



EMPLOYEE INNOVATIVENESS AND ORGANIZATIONAL SUSTAINABILITY IN THE HOSPITALITY INDUSTRY IN RIVERS STATE.

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Abstract: The study examined the relationship between employee innovativeness and organizational sustainability in the manufacturing sector in Rivers State, and domiciled in Presidential Hotels, Port Harcourt. The study was guided by four specific objectives, four corresponding research questions, and four hypotheses formulated to direct the investigation. A quasi-experimental research design was adopted, with a target population of 143 respondents. Using the Taro Yamane formula, a sample size of 105 participants was determined for the study. In addition to primary data, secondary data were obtained from existing empirical and descriptive literature accessed through online databases, academic journals, and relevant textbooks. The collected data were presented using frequency distribution tables and percentages, while chi-square statistics were employed to analyse the data and test the formulated hypotheses. The findings evidenced a significant relationship between the dimensions and measures of employee innovativeness and organizational sustainability. The study concluded that there is a positive relationship between employee innovativeness and organizational sustainability in Presidential Hotels, Port Harcourt. Based on the findings of the study, the researcher recommended among others that management of Presidential Hotels, Port Harcourt should establish a supportive environment that encourages employees to share creative ideas without fear of criticism so as to enhance economic resilience; the Hotel should not only gather innovative suggestions but also create a structured system for evaluating, testing, and implementing feasible ideas so as to boost motivation, commitment, and continuous creative thinking.

INTRODUCTION

In today's contemporary environment, change is rapid and survival depends not only on efficient operations but also on the capacity to innovate and sustain performance over time. For organizations to compete favourably in a competitive environment, new ideas should be canvassed to stimulate innovative behaviour. Employee innovativeness is the intentional generation, promotion and realization of new ideas by staff to enable organizational sustainability which supports adaptation, competitive advantage and long-term sustainability (Zhang, 2018). Organizational sustainability has dimensions ranging from environmental sustainability to economic, social and managerial practices that enable firms to continue creating value in the face of shocks and competitive pressures (Rahman et al., 2022; Ghoniyah, 2024).

Whereas organizational sustainability is critical, it is pertinent to state that, according to Raiz (2018) and Felstead (2020), employee innovativeness is typically conceptualized as a multi-stage behavioural process that

begins with idea generation, continues with idea promotion (seeking support) and culminates in idea realization (implementation). At the individual level, innovativeness depends on cognitive factors (problem awareness, creativity), motivational states (intrinsic motivation, commitment), and competencies (skills, digital literacy). At the organizational level it is conditioned by climate — leadership support, psychological safety, reward systems and routines that enable experimentation (Riaz, 2018; Felstead, 2020). In Rivers State, studies of SMEs and service firms show that an innovative mindset among employees correlates strongly with improved economic, social and environmental sustainability indicators, suggesting that internal human capital is central to sustaining organizational performance in the region (Ayor & Alikor, 2020).

Organizational sustainability, as used in this study, refers to the firm's ability to maintain viable operations and stakeholder value over time through balanced economic performance, social responsibility, and

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adaptive management (Rahman et al., 2022; Ghoniyah, 2024). This multidimensional view recognizes that sustainable firms are those that combine profitable activity with practices that preserve resources, meet stakeholder expectations, and manage risk. Empirical reviews emphasize that sustainability is not only a consequence of strategic investments (technology, finance, process) but also of human-driven innovation, the daily adaptations and improvements that employees introduce to processes, products and customer interactions (Nanjar, 2024; Rahman et al., 2022). In short, employee innovativeness functions as both an input and a mediating capability for sustainable outcomes.

Rivers State presents an instructive empirical setting. The state hosts a dynamic mix of service firms — utilities, telecommunications, hospitality, banking and SMEs that operate amid infrastructural constraints such as intermittent power and variable digital connectivity, yet also face strong market incentives to innovate (Nanojar, 2024; Okocha, 2024). Local empirical work indicates clear links between innovation behaviours and firm resilience: studies in Port Harcourt and surrounding localities show that firms whose employees actively propose and implement service/process innovations report superior service continuity, customer retention and revenue stability — all markers of sustainability (Ayor & Alikor, 2020; Boyle, 2025). These regional findings underline the policy relevance of fostering employee innovation as a route to business continuity and sustainable growth in Rivers State.

Mechanisms by which employee innovativeness supports sustainability are multiple. First, process innovations introduced by frontline staff often increase operational efficiency and reduce waste, improving profit margins and environmental footprint. Second, service innovations (new offerings, improved customer interfaces) can sustain demand and diversify revenue streams, buffering firms against market shocks. Third, employee-led innovations frequently improve organizational learning and absorptive capacity, enabling firms to integrate new technologies and business models more rapidly (Felstead, 2020; Nanjar, 2024). These mechanisms suggest that investments in human capital, empowerment, and innovation-supportive leadership are likely to yield sustainable returns in Rivers State's service organizations.

Despite the evident linkages, there remain important moderating conditions that shape whether employee innovativeness translates into sustainability.

Infrastructure (reliable power, broadband), managerial systems (performance measurement, incentive alignment), and external institutions (access to finance, regulatory environment) influence the conversion of ideas into durable outcomes (Rahman et al., 2022; Ghoniyah, 2024). In Rivers State, research highlights that where firms supplement employee creativity with structured innovation processes, training, and supportive IT, the probability of achieving sustainable improvements rises substantially (Ayor & Alikor, 2020; Okocha, 2024). This study delves into the relationship between employee innovativeness and organizational sustainability in the manufacturing sector of Rivers State.

Statement of the Problem

In the hospitality industry, the sustenance of organizational growth and competitiveness depends largely on the creativity and innovativeness of the employees. Nevertheless, many hotels still face serious challenges related to low employee innovativeness, limited technological adaptation, and inadequate support for creative initiatives. Some of these challenges are occasioned by very strict hierarchical structures and traditional management principles and practices that dwarf creativity and innovation. The concomitant effect of that is low morale, poor productivity and frustration in adapting to changing market demands and environmental sustainability requirements.

Objectives of the Study

The general objective of the study is to examine the relationship between employee innovativeness and organizational sustainability in the manufacturing sector of Rivers State, focusing on Presidential Hotel, Port Harcourt. The specific objectives are as follows;

- i. To determine the relationship between idea generation and economic resilience in Presidential Hotel, Port Harcourt.
- ii. To ascertain the relationship idea generation and social responsibility in Presidential Hotel, Port Harcourt.
- iii. To examine the relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt.
- iv. To analyze the relationship between idea realization and social responsibility in Presidential Hotel, Port Harcourt.



Research Hypotheses

The following were hypothesized in the study:

Ho₁: There is no significant relationship between idea generation and economic resilience in Presidential Hotel, Port Harcourt.

Ho₂: There is no significant relationship between idea generation and social responsibility in Presidential Hotel, Port Harcourt.

Ho₃: There is no significant relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt.

Ho₄: There is no significant relationship between idea realization and social responsibility in Presidential Hotel, Port Harcourt.

Conceptual Review

Concept of Employee Innovativeness

Employee innovativeness is the capability, desire and action of employees to generate, promote and implement new useful ideas, products, procedures, processes within an organization.

According to DeJong & Den Hartog (2018), employee innovativeness refers to the capability and willingness of employees to generate, promote, and apply new ideas that enhance organizational processes, products, or services. It is a behavioral manifestation of creativity that contributes to continuous improvement and competitiveness in dynamic business environments. Employee innovativeness encompasses a range of activities, including recognizing opportunities, developing solutions, and implementing improvements that create value for the organization (Bos-Nehles, Renkema, & Janssen, 2017). In today's knowledge-driven economy, organizations depend increasingly on employees' innovative behaviors to sustain performance and adaptability.

According to Anderson, Potocnik, and Zhou (2018), employee innovativeness is a multidimensional construct that includes idea generation, idea promotion, and idea realization. These stages reflect the full process of innovation at the individual level—from identifying and proposing new ideas to securing support and successfully implementing them. The concept emphasizes that innovation is not limited to research and development departments but can emerge from all levels of the organization when employees are empowered and motivated to think creatively (Newman, Round, Bhattacharya, & Roy, 2020).

Employee innovativeness is a conveyor belt of organizational sustainability and competitiveness. In the

views of Kong, Chadee, & Raman (2021), organizations in a changing environment must rely on employees' innovative behaviours to adapt to technological disruptions and market volatility. The ability of employees to innovate determines how effectively organizations can evolve, meet customer needs, and maintain relevance in their industry. Furthermore, innovative employees help build a culture of continuous improvement, contributing to long-term organizational resilience and sustainable performance (Imran, Aziz, & Hamid, 2020). Employee innovativeness is a vital organizational capability that supports both short-term efficiency and long-term adaptability. It depends on individual characteristics, leadership support, and an enabling work environment. As organizations in Rivers State and beyond face increasing competition and technological change, fostering employee innovativeness has become essential for achieving sustainable growth.

Idea Generation

Idea generation is the creative structured process of producing, developing and communication new innovative concepts to solve problems or seize opportunity.

Idea generation is the first and most crucial phase of the innovation process. It involves the creation of novel and useful ideas that can address existing challenges or create new opportunities within an organization (Anderson et al., 2018). This process is primarily creative, requiring employees to think divergently and explore unconventional solutions. According to Hossain (2020), idea generation draws upon employees' knowledge, experiences, and interactions within and outside the organization, making it both an individual and collaborative process. Organizations that encourage open communication, brainstorming sessions, and participative decision-making tend to experience higher levels of idea generation (Afsar & Umrani, 2019). A psychologically safe environment—where employees feel free to express unconventional opinions without fear of criticism—is also critical to fostering creativity (Newman et al., 2020). When employees perceive support from leaders and colleagues, they are more likely to share innovative ideas and challenge the status quo.

Furthermore, digital transformation and knowledge sharing have expanded the scope of idea generation in modern organizations. Platforms such as intranets, innovation portals, and collaborative tools allow



employees to contribute ideas beyond departmental boundaries (Kong et al., 2021). This technological integration enhances inclusivity and diversity of thought, which are vital for innovation. Effective idea generation is therefore not spontaneous; it is cultivated through deliberate organizational strategies that encourage exploration, diversity, and learning. It represents the foundation of innovation and determines the potential of subsequent stages such as idea promotion and realization.

Idea Realization

This is essentially the structured process of transforming abstract concepts, creative ideas and plans into products, services, processes or procedures. According to Kleysen & Street, (2019), idea realization refers to the transformation of creative ideas into practical applications, products, or organizational improvements that generate value. It is the implementation phase of the innovation process, where conceptual ideas are translated into tangible outcomes. Successful idea realization requires resources, managerial support, and a conducive work environment that allows experimentation and risk-taking. According to Imran et al. (2020), idea realization involves several activities such as prototype development, pilot testing, and refinement of new solutions. Employees must not only possess creative thinking skills but also technical, social, and project management competencies to bring their ideas to fruition. Leadership support and feedback mechanisms are essential at this stage to ensure that innovative efforts are aligned with organizational goals and receive the necessary resources.

Idea realization also depends on collaboration and knowledge sharing across departments (Janssen & Van der Vegt, 2021). When employees engage in cross-functional teamwork, they integrate diverse expertise, which enhances the feasibility and impact of innovative projects. The realization process thus serves as a bridge between creativity and value creation, transforming innovation from an abstract concept into measurable performance outcomes. Idea realization embodies the execution dimension of employee innovativeness. Without implementation, even the most creative ideas remain unproductive. Therefore, organizations seeking to enhance competitiveness and sustainability must develop systems that not only stimulate creativity but also support the effective realization of ideas.

Concept of Organizational Sustainability

Organizational sustainability is the capacity of an organization to operate successfully over the long term by integrating economic, environmental, and social dimensions into its strategy and operations (Aust, Matthews, & Muller-Camen, 2020). It extends beyond short-term profitability to include the responsible management of resources and stakeholder relationships. Sustainable organizations strive to balance the “triple bottom line” of people, planet, and profit (Elkington, 2020). According to Bansal and Song (2017), organizational sustainability involves practices that ensure financial viability, minimize environmental impact, and enhance social well-being. This approach reflects a shift from traditional business models focused solely on economic gains toward more holistic frameworks emphasizing ethical responsibility and long-term resilience. For instance, sustainable firms adopt energy-efficient technologies, reduce waste, and engage in fair labor practices that benefit both internal and external stakeholders.

Leadership plays a vital role in embedding sustainability principles into organizational culture. Transformational leaders who champion ethical values, stakeholder engagement, and innovation help cultivate a sustainability-oriented mindset among employees (Aust et al., 2020). Similarly, sustainable human resource management (HRM) practices—such as employee well-being programs and green training—align individual goals with corporate sustainability objectives (Zaugg & Thom, 2021).

Moreover, organizational sustainability is increasingly recognized as a competitive advantage. Stakeholders and consumers are demanding transparency and accountability regarding environmental and social performance (Carroll, 2021). Companies that integrate sustainability into their operations not only mitigate risks but also enhance their reputation and market share. Sustainable practices also lead to cost reductions through resource efficiency and process optimization (Kleine & von Hauff, 2019). In the context of Rivers State’s manufacturing and service sectors, organizational sustainability ensures that firms can thrive amidst environmental challenges, regulatory pressures, and social expectations. By promoting innovation, ethical governance, and community development, sustainable organizations contribute to both economic progress and societal well-being. Organizational sustainability represents a strategic commitment to balance profitability with responsibility.



It requires a holistic approach that integrates ethical management, environmental stewardship, and stakeholder inclusivity to ensure long-term organizational survival and growth.

Economic Resilience

Economic resilience refers to the ability of an organization or economy to absorb, adapt to, and recover from shocks such as market fluctuations, resource shortages, or global crises (Martin & Sunley, 2020). It reflects a system's capacity to maintain functionality during disruptions while reorganizing to achieve long-term stability and growth. For organizations, economic resilience involves strategic flexibility, innovation, and resource diversification. According to Bristow and Healy (2021), economically resilient organizations possess adaptive capacities that allow them to adjust operations, reallocate resources, and explore new opportunities during uncertainty. Innovation and digital transformation play crucial roles in this process by enabling firms to modify business models and maintain productivity.

In addition, leadership, financial management, and workforce agility contribute significantly to resilience. Firms that cultivate employee innovativeness and continuous learning are better equipped to respond to economic turbulence (Kong et al., 2021). Therefore, economic resilience is both a structural and behavioural attribute—requiring strategic foresight, innovation, and strong internal collaboration. In the post-COVID-19 era, economic resilience has emerged as a cornerstone of organizational sustainability, particularly for industries in developing economies such as Nigeria. It ensures that organizations remain adaptive and competitive in the face of global uncertainties.

Social Sustainability

Social sustainability refers to the ethical obligation of organizations to consider the interests of society in their decisions and operations (Carroll, 2021). It encompasses initiatives aimed at improving social welfare, protecting the environment, and promoting ethical conduct beyond legal requirements. Corporate social responsibility (CSR) emphasizes that businesses are accountable to a wide range of stakeholders, including employees, customers, communities, and the environment. According to Aguinis and Glavas (2019), socially responsible organizations integrate ethical principles into strategy and practice. They engage in activities such as community development, employee welfare

programs, philanthropy, and environmental sustainability projects. These initiatives strengthen corporate reputation, build stakeholder trust, and foster long-term competitiveness.

Furthermore, social responsibility has evolved into a strategic imperative linked to sustainability and innovation. Organizations that prioritize CSR often experience improved employee morale, customer loyalty, and risk management (Carroll, 2021). In developing regions such as Rivers State, social responsibility also contributes to socio-economic development through employment generation, education support, and infrastructure improvement. Thus, social responsibility represents a key dimension of sustainable organizational behaviour, aligning business success with societal progress and ethical governance.

Theoretical Framework

This work was anchored on two theoretical frame works, Dynamic Capabilities Theory (Teece, Pisano & Shuen, 1997) and Innovation and Diffusion Theory (Rogers 2003)

Dynamic Capabilities Theory (Teece, Pisano & Shuen, 1997)

The Dynamic Capabilities Theory, proposed by Teece, Pisano, and Shuen (1997), emphasizes the organization's ability to integrate, build, and reconfigure internal and external competencies to adapt to rapidly changing environments. It extends the Resource-Based View (RBV) by focusing on how firms renew and transform their resource base to sustain competitive advantage in dynamic markets. According to Teece, dynamic capabilities are not just resources but the firm's capacity to deploy and realign those resources to respond to change, innovation, and uncertainty. The theory posits that for organizations to remain competitive, they must develop processes that enable continuous learning, sensing opportunities, seizing them, and reconfiguring resources to fit new conditions. In manufacturing, this means the ability to redesign production systems, adopt new technologies, and adjust strategies to meet evolving sustainability standards. Dynamic capabilities are thus embedded in the routines, culture, and knowledge systems that allow firms to renew competencies and remain relevant in turbulent environments.

Employee innovativeness forms the micro-foundation of these capabilities. Innovative employees continuously identify opportunities for improvement, experiment



with new ideas, and apply creative problem-solving to production and environmental challenges. Their proactive behaviors constitute the “sensing” and “seizing” mechanisms that drive organizational renewal. Teece explains, organizations depend on individuals’ abilities to recognize market and technological changes and respond appropriately. Hence, employee innovativeness acts as the engine that powers a firm’s dynamic capabilities, ensuring its responsiveness to new sustainability challenges. In modern manufacturing sectors, particularly in emerging economies like Rivers State, firms operate in volatile economic and regulatory contexts that demand adaptability. Dynamic Capabilities Theory provides a useful lens for understanding how these firms manage uncertainty through innovation, learning, and resource reconfiguration. It highlights that sustainable organizational performance depends not only on what resources firms have, but also on how effectively they can adapt and redeploy them in response to changing environmental and social conditions.

Dynamic Capabilities Theory is relevant to this study because it explains how employee innovativeness contributes to organizational sustainability in the manufacturing sector of Rivers State. Manufacturing firms face pressures such as resource scarcity, technological disruption, and environmental regulations that require constant adaptation. Dynamic capabilities, built on employee innovativeness, enable these organizations to transform their processes, improve efficiency, and adopt sustainable practices that ensure long-term survival.

By applying this theory, the study links individual-level innovativeness to firm-level sustainability outcomes. Innovative employees form the foundation of dynamic capabilities by sensing market shifts, generating new production ideas, and implementing eco-friendly technologies. This alignment ensures that sustainability is not a one-time achievement but a continuous, adaptive process. Thus, the theory justifies the relationship between employee innovativeness (independent variable) and organizational sustainability (dependent variable) by explaining how adaptive learning and innovation drive sustainable competitive advantage.

Innovation Diffusion Theory (Rogers, 2003)

The Innovation Diffusion Theory, developed by Everett Rogers in 1962 and updated in 2003, explains how new ideas, technologies, or practices spread within a social system over time. According to Rogers (2003), diffusion

occurs through communication channels among members of a system and follows a process of innovation adoption that involves stages such as awareness, interest, evaluation, trial, and adoption. The theory identifies categories of adopters—innovators, early adopters, early majority, late majority, and laggards—based on their readiness to embrace change. Rogers (2003) asserts that the rate of innovation diffusion depends on factors such as relative advantage, compatibility, complexity, trialability, and observability. Innovations that are perceived as more beneficial, easier to use, and consistent with existing values are adopted more rapidly. Within organizations, social networks, leadership influence, and communication patterns play key roles in determining how innovations spread among employees.

In the manufacturing context, the theory explains how sustainable technologies, processes, and behaviours are introduced and adopted within firms. Employee innovativeness initiates this process, as creative employees act as change agents or early adopters who promote and test new ideas. Their willingness to experiment encourages others to follow, facilitating wider diffusion of sustainable practices such as energy efficiency, waste reduction, and recycling. Over time, these innovations become institutionalized within the organizational culture, leading to enduring sustainability outcomes. Thus, the Innovation Diffusion Theory provides a behavioural and communication-based explanation for how innovative ideas are generated, shared, and implemented across organizational structures. It emphasizes that successful innovation depends not only on technological capability but also on human and social factors that support learning and adoption.

Innovation Diffusion Theory is relevant to this study because it explains the mechanism through which employee innovativeness leads to organizational sustainability in the manufacturing sector of Rivers State. Innovative employees act as key change agents who introduce and promote sustainable technologies and practices within their organizations. As these ideas spread across departments, they become embedded in the organizational system, improving operational efficiency, environmental performance, and social responsibility.

The theory also helps to understand the variation in adoption rates among employees and firms. Some manufacturing organizations in Rivers State may act as early adopters of sustainability innovations, while others



may lag due to resource constraints or resistance to change. By applying this theory, the study highlights the importance of communication, leadership, and organizational culture in facilitating the diffusion of innovative practices that support long term sustainability.

LITERATURE REVIEW

Ovidin (2018) using a survey data of 1464 customers discovered that customer's loyalty is enhanced by views of corporate sustainability across several industries. This effect was shown to be best in Retail Banking and weakest in personal care.

Shahanipour et al (2020) opined that when managers use HRM, it gives employees contextual and that allows them to subconsciously continue their environment which assist in building social climate of cooperation and trust and facilitate exchange of knowledge and human capital development.

Akpan, Eluka, and Waribugo (2022) explored the interplay between dynamic capabilities and organizational resilience in manufacturing firms around Port Harcourt, Nigeria. The study found that firms possessing well-developed dynamic capabilities, such as the ability to sense opportunities, seize them, and reconfigure resources, were better able to adapt to environmental changes and sustain operations over time. Employee innovativeness emerged as a critical micro-foundation of these capabilities, as employees' creative contributions, idea generation, and problem-solving activities directly facilitated the firm's ability to respond to challenges.

The study highlighted that employee-driven innovation is essential for maintaining organizational resilience and achieving sustainable outcomes, suggesting that innovation at the individual level forms the basis for organizational adaptability and long-term sustainability. Ogbumbada and Nwachukwu (2024) investigated the influence of intrapreneurial innovativeness on organizational sustainability within manufacturing firms located in Rivers State. The study examined three dimensions of innovativeness—product, process, and market innovativeness—and assessed their impact on economic, social, and environmental aspects of sustainability. The findings revealed that all three types of innovativeness positively influenced sustainability outcomes, highlighting the multifaceted contribution of employee creativity to organizational goals. Furthermore, the study emphasized the moderating role of leadership style in strengthening this relationship. In

particular, democratic leadership, characterized by participatory decision-making and encouragement of employee initiative, was found to amplify the positive effects of innovativeness on sustainability. This underscores the importance of an organizational environment that not only supports but actively nurtures employee creativity, demonstrating that individual-level innovativeness can be translated into organizational practices that foster long-term sustainability across multiple dimensions.

Finally, Olaleye, Lekunze, Babatunde, and Tella (2024) examined the impact of organizational learning and resilience on sustainability in Nigerian manufacturing companies. Their research found that firms with learning-oriented cultures that encouraged employee experimentation, continuous improvement, and innovative problem-solving achieved higher levels of sustainability across economic, social, and environmental dimensions. Employee innovativeness was identified as a critical mechanism through which organizational learning translated into sustainable practices, illustrating that when employees are empowered to innovate, the organization is better able to maintain long-term sustainability. This study reinforces the conclusion that fostering employee creativity and experimentation is central to achieving enduring sustainable outcomes in manufacturing firms.

METHODOLOGY

This study adopted a quasi-experimental research design, due to its capacity to capture a momentary snapshot of events or observations. In this particular research, the population under consideration consists of all employees of Presidential Hotel, Port Harcourt. The total population size for this research comprises 143 staff members, spanning various departments, including but not limited to the General Service department, Human Resources Department, Planning, Research and Statistics department, Procurement department, Finance and Accounting department, among others. The study had a sample size of one-hundred and five (105) determined using Taro Yamane's formula. A Stratified random sampling techniques was employed to administer questionnaires to respondents in Presidential Hotel, Port Harcourt. The study employed questionnaire as the research instrument. All questionnaires were properly and correctly filled and returned. Data analysis involved tabulation and statistical analysis using frequency scores and simple percentages. The hypothesis was tested using chi-square (χ^2) at 5% level



of significance.

DATA ANALYSIS AND DISCUSSION

RQ1: What is the relationship between idea generation and economic resilience in Presidential Hotel, Port Harcourt?

Alternative	Respondents	Percentage (%)
Strongly Agreed	60	57.1
Agreed	20	19
Neutral	10	9.5
Disagreed	14	13.3
Strongly Disagreed	1	1
Total	105	100

Hypothesis 1

Ho: There is no significant relationship between idea generation and economic resilience in Presidential Hotel, Port Harcourt.

HA: There is a significant relationship between idea generation and economic resilience in Presidential Hotel, Port Harcourt.

S/N	Fo	Fe	Fo-Fe	(Fo-Fe) ²	(Fo-Fe) ² / Fe
1	60	21	34	1156	55.1
2	20	21	14	196	9.3
3	10	21	-11	121	5.8
4	14	21	-17	289	13.8
5	1	21	-20	400	19.1
Total	105				103.1

Degree of freedom = (r-1)(c-1) = (2-1)(5-1) = (1)(4) = 4
 X^2 Calculated = 103.1 X^2
 Tabulated = 9.4
 Level of significance = 0.05

Accept null hypothesis (Ho) if the calculated value of X^2 is less than critical value of X^2 and reject alternative hypothesis (H_1). Reject null hypothesis (Ho) if the calculated value is greater than the critical value X^2 and accept alternative hypothesis (H_1).

Decision Rule:



Decision:

Since the calculated value is 103.1 and it is greater than the critical or tabulated value 9.4, the null hypothesis H_0 , which states that “there is no significant relationship between idea generation and economic resilience in

Presidential Hotel, Port Harcourt” should be rejected. While alternative hypothesis H_1 , which states that “there is a significant relationship between idea generation and economic resilience in Presidential Hotel, Port Harcourt” should be accepted.

RQ 2: What is the relationship between idea generation and social responsibility in Presidential Hotel, Port Harcourt?

Alternative	Respondents	Percentage (%)
Strongly Agreed	30	28.6
Agreed	60	57
Neutral	8	7.6
Disagreed	5	4.8
Strongly Disagreed	2	1.9
Total	105	100

Hypothesis 2

Ho: There is no significant relationship between idea generation and social responsibility in Presidential Hotel, Port Harcourt.

HA: There is a significant relationship between idea generation and social responsibility in Presidential Hotel, Port Harcourt.

S/N	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$
1	30	21	9	81	3.9
2	60	21	39	1521	72.4
3	8	21	-13	169	8.1
4	5	21	-16	256	12.2
5	2	21	-19	361	17.2
Total	105				113.8

Degree of freedom = $(r-1)(c-1) = (2-1)(5-1) = (1)(4) = 4$

X^2 Calculated = 113.8

X^2 Tabulated = 9.4

Level of significance = 0.05

hypothesis (H_j). Reject null hypothesis (H_0) if the calculated value is greater than the critical value X^2 and accept alternative hypothesis (H_1).

Decision:

Since the calculated value is 113.8 and it is greater than the critical or tabulated value 9.4, the null hypothesis H_0 , which states that “there is no significant relationship

Decision Rule:

Accept null hypothesis (H_0) if the calculated value of X^2 is less than critical value of X^2 and reject alternative



between idea generation and social responsibility in Presidential Hotel, Port Harcourt” should be rejected. While alternatives hypothesis H_1 , which states that

“there is a significant relationship between idea generation and social responsibility in Presidential Hotel, Port Harcourt’ should be accepted.

RQ3: What is the relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt?

Alternative	Respondents	Percentage (%)
Strongly Agreed	45	42.9
Agreed	43	41
Neutral	12	11.4
Disagreed	3	2.9
Strongly Disagreed	2	1.9
Total	105	100

Hypothesis 3:

Ho: There is no significant relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt.

HA: There is a significant relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt.

S/N	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$
1	45	21	24	576	27.4
2	43	21	22	484	23.1
3	12	21	-9	81	3.9
4	3	21	-18	324	15.4
5	2	21	-19	461	17.2
Total	105				87.0

Degree of freedom= (r-1) (c-1) = (2-1) (5-1) = (1)(4) =4

X^2 Calculated=87.0

X^2 Tabulated=9.4

Level of significance = 0.05

Decision Rule:

Accept hypothesis (Ho) if the calculated value of X^2 is less than critical value of X^2 and reject alternative hypothesis(Hi). Reject null hypothesis (Ho) if the calculated value is greater than the critical value X^2 and accept alternative hypothesis (H₁).

Decision:

Since the calculated value is 87.0 and it is greater than the tabulated value 9.4, the null hypothesis Ho, which states that “there is no significant relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt”, should be rejected. While alternatives hypothesis H_1 , which states that “there is a significant relationship between idea realization and economic resilience in Presidential Hotel, Port Harcourt”, should be accepted.

RQ 4: What is the relationship between idea realization and social responsibility in Presidential Hotel, Port



Harcourt?

Alternative	Respondents	Percentage (%)
Strongly Agreed	60	57.1
Agreed	30	28.6
Neutral	4	23.8
Disagreed	6	5.7
Strongly Disagreed	5	4.8
Total	105	100

Hypothesis 4:

H0: There is no significant relationship between idea realization and social responsibility in Presidential Hotel, Port Harcourt.

HA: There is a significant relationship between idea realization and social responsibility in Presidential Hotel, Port Harcourt.

S/N	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$
1	60	21	19	361	17.2
2	30	21	10	100	4.8
3	4	21	4	16	0.8
4	6	21	-16	256	12.2
5	5	21	-17	289	13.8
Total	105				48.8

Degree of freedom = $(r-1)(c-1) = (2-1)(5-1) = (1)(4) = 4$

X^2 Calculated = 48.8

X^2 Tabulated = 9.4

Level of significance = 0.05

Decision Rule:

Accept hypothesis (H₀) if the calculated value of X^2 is less than critical value of X^2 and reject alternative hypothesis (H₁). Reject null hypothesis (H₀) if the calculated value is greater than the critical value X^2 and accept alternative hypothesis (H₁).

Decision:

Since the calculated value is 48.8 and it is greater than the tabulated value 9.4, the null hypothesis H₀, which states that “there is no significant relationship between idea realization and social responsibility in Presidential

Hotel, Port Harcourt”, should be rejected. While alternatives hypothesis H₁, which states that “there is a significant relationship between idea realization and social responsibility in Presidential Hotel, Port Harcourt”, should be accepted.

Discussion of Findings

Table 1, the analysis shows that a majority of respondents (57.1%) strongly agreed and 19% agreed that there is a relationship between idea generation and economic resilience. Only a small proportion (13.3%) disagreed or strongly disagreed, while 9.5% were neutral. This indicates that most employees believe idea generation plays a significant role in enhancing the organization’s economic strength and adaptability. The corresponding hypothesis test (Hypothesis 1) further confirms this perception. The chi-square (X^2) calculated



value of 103.1 exceeds the tabulated value of 9.4 at a 5% level of significance. Therefore, the null hypothesis (H_0) was rejected, and the alternative hypothesis (H_1)—that there is a significant relationship between idea generation and economic resilience—was accepted.

Table 2 shows that 28.6% of respondents strongly agreed and 57% agreed that idea generation relates to social responsibility, while only 6.7% disagreed and 7.6% were neutral. This pattern indicates a strong employee perception that innovative ideas help the company fulfil its social obligations to the community and environment. Hypothesis 2 reinforces this result, with the chi-square (X^2) calculated value of 113.8, which is far greater than the tabulated value of 9.4. This leads to the rejection of the null hypothesis and acceptance of the alternative hypothesis, confirming a significant relationship between idea generation and social responsibility.

As presented in Table 3, 42.9% of respondents strongly agreed and 41% agreed that there is a relationship between idea realization and economic resilience, while 11.4% were neutral and a minimal percentage disagreed. This shows that most employees believe that putting generated ideas into practical action helps strengthen the organization's economic base. The chi-square result ($X^2 = 87.0$, tabulated = 9.4) from Hypothesis 3 confirms this finding statistically, showing a significant relationship between idea realization and economic resilience. Thus, the null hypothesis was rejected, and the alternative hypothesis accepted.

And finally, in Table 4 57.1% of respondents strongly agreed and 28.6% agreed that idea realization is related to social responsibility, while 3.8% were neutral, and a small proportion (5.7%) disagreed. The pattern suggests that employees recognize that realizing innovative ideas can enhance the firm's contribution to society. The chi-square result ($X^2 = 48.8$, tabulated = 9.4) from Hypothesis 4 statistically supports this perception, leading to the rejection of the null hypothesis and acceptance of the alternative. This demonstrates that idea realization significantly influences the social responsibility performance of Presidential Hotel, Port Harcourt.

Conclusion

After much analysis, the study concludes that there is a positive relationship between employee innovativeness and organizational sustainability in Presidential Hotel, Port Harcourt. The sustainability of manufacturing organizations in a dynamic business environment

depends largely on their ability to harness and translate employees' innovative potential into practical strategies that promote both economic success and social responsibility. Encouraging innovation, therefore, is not merely a managerial choice but a strategic necessity for long-term organizational survival and competitiveness.

Recommendations

The researcher suggests the following recommendations:

- i. Management of Presidential Hotel, Port Harcourt should establish a supportive environment that encourages employees to share creative ideas without fear of criticism so as to enhance economic resilience.
- ii. The Hotel should not only gather innovative suggestions but also create a structured system for evaluating, testing, and implementing feasible ideas so as to boost motivation, commitment, and continuous creative thinking.
- iii. Regular training programs should be organized to equip employees with problem solving, critical thinking, and creative skills so as to enhance long-term sustainability.
- iv. Presidential Hotel should link employee-driven innovations to its corporate social responsibility (CSR) initiatives. Ideas that promote environmental sustainability, community development, and ethical production practices should be prioritized, as these strengthen both the company's reputation and its societal impact.

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