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Innovative Management Practices and Organizational Performance in A Nigerian Teaching Hospital: Evidence from Lautech Teaching Hospital, Ogbomoso.

INYAMA, MOJISOLA RACHAEL[1], IBOJO, B.O. (PHD)[2]
[1]*Department of Business Administration, Ajayi Crowther University, Oyo, Nigeria*
[2]*Professor of Marketing, Department of Business Administration*
Ajayi Crowther University, Oyo, Nigeria

***Abstract*—The increasing complexity of healthcare delivery in Nigeria has intensified the need for teaching hospitals to adopt innovative management practices capable of improving efficiency, sustainability, patient-related outcomes and institutional competitiveness. This study examined the relationship between innovative management practices and organizational performance at LAUTECH Teaching Hospital, Ogbomoso, Oyo State, Nigeria.**

***Specifically, the study examined the influence of technology innovation on operational efficiency, strategic innovation on sustainability, human resource innovation on patient satisfaction and organizational culture innovation on market reach. The study was anchored on the Innovation Diffusion Theory and the Resource-based View Theory. A descriptive survey design was adopted.**

***The study population comprised 1,152 staff members of LAUTECH Teaching Hospital, while a target sample of 297 respondents was determined using the Yamane formula. Stratified and simple random sampling techniques were proposed to obtain respondents across staff categories. Data were collected using a structures five-point Likert-scale questionnaire. The empirical regression tables reported in thesis were based on 70 usable observations. Regression analysis was employed to test the study hypothesis. The results showed that the technology-related regression model significantly explained operational efficiency ($F = 3.494$, $p = .012$), although the individual technology coefficient was not statistically significant in the reported coefficient table. Strategic innovation predictors jointly had a significant relationship with sustainability ($F = 2.758$, $p = .035$; $R^2 = 14.5\%$). The human resource-related model was also statistically significant overall ($F = 4.628$, $p = .001$), although the individual human-resource coefficient was not significant.**

***Organizational-culture-related predictors significantly explained market reach ($F = 3.610$, $p = .004$; $R^2 \approx 25.6\%$). The findings suggest that innovative management should be treated as a multidimensional organizational capability requiring technological investment, strategic adaptability, effective human-resource systems and an innovation-supportive culture. The study contributes contextual evidence from a Nigerian public teaching hospital and provides implications for healthcare managers seeking to strengthen organizational performance through innovation. The study concludes that Innovation must be effectively adopted and embedded within organizational routines while the organization must possess and coordinate the resources and capabilities necessary to transform innovation into performance outcomes. The study recommends that LAUTECH Teaching Hospital should continue investing in appropriate digital health and management technologies while ensuring adequate staff training and technical support.**

***Keywords*— innovative management practices; technology innovation; strategic innovation; human resource innovation; organizational performance; teaching hospital; Nigeria.**

I. INTRODUCTION

Healthcare organizations operate in an environment characterized by technological change, increasing patient expectations, resource constraints and growing demands for quality and efficient service delivery. These pressures have made innovation increasingly important to organizational survival and performance. Innovation is no longer restricted to the development of new products or technologies; it also encompasses new processes, managerial approaches, organizational structures, strategies and ways of delivering services. In healthcare organizations, innovative management may therefore include digital health systems, improved administrative processes, strategic management innovations, employee-development systems and organizational cultures that encourage learning and continuous improvement.

Organizational performance is a central concern of management because it reflects the extents to which

an organization achieves its objectives while utilizing available resources effectively. Contemporary approaches recognize performance as multidimensional, encompassing efficiency, sustainability, service delivery, stakeholder satisfaction, adaptability and growth. This broader understanding is particularly relevant to teaching hospitals because their performance cannot be assessed solely through financial outcomes. Operational efficiency, sustainability, patient satisfaction and the ability to attract and serve patients are also important indicators of institutional effectiveness.

The literature reviewed in the underlying study indicates that technology innovation can improve organizational processes by supporting information management, communication, clinical decision-making and service delivery. Strategic innovation can assist organizations in responding to environmental changes and developing new approaches to planning and service delivery. Human resource innovation can involve staff development, empowerment, performance-based rewards and modern workforce-management systems. Organizational culture innovation encompasses knowledge sharing, teamwork, continuous learning, employee participation and an organizational climate supportive of innovation.

These issues are particularly important in Nigerian hospitals. Teaching hospitals have the dual responsibilities of providing specialized healthcare services and supporting education, professional training and research. The thesis identifies inadequate infrastructure, shortage of personnel, inefficient administrative systems, limited use of modern technologies and resource-management challenges as factors that may constrain healthcare performance in Nigeria. Despite increasing attention to innovation, empirical evidence concerning the combined effect of different innovative management practices on performance in Nigerian teaching hospitals remains limited. Existing studies frequently focused on manufacturing firms, SMEs, commercial organizations or healthcare systems outside the specific context of Nigerian public teaching hospitals. The present study addresses the gap by examining four dimensions of innovative management – technology innovation, strategic innovation, human resource innovation and organizational culture innovation and relating them to four dimensions of organizational performance: operational efficiency, sustainability, patient satisfaction and market reach.

Statement of the Problem

The health sector plays a critical role in the socio-economic development of any nation by ensuring the availability of quality healthcare services and maintaining the wellbeing of the population. In Nigeria, teaching hospitals are expected to serve as centers of excellence in healthcare delivery, medical training and research. However, despite their strategic importance, many Nigerian teaching hospitals continue to face numerous operational and managerial challenges that hinder their overall performance. These challenges include inadequate infrastructure, shortage of medical personnel, inefficient administrative systems, limited use of modern healthcare technologies, and poor resource management.

Objectives of the Study

The general objective was to examine the impact of innovative management on the performance of LAUTECH Teaching Hospital, Ogbomoso.

The specific objectives were to:

1. examine the impact of technological innovation on operational efficiency.
2. assess the effect of strategic innovation on sustainability.
3. determine the contribution of human resource innovation to patient satisfaction.
4. evaluate the effect of organizational culture innovation on market reach.

These objectives are directly derived from the original study.

Research Hypotheses

The study tested the following null hypotheses:

Ho_1: Technology innovation has no significant impact on operational efficiency at LAUTECH Teaching Hospital, Ogbomoso.

Ho_2: Strategic innovation has no significant impact on sustainability at LAUTECH Teaching Hospital.

Ho_3: Human resources innovation has no significant contribution to patient satisfaction at LAUTECH Teaching Hospital, Ogbomoso.

Ho_4: Organizational culture innovation has no significant effect on market reach at LAUTECH Teaching Hospital, Ogbomoso, Oyo State.

II. LITERATURE REVIEW

Innovative Management Practices

Innovative management refers to the systematic adoption and implementation of new managerial ideas, strategies, technologies and organizational practices to improve organizational effectiveness and service delivery. It extends beyond technological inventions to include leadership, strategic planning, workforce management, organizational learning and cultural transformation. Tidd and Bessant's approach, as used in the thesis, emphasizes the coordination of organizational resources to develop and implement new ideas, products, service and operational methods. Contemporary interpretations similarly emphasize flexibility, knowledge sharing, technological adaptation and creative problem-solving.

Within healthcare, innovative management can involve electronic health records, telemedicine, digital diagnostic technologies, automated administrative processes, strategic management innovations, staff-development systems and organizational culture initiatives. These practices are expected to enhance service quality, patient satisfaction, staff productivity and institutional efficiency.

Technology Innovation and Operational Efficiency

Technology innovation refers to the introduction and use of new technologies to improve organizational processes and service delivery. In healthcare, examples include electronic medical records, health information systems, telemedicine, digital diagnostic equipment and automated hospital-management systems. Technology can improve operational efficiency by reducing duplication, improving access to information, strengthening communication and support faster decision-making. The literature reviewed in the thesis reports that technology innovation can improve operational efficiency and patient outcomes.

The relevance of technology innovation to LAUTECH Teaching Hospital lies in the possibility of using digital systems to streamline clinical and administrative processes, improve information flow and support more effective utilization of hospital resources.

Strategic Innovation and Sustainability

Strategic innovation involves the development and implementation of new strategies, policies, organizational survival. It includes strategic planning, flexibility, responsiveness to environmental changes and the development of new ways of creating value. In a teaching hospital, strategic innovation can assist management in responding to changing patient needs, technological developments, regulatory pressures and resource constraints. The thesis identifies strategic innovation as a mechanism through which organizations can enhance flexibility and align internal capabilities with environmental changes. Sustainability in this study represents the capacity of the organization to maintain economic, social and environmental performance over time. Strategic innovation can support sustainability by encouraging continuous improvement, effective resource allocation and organizational adaptability.

Human Resource Innovation and Patient Satisfaction

Human resource innovation involves new approaches to recruitment, staff development, employee engagement, rewards, empowerment and performance management. Healthcare workers are central to service delivery, making workforce capabilities particularly important to patient experiences. The study conceptualizes human resource innovation around staff training and development, performance-based rewards, employee empowerment and talent management. Although, human resource innovation is theoretically expected to enhance service quality and patient satisfaction, the actual empirical results of the present study require careful interpretation. The overall regression model was statistically significant, but the individual human-resource coefficient was not statistically significant. This distinction is important because it suggest that the combined set of workforce-related predictors explains variation in patient satisfaction while the focal human-resource variable alone does not demonstrates an independent statistically significant contribution in the reported model.

Organizational Culture Innovation and Market Reach

Organizational culture innovation refers to the development of organizational values, practices and behaviors that encourage creativity, knowledge sharing, teamwork, experimentation, adaptability and continuous improvement. An innovation-supportive culture can influence external organizational outcomes because employees who work in

environments characterized by collaboration, learning and adaptability may be better positioned to improve service delivery and respond to patient needs. The thesis argues that innovative organizational culture can strengthen reputation, competitiveness and the hospital's ability to attract a wider patient population.

Organizational Performance

Organizational performance is multidimensional. In this study, it comprises operational efficiency, sustainability, patient satisfaction and market reach. The thesis defines performance broadly in terms of effectiveness, efficiency, adaptability, customer satisfaction and productivity. The multidimensional approach is appropriate for healthcare organizations because a hospital may improve its operational processes without necessarily improving patient experience and may improve patient satisfaction without necessarily achieving long-term sustainability. Examining several dimensions therefore provides a broader assessment of organizational outcomes.

Theoretical Framework

This study is anchored on Innovation Diffusion Theory as it explain how new ideas, technologies and practices are communicated, accepted and implemented within an organization while the Resource-Based View (RBV) explains how organizations achieve sustained advantage by possessing and effectively organizing valuable rare difficult-to-imitate and non-sustainable resources and capabilities. The two theories provide complementary explanations. Innovation Diffusion Theory explains how innovations are adopted and spread, while Resource-Based View explains how organizational resources and capabilities associated with innovation can create performance advantages. The integrated theoretical perspective therefore suggests that innovative management will generate stronger organizational outcomes when the hospital possesses appropriate resources and when innovations are effectively accepted, communicated and embedded within organizational routines.

Empirical Review

This study critically examines empirical studies related to innovative management and organizational performance. Empirical studies across sectors, including healthcare, consistently demonstrate that innovative management practices significantly influence organizational performance outcomes such as efficiency, quality of care, sustainability and competitiveness. Innovation, whether technological, strategic, human resource-based or cultural has been identified has a critical driver of improved service delivery and long-term organizational success. Afolabi (2025) conducted a study on innovation management and organizational performance in Nigeria using a cross-sectional survey design and regression analysis. Chigozie (2023) Innovation is the process of applying new ideas to achieve sustainable development outcomes. Ossai & Ajudeonu (2021–2022 usage) Innovation is the intentional introduction and application of new practices to improve efficiency and effectiveness in organizations. The findings revealed that innovation management significantly influence organizational growth, organizational structure and culture play a critical role in facilitating innovation, flexible systems enhance performance outcomes. Empirical evidence shows that organizational culture significantly affects performance outcomes, with statistical significance ($p<0.05$).The study is particularly relevant to this research as it highlights the importance of organizational culture innovation. However, it is limited by its regional scope and lack of focus on healthcare institutions. Ajudeonu (2021-2022) explored the effect of strategic innovation on organizational performance using a descriptive research design and correlation analysis. This study found that strategic innovation significantly improves operational efficiency, organizational productivity and service delivery. This is supported by empirical findings that strategic innovation enhances operational performance in Nigerian organizations. However, the study did not consider multiple innovation dimensions simultaneously and lacked secto-specific analysis in healthcare settings. Ojomo (2020–2025). The author's focuses on innovation in developing economies, particularly market-creating innovation. Using a mix of case studies and applied research, the study demonstrates that innovation improves access to service and enhances organizational performance. It is the creation of market-based solutions that transform economies and alleviate poverty. Sakariyau et al. (2023) also stressed that innovation is the collaborative process that enhances enterprise development and regional economic growth. This study highlights that innovation: Expands market reach, Improves accessibility of services, Drives organizational growth. This is highly relevant to

healthcare institutions, as innovation can improve patient access and service delivery. However, Ojomo's work is largely conceptual and policy-oriented, with limited quantitative empirical testing. Adeyeye (2023) examined the relationship between human resource innovation and organizational performance using a survey method and SPSS analysis. The findings indicate that human resource significantly improves employee productivity, training and empowerment enhance service delivery, employee engagement leads to better organizational outcomes. This aligns with studies in the healthcare sector where innovative HR practices improve organizational effectiveness through innovative culture. This study is relevant for understanding patient satisfaction, as employee performance directly affects healthcare service quality.

III. METHODOLOGY

The study adopted a descriptive survey design. This design was considered appropriate because it allows information to be collected from organizational employees concerning their perceptions and experiences of innovative management practices without manipulating the study variables. The study was conducted at LAUTECH Teaching Hospital, Ogbomoso, Oyo State, Nigeria. The hospital was selected because of its tertiary healthcare status, use of modern healthcare technologies and management systems, professional training and research responsibilities and continuing efforts to improve service delivery and organizational effectiveness. The population consisted of 1,152 staff members of LAUTECH Teaching Hospital. The population included doctors, resident doctors, nurses and midwives, pharmacists, laboratory personnel, health information personnel, radiographers, physiotherapists, administrative staff, accounts and finance personnel and other categories of workers. Using the Yamane formula with a population of 1152 and a 5% margin of error, the thesis calculated a target sample size of 297 respondents. Stratified sampling was used to divide the population into relevant staff categories followed by simple random selection within strata. The regression tables require an important clarification: their ANOS total degrees of freedom are 69, indicating that 70 observations entered the reported regression analysis. Accordingly, the inferential results reported below are based on the 70 observations represented in the regression output. The discrepancy between the calculated samples of 297 and the 70 observations used in the regression analysis should be reconciled with the original questionnaire-return records before submission to a journal. Primary data were collected using a structured questionnaire. Section A contained demographic information while Section B measured technology innovation, strategic innovation, human resource innovation, organizational culture innovation, operational efficiency, sustainability, market reach and patient satisfaction. A five-point Likert scale ranging from Strongly Agree to Strongly Disagree was used. Content validity was established through review by experts in strategic management and research methodology. Reliability was assessed using Cronbach's alpha, with the thesis adopting 0.70 as the generally acceptable threshold for internal consistency.

Method of Data Analysis

Hypotheses were tested using inferential statistics. Hypotheses 1and 2 were tested using Pearson correlation analysis while hypothesis 3 was tested using multiple regression

IV. DATA ANALYSIS AND PRESENTATION

A total number of hundred (100) copies of questionnaire were administered to Staffs of LAUTECH Teaching Hospital, Ogbomoso while seventy (70) were fully completed and returned.

Test of Hypotheses

Hypothesis One

Technology Innovation and Operational Efficiency

The regression model for operational efficiency was statistically significant, $F(4,65) = 3.494$, $p = .012$. The model therefore indicates that the predictors entered into the technology-related model jointly explain a statistically significant proportion of variation in operational efficiency. The regression table reports a model R^2 of approximately 17.7%, indicating that substantial variation in operational efficiency remains attributable to factors outside the model. The coefficient table showed that improved communication was the only statistically significant individual predictor, with $B = -0.591$, $\beta = -0.522$, $t = -2.596$, $p = .012$. Technology itself had a positive but statistically non-significant coefficient ($B = .103$, $p = .328$), while improved service delivery ($B = .156$, $p = .455$) and investment ($B = .003$, $p = .974$) were also non-significant. This result means that the overall

technology-related model was significant, but the technology variable did not independently predict operational efficiency at the 5% significance level in the reported coefficient table.

Test of Hypotheses
Hypothesis Two
Strategic Innovation and Sustainability
The strategic-innovation model produced R = .381, R^2 = .145 and adjusted R^2 = .092. Thus, the predictors accounted for approximately 14.5% of the observed variation in sustainability with the remaining variation attributable to other factors. The ANOVA showed that the model was statistically significant F(4,65) = 2.758, p = .035. However, none of the individual predictors in the coefficient table reached statistical significance: Innovative strategies ((B = .074, p = .425), strategic planning (B = .319, p = .174), adapting quickly (B = .360, p = .097) and support for creativity (B = .010, p = .966). The appropriate interpretation is therefore that the strategic-innovation predictor set jointly relates significantly to sustainability, although no single predictor was independently significant in the reported model.

Test of Hypotheses
Hypothesis Three
Human Resource Innovation and Patient Satisfaction
The human-resource model recorded R = .515 and a reported R^2 of 0772 in the model-summary table; however, the reported sums of squares indicate an explained proportion of approximately 26.6% (13.888/52.300). The table therefore appears internally inconsistent and the latter figure is mathematically consistent with the ANOVA sums of squares. The ANOVA showed that the overall model was statistically significant, F(5,64) = 4.628, p = .001.

The ANOVA showed that the overall model was statistically significant, F(5,64) = 4.628, p = .001. Importantly, the coefficient-level evidence indicates that the focal Human Resource variable was not independently significant (B = .074, t = .803, p = .425 in the reported coefficient discussion). Thus, the appropriate publication interpretation is that the set of human-resource-related predictors jointly explained patient satisfaction significantly, while the individual human-resource predictor did not demonstrate a statistically significant independent effect.

Test of Hypotheses
Hypothesis Four
Organizational Culture Innovation and Market Reach
The organizational-culture model reported R = .506 and R^2 = .256, indicating that approximately 25.6% of variation in market reach was explained by the predictors. The ANOVA showed that the model was statistically significant, F(6,63) = 3.610, p = .004. Thus, organizational-culture-related predictors jointly made a significant contribution to explaining market reach.

Summary of Hypothesis Testing

Hypothesis	Statistical Evidence	Decision Based on Reported overall model
H01: Technology Innovation → operational efficiency	F = 3.494, p = .012	Reject H01 for the overall model
H02: Strategic Innovation → Sustainability	F = 2.758, p = .035	Reject H02 for the overall model
H03: Human resource innovation → patient satisfaction	F = 4.628, p = .001	Reject H02 for the overall model
H04: Organizational culture innovation : Market reach	F = 3.610, p = .004	Reject H04 for the overall model

Important: At the individual-predictor level, the thesis coefficient tables show that technology (p = .328) and the focal human-resource variable (p = .425) were not individually significant. Therefore, the hypothesis decisions above refer to the joint regression models, not necessarily to every individual predictor within each model. This distinction should be retained in the final journal submission.

V. DISCUSSION OF FINDINGS

Technology Innovation and Operational Efficiency

The study found that the technology-related regression model significantly explained operational efficiency. This suggests that technology, communication and service-delivery-related practices collectively have relevance to the efficiency of hospital operations. The finding is consistent with the broader argument that healthcare technologies can improve information management, coordination, decision-making and service delivery. From the perspective of Innovation Diffusion Theory, technological innovation when they are effectively communicated, accepted and integrated into routine activities. The adoption of electronic medical records, health-information systems, telemedicine and other digital technologies can reduce delays and improve coordination when employees are able and willing to use them.

The finding can also be explained through Resource-Based View. Technology infrastructure and associated digital capabilities can constitute valuable organizational resources. However, the non-significant individual coefficient for technology indicates that possession or adoption of technology alone may not be sufficient to guarantee improved efficiency. Complementary capabilities such as communication, staff competence, management support and effective implementation may determine whether technological investments translate into performance gains.

Strategic Innovation and Sustainability

The strategic-innovation model significantly predicted sustainability, supporting the proposition that innovative strategies, strategic planning, creativity and organizational adaptability are relevant to long-term organizational outcomes. Innovation Diffusion Theory explains this result by emphasizing the spread and institutionalization of new practices. Strategic innovations that are accepted and integrated into organizational routines can help a hospital respond to changing healthcare requirements, technological developments and patient needs. Resource-Based View provides a complementary explanation. Strategic innovation can become an organizational capability that enables the hospital to reconfigure its resources and respond proactively to environmental changes. Strategic knowledge, managerial routines, leadership capabilities and organizational experience can become embedded resources that support long-term institutional performance.

Human Resources Innovation and Patient Satisfaction

The overall human-resource model was statistically significant but the individual Human Resource coefficient was not statistically significant. This is an important and nuanced finding. It suggests that patient satisfaction may be influenced by a combination of workforce practices – including training, staff development, rewards and new ideas – rather than by a single human-resource practice in isolation. In healthcare, patient experience is determined by multiple interconnected factors including staff competence, communication, responsiveness, infrastructure, waiting time and quality of clinical services. Innovation Diffusion Theory suggests that human-resource innovations need to be accepted and institutionalized before their benefits become visible in organizational outcomes. A new training program or performance-management system may have limited immediate effect if employees do not consistently apply the knowledge and practices acquired. RBV similarly explains that human capital becomes a strategic resource when it is effectively organized and integrated with complementary resources. Human-resource innovation may therefore require adequate staffing, leadership support, technology, clinical infrastructure and a supportive organizational culture before it produces measurable improvements in patient satisfaction.

Organizational Culture Innovation and Market Reach

The organizational-culture model significantly explained market reach. This finding indicates that continuous improvement, knowledge sharing, teamwork, cultural support and related organizational practices can collectively contribute to the hospital's ability to reach and attract patients. Innovation Diffusion Theory suggests that an innovation-supportive culture facilitates the communication, acceptance and diffusion of new ideas across organizational members. Such diffusion can improve service delivery and strengthen institutional reputation.

Resource-Based View offers an additional explanation. Organizational culture is an intangible resource that is deeply embedded within the organization and difficult for competitors to imitate. A culture that encourages teamwork, learning, adaptability and innovation can enable the hospital to

make more effective use of its human, technological and strategic resources.

VI. CONCLUSION

This study examined the relationship between innovative management practices and organizational performance at LAUTECH Teaching Hospital, Ogbomoso. The evidence indicates that innovative management is relevant to multiple dimensions of organizational performance, although the strength and nature of the relationships differ across the individual models and predictors. The technology-related model significantly explained operational efficiency while the individual technology coefficient was not statistically significant in the reported table. Strategic innovation predictors jointly demonstrated a significant relationship with sustainability, although no individual strategic predictor reached 5% significance level. The human-resource model was statistically significant overall, but the focal human-resource coefficient was not independently significant. Organizational-culture-related predictors significantly explained market reach. Overall, the results supports the argument that organizational performance in a teaching-hospital setting is influenced by a combination of technological, strategic, human and cultural capabilities. Innovation should therefore be understood as an integrated management processes rather than a single intervention. The findings also reinforce the complementary relevance of Innovation Diffusion Theory and RBV. Innovation must be effectively adopted and embedded within organizational routines while the organization must possess and coordinate the resources and capabilities necessary to transform innovation into performance outcomes.

VII. RECOMMENDATIONS

(i) LAUTECH Teaching Hospital should continue investing in appropriate digital health and management technologies while ensuring adequate staff training and technical support.

Improve Organizational Communication: Since communication emerged as a significant predictor within the operational-efficiency predictor within the operational-efficiency model, management should examine communication structures and ensure that information flows efficiently across departments.

(ii) Integrate Innovation into Strategic Planning: Hospital management should incorporate innovation objectives into strategic plans, performance monitoring and resource-allocation decisions.

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