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Leveraging Management Policies to Stimulate Creativity and Innovation in Multinational Organizations: Evidence from Nestle Nigeria PLC

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Abstract

In today's volatile business landscape, employees' creativity and innovation are critical in boosting organisational success and developing its capability to renew itself. The failure rate in the innovation process across organisations is still high despite the attention it receives from top management. This calls for management to sponsor policies that give creativity and innovation the proper support and direction. This research aims to leverage management policies to stimulate creativity and innovation in multinational organisations. The specific objectives were to investigate the role of access to technology and digital infrastructure on idea generation and examine the effects of skills development initiatives on idea conversion rate. Nestle Nigeria Plc was used as the case study. A 5-point Likert structured questionnaire was used to gather data. A descriptive survey research design was utilised for the study. The study population was 2300 Nestle Nigeria employees, and a sample size of 243 was determined using the Raosoft (2004) formula. Multiple linear regression was used in data analysis. The result showed a positive correlation of 0.369, with a p-value of 0.000, which means access to technology and digital infrastructure significantly influences innovation diffusion. The findings also revealed a positive correlation in R2 of 0.357, p-value 0.000, between skills development initiatives and idea conversion rate. It was concluded that leveraging management policies that are adaptable and sensitive to the ever-changing business landscape indeed enhances creativity and innovation. In light of this, it was recommended that establishing management rules that are adaptable and sensitive to the ever-changing business landscape is advised for businesses. Also, an innovative culture must be actively fostered by management policies that value experimentation, candid communication, and idea sharing.

Keywords: Management Policies, Creativity, Innovation Diffusion, Skills Development Initiatives, Digital Infrastructure

1. Introduction

Due to the rising tendencies of competitiveness and innovation within the current generation's economy, firms are forced to respond and reinvent themselves. Creativity and innovation play an essential role in organisational performance since an organisation's capability to produce new ideas and put them into practice needs to be closely associated with the success of that organisation (Garrido-Moreno et al., 2024). One of the enablers is, therefore, the information technology and digital resources with enhanced systems that enable this process (Hustad & Olsen (2021). Management is also

keen to see employees with robust technological capabilities spread innovative ideas across departments with strong digital supporting structures. Digital tools also facilitate internal communications and help implement new strategies more swiftly. In other words, these technological assets make the knowledge workers operate effectively across the functional silos, communicate rapidly, and collaborate in filtering and enhancing ideas, which all shorten the innovation clock. Therefore, using advanced technological systems in business is required to promote organisational creativity. In addition, the importance of skills development in fostering creativity and innovation cannot be overemphasised.

In today's world, social and technological advances promote innovation as a primary corporate goal, although organisations must also focus on developing competent human capital capable of translating ideas into practice (Salvadorinho et al., 2024). As Rampa and Agogué (2021) noted, learning management processes create a progressive working setting where employees are challenged to evaluate the prevailing context uniquely and develop new solutions. With proper training, a business can have flexible and creative human resources to overcome emerging market threats in its respective business environments. However, many businesses face challenges in realising value from their investments in technology and proactively developing skills, especially in newly industrialised or developing countries such as Nigeria (Oladeinde et al., 2023). Nigerian enterprises, though, have endeavoured to adopt new technologies and put in place structures to embrace information technology but have not been able to produce imaginative Nigerian enterprises (Ibrahim, 2023). This gap points to an absence of strategic and effective stewardship and utilisation of these resources, showing that technological solutions to resource management are inadequate to bring about organisational change for innovation without matching improvements in policies and business systems.

Based on these challenges, this study explores the position of technology, digital infrastructure, and skills development for innovation within the Nestlé Nigeria PLC organisation functioning within a global company. In that respect, it will examine how these factors affect idea generation and the speed of idea implementation to determine what managerial policies and practices have made Nestlé a thriving organisation that promises creativity and innovation. The study aims to discover the best practices other Nigerian businesses can emulate to improve their creative disposition and innovation performance. The result will inform the critical recommendations for enhancing organisational innovation management strategies within the Nigerian business environment.

Hence, it is clear that acquiring technology and providing skills development is as promising as knowledge that is tied to organisational innovation, predicated on its process integration into broader policies. The present study thus offers an essential insight into how these resources might be effectively deployed to support organisational creativity and innovation. Hence, it enables organisational sustainability and effectiveness in the global marketplace.

2. Literature Review

2.1 Theoretical Review

Establishing the hypotheses through a logical and evidence-based progression is essential to set the stage for the theoretical aspect. The development of these hypotheses is rooted in recognising the interplay between management policies, digital infrastructure, and skill development initiatives in fostering innovation and creativity. Research highlights that access to robust digital infrastructure significantly enhances an organisation's ability to support creative endeavours by streamlining communication, automating routine processes, and facilitating data-driven decision-making (Mihu et al., 2023). Similarly, skill development initiatives are pivotal as they equip employees with the critical thinking and problem-solving abilities to generate and implement innovative ideas effectively. This research will be centred on two theories: Resource-Based View (RBV) and Innovation diffusion theory.

2.1.1 Resource-Based View (RBV)

The Resource-Based View (RBV) concept was introduced by Edith Penrose in 1959 and states that an organisation's ability to accomplish its objectives should be evaluated. RBV views a business or town as a repository of people and material resources that can be used as a competitive edge to promote economic development (Jang et al., 2016). The idea posits that businesses can achieve and maintain high rates of growth if they acquire resources that are rare, valuable, hard to duplicate, and distinctive (Bittencourt et al., 2019). Through internal and external strategies, businesses can use these resources to create long-lasting competitive advantages. RBV is based on the idea that an organisation's resources and capabilities affect how effectively it performs and survives in its surroundings. According to Miller (2019), resources vary from company to company and are not readily moved between firms. The resources can be classified as follows: intangible resources (such as product quality, brand name, and brand image), tangible resources (such as financial capital and physical assets), or personnel-based resources. According to Russo and Fouts (1997), a firm can acquire a competitive advantage using competency as a lateral component. The organisation's capacity to develop, combine, and apply its material, intangible, and human resources will dictate how long it can sustain a competitive edge and guarantee its survival in a changing environment. As per the resource-based view, an organisation's ability to effectively handle and optimise its assets dictates its ability to fulfil its goals and achieve its objectives.

In line with this study, the resource-based view theory highlights the importance of technology and skills development as strategic assets influencing innovation and creativity within Nestle Nigeria Plc. This study explores how these resources are leveraged and convert ideas into successful products and how management policies enhance these processes.

2.1.2 Innovation Diffusion Theory

The theoretical underpinning for this study is the innovation diffusion theory. The presentation of innovation diffusion theory was enhanced by Rogers (1995). The goal of innovation diffusion theory (Rogers, 1962) is to comprehend how, why, and how quickly new ideas and technology move throughout a social system. Diffusion theory uses an alternative way to examine changes compared to earlier change theories. It views change

as broadly the evolution or "reinvention" of goods and behaviours to make them better matches for the needs of individuals and groups rather than focused on persuading people to change. As inventions spread, they are the ones that change, not the people that are around (Robinson, 2009). On the other hand, diffusion is the process by which an innovation gradually disseminates through specific channels among members of a social system (Rogers & Singhal, 2003). Diffusion is how technology spreads among a population of organisations (Fichman, 2000). As per Rogers (1962), "diffusion of innovations" generally denotes the dissemination of concepts from one culture to another or from a power centre or institution within a civilisation to other regions of that society. According to Rogers and Singhal (2003), hardware is "the tool that embodies the technology in the form of a material or physical object." In contrast, software is "the information base for the tool."

DIFFUSION OF INNOVATION MODEL

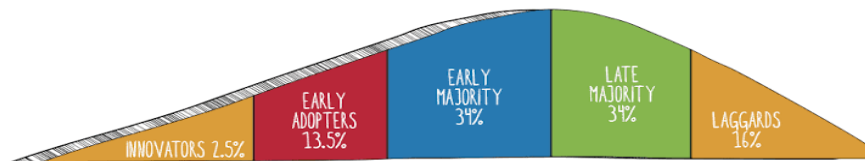


Figure 1: Adopter Categorization (Rogers & Singhal, 2003)

The diffusion theory of innovation makes understanding user adoption of various innovations within target groups more accessible. Ryan and Gross (1943) distinguished five categories of adopters who take up innovations and technology dispersed throughout social systems. The dimension of time separates these five categories of individuals from one another. Laggards are people who are sceptical about an innovation, whereas innovators are those who welcome new concepts and goods. All recruits were divided into Rogers' five groups in 1995. Rogers even gave each portion a precise imaginary percentage.

In the context of Nestle Nigeria PLC's innovation diffusion theory, facilitating access to technology and digital infrastructure facilitates the communication and adoption of new ideas, products, and processes. Rogers identifies key factors influencing innovation diffusion, including the innovation's relative advantage, compatibility with existing systems, complexity, and observability. The availability of robust digital infrastructure at Nestle Nigeria PLC enhances these factors, thereby accelerating the diffusion of innovation within the organisation. Digital platforms improve communication and collaboration, allowing employees to share innovative ideas more efficiently. The dynamic leveraging management policies to stimulate creativity and innovation, where Nestle Nigeria operates, made the innovation diffusion theory for multinational organisations the most suitable approach for this study.

2.2 Conceptual Review

2.2.1. Management Policies

The organisational structure, decision-making procedures, and the creation of a productive and harmonious work environment are all greatly influenced by management policies. The organisation's purpose, vision, and values are considered while creating these policies, which offer a well-organised framework for accomplishing strategic goals.

Traditional management theories, such as Fayol's Principles of Management and Taylor's Scientific Management, highlighted the necessity for standard operating procedures to improve business control and efficiency (Ferdous, 2016). The necessity of flexible and adaptive policies is becoming increasingly apparent in modern management. Being flexible in adapting to shifts in technology, market trends, and international influences is essential in today's dynamic corporate world.

Researchers who support a more organic approach to policy creation, such as Mintzberg (1987) and Audretsch et al. (2020), contend that organisations should be pushed to create adaptable policies that can be changed to reflect changing conditions. Aligning organisational strategies with daily operations is primarily made possible by management policies. The Balanced Scorecard method developed by Kaplan and Norton (2001) highlights the significance of strategic alignment in achieving long-term success. The organisation is guaranteed to work cooperatively towards shared goals when policies directly support strategic objectives. Modern policy frameworks reflect a movement in management paradigms towards diversity and employee empowerment. Wood et al. (2020), Khoury (2021), and other researchers emphasise the significance of policies. Enhanced employee morale and productivity positively correlate with inclusive policies that value diversity and cultivate a positive organisational culture. Management policies are currently being examined for their ethical implications due to growing awareness of corporate social responsibility. Scholars such as Freeman (2010) and Chukwu et al. (2023) advocate incorporating ethical issues into policy creation to ensure that organisations operate socially responsibly. Ethical policies reduce the dangers of unethical behaviour and enhance the company's reputation. Technological developments have changed how businesses function, and management strategies must change with the times (Mihu et al., 2023). Adopting technology-driven regulations, like guidelines for remote work and cybersecurity procedures, demonstrates how the modern workplace is changing.

Management policies cannot be overemphasised since they touch on the core of any organisation's structuring and decision-making process and influence a productive working environment. In particular, adopting such specific management policies has proved to be positive for Nestlé Nigeria's experiences. Some of the past policies that have defined Nestlé Nigeria include encouraging employee and organisation growth. For example, the company has established standards of work that protect and promote the health and safety of its employees, diversity, inclusion, and CSR policies. Rather than simply ensuring that the organisation's planning is supported by its operations, these policies contribute to a culture of openness, innovation, and ethical responsibility among employees. To manage these risks, Nestlé Nigeria has been most flexible in its management policies regarding changing market conditions and technology. Such policies can be changed occasionally and are subject to dynamic tests to meet the current and new market challenges at the national and international levels. For instance, Nestlé Nigeria has developed changes to boost employee productivity, including working conditions and skills development, balancing corporate vision, tactics, and business production. By implementing open policies on diversity and inclusion and promoting innovations in the working environment, Nestlé Nigeria has enhanced organisational efficiency and staff satisfaction, resulting in the organisation's success and gaining a competitive advantage. Thus, these policies are justified: They help achieve a fit between organisational business strategies and operations, motivate employees, and ensure Nestlé Nigeria stays relevant in the ever-complex business environment.

2.2.2 Access to Technology and Digital Infrastructure

Industry 4.0, a fourth stage of industrialisation, emerged due to technological advancements. Big data is leveraged to create competitive services rather than concentrating on essential information management. The emergence of digital technologies implies a considerable shift in how businesses function and interact with their environment (Van Veldhoven & Vanthienen, 2022). Nigerian governments, corporations, religious organisations, agencies, and companies have used digital technology to reach underserved areas, increase economic resilience, and achieve shared goals of sustainable development and equitable growth. Industry 4.0 technologies have been implemented in several economic sectors, including e-commerce, education, finance, and transportation, in response to gradual and abrupt disruptions (Madrid-Guijarro et al., 2024). These technologies include big data analytics, cloud computing, cyber-physical systems, the Internet of Things (IoT), blockchain, artificial intelligence (AI), drone technology, autonomous machines, and simulation (Benjamin & Foye, 2022). Business digitisation can change how new business models are developed, how traditional commercial strategies are created, and how a company interacts with its customers (Scuotto et al., 2019). The economic and social advancement rate has accelerated dramatically worldwide because of the digital revolution. Nearly all economic sectors have been impacted, enabling critical companies to respond swiftly to global crises, especially pandemics. The COVID-19 pandemic and other worldwide crises are supported by a potent platform made possible by digital technologies, encouraging sustainable development and equitable economic growth (Kaftan et al., 2023). The manufacturing, banking, education, healthcare, and communication industries can all benefit significantly from this platform. Although the digital economy offers excellent opportunities, questions concerning how people and organisations will adapt and grow in this new era remain (Sutherland & Jarrahi, 2018). An organisation's culture may eventually impact how effectively a business uses digital technologies. The study of information systems has embraced organisational culture to describe how ICT influences work environments or how culture influences process management. Companies going through digital transformations expected to produce significant returns for the company and its customers have failed because of conflicts with corporate culture (Khattak et al., 2024). Thus, the digitisation process requires establishing a digital culture that supports this change or an organisational culture suitable for companies undergoing a digital revolution. Many companies realise that altering their culture is necessary to achieve digital objectives (Escoffier et al., 2021).

2.2.3 Skills Development Initiatives

Skills development programs are purposely planned activities of organisations that aim at increasing the capacity of a company's employees. These measures prove vital in the current world where competition, technology and globalisation are causing constant alteration within the business arena to keep the employee relevant in helping the organisation achieve its goals. Skills acquisition is a complex process beyond first-level competencies and embraces learning, flexibility and creativity (Ada et al., 2021). Training, mentoring, and other human capital development interventions are thus described as systematically enhancing an organisation's cumulative human capital to improve the employee's profile so that they can perform their duties effectively. These consequently encompass training, workshops, phase training, mentoring and coaching, certifications, e-learning, and training at the workplace.

Skills development processes are essential in business organisations to improve performance, creativity, flexibility, and sustainability (Figurska & Sokol, 2020). These could be considered technology, people, management, and leadership development programs. Skills development initiatives promise increased productivity, quality of work produced, and employee retention. They also create a culture compatible with organisational objectives and meet legal requirements. Organisations require support, particularly in executing these initiatives, including the availability of resources, dynamically developing technologies, staff involvement, and evaluation of impact.

Skills development programmes are essential in MNCs as their workforce is diverse. For instance, Nestle PLC has personnel training and development programmes to provide its workers with best practices from various parts of the world and knowledge peculiar to a specific region (Hutasoit, 2022). The strategy enables uniformity in the quality of the products offered while at the same time dealing with the local market specifics. The need for enhancing skills development initiatives will continue to gain significance as businesses develop over time and, therefore, should be treated as critical factors that need to be incorporated into business strategies.

2.2.4 Creativity in Organisational Contexts

Creativity is a multifaceted concept influenced by various factors, including motivation, personal traits, organisational culture, and leadership. The idea conversion rate, an organisation's ability to transform creative ideas into practical and marketable products, services, or processes, is a critical aspect of innovation. The successful conversion of ideas often hinges on aligning creativity with organisational practices and leadership.

Amabile's Componential Model (1983) highlights the role of motivation, environmental elements, and personal traits in fostering creativity. However, creativity alone is insufficient; the organisation must also have systems to evaluate, refine, and implement these ideas. A high idea conversion rate indicates that the organisation generates innovative ideas and effectively transforms them into tangible outcomes that add value.

The interactionist perspective emphasises that both personal traits and organisational culture influence creativity. In a multinational firm, the cultural diversity inherent in the workforce either enhances or hinders the creative process (Dunne, 2023). According to the artistic intelligence (CQ) paradigm, understanding and navigating cultural differences is essential for improving creative cooperation in diverse teams. When managed effectively, cultural diversity can lead to a richer pool of ideas. However, if not handled properly, it can also create barriers to idea conversion. Communication styles and problem-solving techniques vary across cultures, which affect how ideas are generated, shared, and ultimately converted into actionable innovations. In an organisation where cultural differences are acknowledged and embraced, the idea conversion rate is likely higher because diverse perspectives are encouraged and harnessed to drive innovation.

The organisational environment also plays a significant role in the idea conversion rate. Ye et al. (2022) underscore the importance of a supportive work environment that fosters autonomy, provides resources, and recognises contributions. In such an environment, employees feel empowered to share their ideas without fear of criticism, and there is a structured process for evaluating and implementing these ideas. This supportive culture directly impacts the organisation's ability to convert ideas into successful innovations.

Leadership, particularly transformational leadership, is another critical factor in boosting the idea conversion rate. These leaders are adept at recognising and leveraging diverse perspectives, especially in multicultural environments, and guiding these ideas through the conversion process to achieve concrete results.

2.2.5 Links Between Innovation and Creativity

Creating management strategies fosters the innovation and creativity necessary for successful businesses. Creativity comes before innovation, which is creating unique and valuable ideas. Amabile emphasises the need to promote a creative work environment in her 1988 writings. Management strategies that encourage risk-taking, candid communication, and idea-sharing can help to develop employee creativity (Popo-Olaniyan et al., 2022). Innovation, or using creative ideas to make a meaningful difference, gives creativity its relevance in an organisational context. Policies that establish a direct connection between creativity and innovation are essential. According to Valtonen et al. (2023), management strategies should recognise, support, and reward creative activities to create a clear link between inventive thought and observable results. An organisation's organisational culture, which is moulded by management practices, significantly impacts how innovative and creative the company is. Policies that encourage an experimental culture, a flat organisational structure, and tolerance for failure can substantially increase creativity.

Research by José and Rodrigues (2024) emphasises the importance of policies that foster interdepartmental collaboration because they foster an environment where ideas can be developed and shared across various subject areas. Allowing employees to take initiative and find solutions independently is crucial to management strategies promoting creativity. Regulations that encourage employee involvement in decision-making and recognise individual achievements, according to Amabile and Khaire (2008), can significantly boost an organisation's capacity for creativity and innovation. Management practices should encourage continuous learning and adaptation in the face of a rapidly evolving corporate landscape. Businesses need policies that support ongoing education, skill development, and the adoption of new ideas. According to Antunes & Pinheiro (2020), policies that foster a learning organisation—where employees are inspired to acquire new skills and apply them to solve problems creatively—are essential. Organisations that are successful in the long run combine innovation, creativity, and management techniques. Management strategies facilitating cross-functional cooperation, empowering individuals, fostering a culture of creativity, and connecting creativity to innovation are the cornerstones of an innovative organisational environment. Incorporating these concepts into management techniques becomes imperative for organisations seeking to stay competitive in rapidly evolving industries. Following the foregoing exposition, the following hypotheses were formulated for this study:

Hi₁: Access to technology and digital infrastructure policies has no significant on innovation diffusion and

Hi₂: Skills development initiatives have no significance on the idea conversion rate of Nestle Nigeria PLC.

2.2.6 Empirical Review

Neto and Machado (2022) looked at the environment that fosters innovation development and organisational culture. The research analyses the state-of-the-art research on the existence of an environment that encourages creativity while paying tribute to and utilising the theoretical frameworks created by prominent researchers in this field, such as Edgar Schein and Geert Hofstede. After tabulating the results using statistical analysis software, 258 questionnaires were completed, and structural equation modelling (SEM) was used to examine the data. The research model is descriptive and quantitative, based on the methodology developed by MIRP and later refined by other authors. This study showed that employees strongly feel collectivism and cultural unity regarding the organisation's culture under investigation. Employees believe there is a minor power distance, it was discovered. By the time the study is over, it will be feasible to confirm that the organisational culture and the conducive climate for innovation development in the examined company are related.

The study by Andrews et al. (2018) investigated the factors influencing businesses' adoption of digital technologies, specifically cloud computing and back-office or front-office integration. The researchers utilised a unique dataset that included data on digital technology usage from 2010 to 2016 across 25 industries in 25 European nations. The accessibility of enabling infrastructures (such as high-speed broadband internet), worker skills and management calibre, and the conditions of the labour, financial, and product markets were among the structural and regulatory elements that affected firms' capacities and incentives to adopt. A difference-in-difference technique developed by

To hasten the adoption of intelligent digital frameworks in urban public services in India, Choudhuri et al. (2021) identified both technological and non-technical determinants. Using text mining and grounded theory for primary data analysis, this study employs an inductive, exploratory approach. Connected intelligent cities can be made possible by combining analytics and IoT, as the study found that digitisation is an ecosystem involving both public and commercial firms and citizen participation. On the other hand, non-technological factors related to resilient urban digital infrastructure in India include technology cost, digital literacy, and sustainable innovation.

The characteristics and patterns of relationships about the development of dominant professional abilities were outlined by Saramolee et al. (2022) with a particular emphasis on social skills that impact organisational learning for company sustainability and improved operational efficiency. The research provides guidelines for implementing strategies in the current competitive and continuously changing environment for hotel businesses in Phuket Province. The study demonstrated that problem-solving, collaboration, leadership, communication, and social skills all impacted the organisational success of Phuket's hotel enterprises. An organisation's operational performance can be enhanced using this analytical conclusion, founded on resource-based and service innovation theories.

Diwedi and Nema (2023) examined the role of development and training programs in enhancing organisational performance. It draws attention to training and development's goals, advantages, and difficulties. Practical training and development initiatives are also examined, along with their strategies and tactics. In addition, the research explores the connection between organisational performance and training and development, using

empirical data to bolster the beneficial effects of these approaches. Ultimately, it advises businesses to maximise their training and development plans for long-term success and growth.

Ubah et al. (2021) examine how technology affects employment in the Nigerian labour market and the relationship between jobs and access to power in Nigeria. Tests for the unit root were performed using enhanced Dickey-Fuller (ADF) and Phillip-Perron (PP) statistics. World Bank data (1960-2017) were used to assess the link between technology and employment in Nigeria using the Auto-Regressive Distributed Lag (ARDL) model. In line with the theory, it was shown that there is a long-term, statistically significant negative association between globalisation and technology and jobs in Nigeria. Policy suggests that creativity, empathy, and critical thinking skills should be acquired to improve the Nigerian labour force's future.

It can be seen from the reported empirical studies that quite a few works have been carried out on the subject and that a preponderant number confirmed that management policies and strategies positively affect creativity and innovation. However, there is a paucity of similar research in Nigeria. By offering insights into leveraging management practices to stimulate creativity and innovation within multinational corporations in Nigeria, this study aims to contribute to the existing corpus of literature reviews. This study closed the knowledge gap by concentrating on how management policies are leveraged to foster creativity and innovation at Nestle Nigeria Plc. The study reduced the difference by focusing on Nestle Nigeria's management policies. Moreover, despite the increasing research in this field, many nations have arrived at disparate findings and produced disparate results about the variables linked to creativity and innovation in multinational organisations. The research context, study methodologies, and existing research paradigms influence this field's range of results. This research examination indicates an absence of scholarly literature, particularly in Nigeria, on this topic.

3. Methodology

Descriptive survey research design was utilised in this study. Primary and secondary sources were employed in the study's data collection. The study population consisted of 2300 employees of Nestle Nigeria PLC, as provided on their website, a finite population. The sample size was determined using Raosoft (2004) formula for a confidence level of 95% and a confidence interval of 5%. Hence, the sample size for this research study was 243 employees. Simple random sampling was employed to select and distribute the study questionnaire to respondents through Google Forms online, ensuring that all respondents had an equal chance of being selected for the research. A self-structured questionnaire was used to collect data for the study. The questionnaire consisted of two sections: the first part gathered demographic data from the respondents, and the second evaluated leveraging management policies to stimulate innovation and creativity in Nestle Nigeria PLC. Multiple linear regression was used to analyse the hypothesis, and social demographics were presented using frequency tables and percentages.

4. Data Analysis and Interpretation

The respondents' demographic information was presented in tabular form and expressed in percentages. Questionnaires were distributed to respondents via Google Form online, and 243 valuable and valid results were obtained, which represents a response rate of

100% from the sampling size. The presentation below identifies the responses to the returned questionnaire.

4.1 Presentation of Socio-Demographic Variable Result

This section presents and interprets the respondents' demographic

Table 1

Demographic Characteristics of Respondents

Characteristics	Total number (243)	Percentage(s) 100%
Sex		
Male	102	42.0
Female	141	58.0
Age group		
Less than 30	80	32.9
30-40years	99	40.7
41years and above	64	26.3
Qualification		
Secondary School leaving certificate	9	3.7
Diploma/certificate	39	16.0
BSC/HND	141	58.0
Postgraduate Degree	54	22.2
Years of professional experience		
Less than 5 years	55	22.6
6-10 years	67	27.6
Above 10years	121	49.8
Job position/level		
Entry level	69	28.4
Mid-level	107	44.0
Senior Level	58	23.9
Executive role	9	3.7

Source: Field survey, (2024)

Table 1 above reveals the demographic characteristics of respondents. From the table above, 42% of the response rate is males. In comparison, 58% are females, which implies that both genders are fully represented in the study and that Nestle Nigeria Plc give fair representation to both genders. Respondents under 30 years old had a 32.9% response rate, those 30-40 years old had a 40.7% response rate, and those above 41 years old had a 26.3% response rate. This implies that youths dominate the organisation, influencing its creativity and innovation. Also, 3.7% had School leaving certificates, 16% of respondents had diplomas/certificates, 58% of respondents had a B.Sc./HND degree, and 22.2% of respondents had postgraduate certificates, which implied that respondents have learned and have analytical abilities to analyse and interpret the topic of discussion. Furthermore, 22.6% have less than 5 years of professional experience, 27.6% have 6- 10 years of professional experience, and 49.8% have 10 years and above professional experience, which implies that respondents are skilled and well-experienced in the organisation. Finally, 28.4% are entry-level, 44% are mid-level job positions, 23.9% are senior-level job positions, and 3.7% are at the executive level, and this implies that all categories of job position levels are fully represented in the study.

Test of Hypothesis One

H₀₁: Access to technology and digital infrastructure has no significant effect on innovation diffusion.

Table 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 ^a	.136	.133	.645

a. Predictors: (Constant), Access technology and digital infrastructure

Source: Created by the authors

A positive linear relationship between the independent variable, access technology and digital infrastructure, and the dependent variable, innovation diffusion, is indicated by the correlation coefficient ($R = 0.369$) in Table 2's model summary. Furthermore, it shows an R^2 value of 0.136, meaning that when all variables are considered simultaneously, this model can predict 30.2% of the variance in innovation diffusion. Stated differently, the model's predictors account for 13.6% of the variability of innovation diffusion, with the remaining 84.4% being impacted by characteristics not included in the study.

Table 3

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	17.902	1	17.902	43.088	.000 ^b
Residual	113.838	274	.415		
Total	131.739	275			

a. Dependent Variable: Innovation diffusion

b. Predictors: (Constant), Access technology and digital infrastructure

Source: Created by the authors

The table above displays a significance value of 0.000, less than 0.05. This result indicates that the model is statistically significant in predicting access technology and digital infrastructure to innovation diffusion. The F-statistic suggests that the overall regression model is highly statistically significant regarding how well it fits the data. Its calculated F-value of 43.088 surpasses the critical F-value at the 5% significance level 3.04. Consequently, the null hypothesis is rejected. In conclusion, this study establishes a significant positive relationship between access technology and digital infrastructure and diffusion of innovation in Nestle Nigeria Plc.

Table 4

Coefficients^a

Model	Unstandardised Coefficients	Std. Error	Standardised Coefficients	T	Sig.
1 (Constant)	2.283	.324		7.054	.000
Access technology and digital infrastructure	.465	.071	.369	6.564	.000

a. Dependent Variable: Innovation diffusion

Source: Created by the authors

Table 4 shows the contribution of the predictor on the dependent variable. As per the regression equation derived, when keeping access to technology and digital infrastructure constant at zero, the expected innovation diffusion is 2.283. Furthermore, the data analysis indicates that for each unit increase in access technology and digital infrastructure, there is a corresponding increase of 0.369 in innovation diffusion, in line with a t-value of 6.564. At a 5% confidence level, this impact is statistically significant for innovation diffusion. Consequently, the analysis confirms a strong correlation between access technology and digital infrastructure on innovation diffusion, thereby rejecting the null hypothesis.

Test of Hypothesis Two

H₁₂: Skills development initiatives have no significance on the idea conversion rate of Nestle Nigeria PLC.

Table 5
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357 ^a	.127	.124	.648

a. Predictors: (Constant), Skills development initiatives

Source: Created by the authors

A positive linear relationship between the independent variable, skills development initiatives, and the dependent variable, idea conversion rate, is indicated by the correlation coefficient ($R = 0.357$) in Table 5's model summary. Furthermore, it shows an R² value of 0.127, meaning that when all variables are considered simultaneously, this model can predict 12.7% of the variance in idea conversion rate. As stated differently, the model's predictors account for 12.7% of the variability in stimulating idea conversion rate, with the remaining 87.3% being impacted by characteristics not included in the study.

Table 6
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.795	1	16.795	40.035	.000 ^b
Residual	114.944	274	.420		
Total	131.739	275			

a. Dependent Variable: Idea conversion rate

b. Predictors: (Constant), Skills development initiatives

Source: Created by the authors

A significance value of 0.000, or less than 0.05, is shown in the above table. Based on this outcome, it can be concluded that the model is statistically significant in predicting how skills development initiatives would affect idea conversion rate. Given that the calculated F-value of 40.035 exceeds the threshold F-value at the 5% significance level of 3.04, the F-statistic indicates that the overall regression model is highly statistically significant regarding how well it fits the data. Thus, the null hypothesis is rejected. In conclusion, this study establishes a significant positive relationship between skills development initiatives and idea conversion rate.

Table 7
Coefficients^a

Model	Unstandardised		Standardised	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2.334	.327		7.129	.000
Skills development initiatives	.449	.071	.357	6.327	.000

a. Dependent Variable: Idea conversion rate

Source: Created by the author

Table 7 shows the contribution of the predictor on the dependent variable. As per the regression equation derived, when keeping skills development initiatives constant at zero, the expected idea conversion rate is 2.278. Furthermore, the data analysis indicates that for each unit increase in skills development initiatives, there is a corresponding increase of 0.357 in idea conversion rate, in line with a t-value of 6.327. At a 5% confidence level, this impact is statistically significant for promoting idea conversion rate. Consequently, the analysis confirms a strong correlation between idea conversion rate and a positive relationship with the skills development initiatives of Nestle Nigeria Plc, rejecting the null hypothesis.

5. Discussion

The positive correlation of 0.369 between access technology, digital infrastructure, and innovation diffusion reflects a core concept of IDT. According to the theory, innovations are more likely to be adopted when supported by an enabling environment, such as adequate technological infrastructure. This infrastructure allows for the smooth dissemination of new ideas and practices, making the innovation process more efficient. The significant impact observed in the study aligns with the "compatibility" and "complexity" aspects of IDT, where access to the necessary technology reduces the complexity of adopting innovations and makes them more compatible with the existing systems within an organisation. The result of this study aligns with Ubah et al. (2021).

The positive correlation of 0.357 between skills development initiatives and the idea conversion rate is interpreted through IDT's focus on the "communication channels" and "social system." The result of this study aligns with Saramolee et al. (2022) and Diwedi and Nema (2023). The theory posits that the adoption of innovations is influenced by the communication processes within a social system. Skills development initiatives enhance communication and knowledge transfer, making it easier for employees to convert ideas into actionable innovations. This supports the study's survey that fostering a learning environment within organisations can accelerate the diffusion of innovation.

The combined findings indicate that the strong correlation between management policies and fostering creativity and innovation aligns with IDT. Management policies are part of the "social system" in IDT, where leadership and organisational culture are crucial in influencing how innovations are adopted and diffused. By leveraging management policies that promote creativity, organisations will create an environment conducive to innovation diffusion, making it more likely that new ideas will be successfully implemented.

The study's results are consistent with the Innovation Diffusion Theory, which emphasises the importance of infrastructure, communication, and social systems in adopting and diffusing innovations. The positive correlations found in the study suggest that by enhancing access to technology, developing skills, and fostering supportive management policies, multinational organisations can improve their ability to diffuse innovations and sustain competitive advantage. The present investigation aligns with the conclusions reached by Andrews et al. (2018), who investigated the factors influencing businesses' adoption of digital technologies and Saramolee et al. (2022), who emphasised social skills that impact organisational learning for company sustainability and improved operational efficiency. Also, the research aligns with Diwedi and Nema (2023), who examined the role of development and training programs in enhancing organisational performance. Hence, it can be concluded that leveraging the management policies of Nestle Nigeria plc stimulates creativity and innovation within the organisation.

6. Implication of Findings

6.1 Theoretical Implications

The study proposes a framework for innovation diffusion based on the Resource-Based View (RBV) and Innovation Diffusion Theory (IDT). RBV theory suggests that a firm's competitive advantage is based on the efficiency and effectiveness of applying organisational resources, including skills, technology, and structures. The findings show a positive correlation between skills development initiatives and idea conversion rate, supporting the RBV theory of using inside-out competencies. The study also examines Nestlé Nigeria, highlighting how management's focus on optimising resources to support innovation yields better results than conventional innovation ideas. IDT theory focuses on the circumstances where innovations are taken up and disseminated, with a positive correlation between access to technology, availability of digital infrastructure, and innovation diffusion degree. The study also highlights the importance of communication channels and social systems in IDT, enhancing the diffusion and implementation of novelties.

6.2 Practical Implications

Nestlé Nigeria Plc, a multinational corporation, can improve its innovation ecosystem by prioritising digital infrastructure investment, enhancing skills development programs, strategically aligning internal resources with innovation goals, and fostering a collaborative culture. These strategies can help reduce barriers to innovation diffusion, accelerate the adoption of new ideas, and improve overall organisational productivity. By promoting open communication channels, teamwork, and cross-functional collaboration, Nestlé Nigeria can accelerate the diffusion and conversion of innovative ideas, ultimately leading to a more competitive and innovative business environment.

By integrating these theoretical insights and practical steps, organisations can create a sustainable framework for innovation and long-term growth.

7. Conclusion and Recommendation

In conclusion, this research looked into leveraging management policies to stimulate fostering innovation and creativity with evidence from Nestle Nigeria Plc. The study's goals were effectively met, providing insight into the complex relationships between access technology and digital infrastructure, skill development initiatives on innovation

diffusion and idea conversion rate. After extensive investigation and analysis, conclusions were reached. Above all, it was clear that the access technology and digital infrastructure, skill development initiatives on innovation diffusion and idea conversion rate significantly affected Nestle Nigeria Plc positively and fostered creativity and innovation. According to available reports, companies with strategic and flexible policies foster an environment where employees are supported and encouraged to be creative. This supportive environment led to increased job satisfaction and high retention rates of employees. Moreover, companies prioritising flexibility and creativity tend to be more adaptable to market changes and technological advancements. Such organisations are better positioned to attract top talent and maintain a competitive edge in their respective industries. However, organisations with inflexible or antiquated standards can unintentionally restrict their workforce's creative and innovative potential. This study also looked at the relationship between skills development initiatives of multinational corporations and management practices. Research has shown that creative and innovative methods improve performance indicators and give businesses a competitive advantage in the fast-paced global economy. These rules foster the creation of innovative concepts and goods while creating an environment that draws and keeps top people, enhancing the company's standing in the marketplace.

In light of this, it was recommended that establishing management rules that are adaptable and sensitive to the ever-changing business landscape is advised for businesses. This adaptability eliminates bureaucratic barriers and enables the prompt adoption of cutting-edge ideas and procedures. Also, an innovative culture must be actively fostered by management strategies that value experimentation, candid communication, and idea sharing. This culture shift can be highly beneficial in helping employees reach their full creative potential and create an atmosphere where people are receptive to change and ongoing growth. Multinational companies should pay much attention to staff development initiatives since they foster the growth of critical thinking, creativity, and problem-solving abilities. Finally, by implementing these suggestions, multinational organisations may foster an atmosphere that values and actively encourages innovation and creativity, ultimately improving performance and providing them with a long-term competitive advantage in the global market.

Skill development and upskilling policies should be adopted to promote new skill acquisition, capacity building, and improved technological skills. Also, an open innovation policy should be developed to allow employees to put forward innovative ideas and solutions needed for innovations, with an ownership and belonging syndrome. A CSR-inspired innovation policy should be incorporated into innovation activities to enhance corporate image and brand identity, organisational commitment, the satisfaction of top management and stakeholder groups, and the solution of social problems. These specific policies will not only underscore Nestlé Nigeria's unbroken word of providing for innovation and creativity. Still, they will also ensure the company remains the market leader in adaptability, employee satisfaction, and competitiveness.

8. Limitations and Suggestions for Future Researchers

This research requires further research towards a vast range of organisational settings by employing the framework to examine the moderating role of organisational information access to technology and digital infrastructure to the diffusion of innovation across industries. However, longitudinal studies are also needed to know how continuous

programs are helpful in skills development for innovation outputs and organisational performance measures. Also, research on regional culture and new technologies, such as artificial intelligence, blockchain, and IoT, should be carried out for future researchers. Also, future research should focus on different leadership styles and management practices on innovation diffusion.

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