.888$$

$$\text{Durbin Watson} = 1.65$$

The coefficient of the constant term is 7.188. The associated sign is positive, implying at zero effect of the independent variable, organizational profitability (Y) will effect an increase by 7% approximately. The regression coefficient of employee innovativeness (X<sub>2</sub>) carries a positive sign and the t- value (5.467) is statistically significant at 5%. The significance ascertained as the 0.05 (5% level of significance) is greater than p- value of the regression coefficient of employee innovativeness (X<sub>2</sub>) (0.001), the computed coefficient of determination (r<sup>2</sup> 0.789) shows that 78.9% of the total variation in organizational profitability (Y) is accounted for, by the independent variable (employee innovativeness) while 21.1% of the total variation in 'Y' is attributed to the influence of other factors that are not included in the regression function.

However, the computed correlation coefficient <sup>(R)</sup> is 0.888, implying that there is a strong positive relationship between organizational profitability (Y) and employee innovativeness (X<sub>2</sub>). The value of Durbin Watson (DW) is 1.65. Using 5% level of significance and K<sup>1</sup> =1 and N = 10 degree of freedom, the tabulated lower (dL) and upper limits of Durbin Watson statistics (1.65) is greater than the upper limit (1.320), thus, there is no evidence of auto correlation in the model. The findings support work done by Fanice et al, (2017) on employee innovativeness and service quality of government Ministries in Kenya that revealed a significant positive effect employees innovativeness has on service quality of government Ministries in Kenya.

## Result and Discussion of Findings

It is observed that the t- calculated value of regression coefficient of employee experience ( $X_1$ ) in the first model is 3.117 while the t – tabulated value is 2.306. Since the t –calculated (3.117} is greater than the t- tabulated value (2.306),  $H_{01}$  is rejected and thus conclude that employee experience have a significant positive effect on organizational profitability of beverage industries in South East, Nigeria.

Using a two tail test, the t- calculated value of the regression coefficient of employee innovativeness ( $X_2$ ) in the second model is (2.306), hence,  $H_{02}$  is rejected and conclude that employee innovativeness have a significant positive effect on organizational profitability of beverage industries in South-East, Nigeria.

## Recommendations

1. Based on the findings of the study, beverage industries in Nigeria should have a hiring policy based on prior work experience to leverage on such experiences to enhance organizational effectiveness.
2. Organizations should therefore strive to improve and encourage their employee entrepreneurial behavior because it has been found to have a significant and positive effect on profitability.

## Conclusion

Improved competitive position, organizational productivity, efficiency and effectiveness, are major organizational objectives most firms if not all pursue in today's volatile competitive environment. However, achieving the above will depend mostly on the quality of employees who must transform available inputs into needed outputs to achieve the stated objectives of the organization. The main objective of the study is to examine the effect of workforce capability on organizational effectiveness (profitability) of the brewery industry. Results of the first hypothesis tested showed that employee experience have a significant positive effect on organizational profitability of beverage industries in South East, Nigeria. The result of the second research question and hypothesis also revealed that employee innovativeness have a significant positive effect on organizational profitability of beverage industries in South East, Nigeria.

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