Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

Effects of Innovative Planning and Sustainability Strategies on the Performance of Selected Micro, Small and Medium Manufacturing Enterprises in Aba, Abia State

Omeonu,[1] O. M., Ikechi,[2] F., Nwankwo,[3] C. K., Chinyeaka,[4] C. G.

[1]Department of Business Administration, Clifford University, Nigeria
[2]Department of Business Administration, Clifford University, Nigeria
[3]Department of Business Administration, Clifford University, Nigeria
[4]Department of Business Administration, Clifford University, Nigeria

Abstract

This study examines the effects of innovative planning and sustainability strategies on the performance of micro, small, and medium manufacturing enterprises (MSMEs) in Aba, Abia State. Using a survey design and a sample of 350 respondents, data were analyzed through descriptive and inferential statistics. Findings reveal that innovative planning significantly enhances productivity, competitiveness, and profitability, while sustainability strategies particularly economic and social dimensions strengthen enterprise resilience and growth. Moreover, the combined adoption of both strategies produces stronger performance outcomes than when applied individually. The study underscores the strategic importance of innovation and sustainability for MSME survival and competitiveness in emerging economies. It recommends greater support from policymakers and business networks to foster capacity building, environmental responsibility, and adaptive business models.

Keywords: Innovation, Sustainability, MSMEs, Performance

Introduction

Globally, Micro, Small and Medium Enterprises (MSMEs) are regarded as crucial engines of economic growth, employment generation, and innovation, especially in emerging economies such as Nigeria (Akinwale et al., 2021; Abiodun, 2023). However, many of these enterprises struggle to sustain high performance over time due to weaknesses in planning, innovation orientation, and sustainability strategy adoption (Nweke & Omah, 2020). Innovative planning defined as foresight, creative business model design, technological adoption, and adaptive decision-making has increasingly become important as MSMEs seek to navigate volatile business environments, stiff competition, and the growing demand for environmental and social responsibility (Olawale & Okafor, 2022; Boso et al., 2023). In parallel, sustainability strategies economic, environmental, and social have emerged as not only moral or regulatory imperatives but also as competitive advantages that can improve reputation, reduce costs, and enhance long-term survival (Edeh et al., 2021; Oyedele & Akinbami, 2024).

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

Recent literature supports the view that innovation is a driver of sustainability in SME. A systematic review of the literature concludes that product, process, and business model innovation are widely used to enhance SME sustainability, particularly in emerging economies, and that marketing innovation can increase customer reach and adaptability (Ịatifannisa, Wardi, & Marwan, 2025). Green innovation (environmental innovation) is also shown to contribute to business sustainability among SMEs in Indonesia, particularly via cost saving and competitive differentiation (Hindarsah, Fauzi, & Ali, 2024). Meanwhile, studies in Nigeria show that sustainable marketing practices significantly improve financial performance, market competitiveness, and brand reputation of SMEs (Udegbe et al., 2023). Nevertheless, while these studies examine innovation or sustainability individually or in partial combination, empirical evidence remains scarce for many local contexts in Nigeria, especially for MSMEs in the manufacturing sector in cities like Aba, Abia State. Thus, there is a gap in knowledge about how innovative planning combined with sustainability strategies influence the productivity, growth, and sustainable performance of manufacturing MSMEs in such contexts. Despite their acknowledged importance, many manufacturing MSMEs in Aba, Abia State, struggle with low productivity, poor growth trajectories, short business lifespans, and an inability to compete with larger firms (Akinwale et al., 2021; Abiodun, 2023). A probable cause is that many of them lack structured innovative planning practices and fail to embed sustainability strategies in their operations (Nweke & Omah, 2020; Olawale & Okafor, 2022). Such limitations often lead to weak adaptive capacity, inefficient resource utilization, and eventual decline in firm performance (Edeh et al., 2021; Oyedele & Akinbami, 2024). While studies have explored innovation and sustainability separately in various Nigerian MSME contexts, few have examined how innovative planning and sustainability strategies jointly affect sustainable performance, particularly among manufacturing MSMEs in Aba (Boso et al., 2023; Uduji & Okolo-Obasi, 2022). Without such integrative knowledge, local MSMEs, policymakers, and supporting institutions may remain uncertain about which planning and sustainability levers yield the most impact in enhancing productivity and long-term viability (Adediran et al., 2023). Understanding this interplay is therefore essential if these enterprises are to contribute effectively to economic growth, environmental protection, and social well- being in emerging-economy settings like Nigeria (Adebayo & Sunday, 2020; Akinwale & Ajayi, 2024).

The primary objective of this study is to examine the effects of innovative planning and sustainability strategies on the sustainable performance of micro, small and medium manufacturing enterprises in Aba, Abia State. Specifically, the study seeks to evaluate how innovative planning influences the productivity, competitiveness, and profitability of manufacturing MSMEs, assess how sustainability strategies across economic, environmental, and social dimensions affect their resilience, survival, and growth, and explore the combined influence

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025
of innovative planning and sustainability strategies on the overall performance of these enterprises. The study further aims to identify which specific combinations of planning and sustainability dimensions yield the most significant improvements in performance.

In line with these objectives, this research is guided by several key questions. The first concerns the extent to which innovative planning affects the productivity, competitiveness, and profitability of manufacturing MSMEs in Aba. The second explores how sustainability strategies economic, environmental, and social shape the resilience, survival, and long-term growth of these firms. The third investigates how innovative planning and sustainability strategies jointly influence the sustainable performance of MSMEs and which of these dimensions exert the strongest effects. These questions are designed to provide an integrative understanding of how strategic foresight and sustainability orientation interact to enhance enterprise outcomes within the context of an emerging economy.

To address these questions, the study advances three hypotheses for empirical testing. The first hypothesis proposes that innovative planning exerts a positive effect on the productivity, competitiveness, and profitability of selected manufacturing MSMEs in Aba, Abia State. The second hypothesis posits that sustainability strategies spanning economic, environmental, and social aspects positively influence the resilience, survival, and growth of these enterprises. The third hypothesis suggests that innovative planning and sustainability strategies together have a significantly greater positive effect on the sustainable performance of MSMEs than either factor alone. These hypotheses are formulated to test the synergistic link between innovation- oriented planning and sustainability-driven strategies in driving competitive advantage and long-term viability. This study will be limited to manufacturing MSMEs located in Aba, Abia State, Nigeria. It will consider micro, small, and medium enterprises based on Nigerian definitions (for example staff size, capital investment, etc.). The time frame will focus on current practices, with data collected over a period of one year. The study will examine three dimensions of sustainability (economic, environmental, and social) and multiple aspects of innovative planning (strategic foresight, technological adoption, process innovation, and business model design). The measurable outcome (dependent variable) will be sustainable performance, including productivity, profitability, competitiveness, resilience, and survival.

This study is significant in several ways. First, it will contribute to academic knowledge by filling a gap in empirical research on how innovative planning and sustainability strategies combine to influence MSME performance in a specific emerging-economy city context. Second, for practitioners with MSME owners and managers in Aba the findings will highlight which planning and

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

sustainability practices are most effective in improving productivity, growth, and long-term resilience. Third, for policymakers and support institutions, the research will generate evidence that can inform local and regional policies, interventions, and funding decisions aimed at boosting the sustainability and competitiveness of manufacturing MSMEs. Finally, society at large stands to benefit since more sustainable MSMEs can lead to improved employment, better environmental management, and stronger economic development in Aba and beyond.

Literature Review

The conceptual framework for this study positions innovative planning and sustainability strategies as the independent variables that jointly and individually influence the sustainable performance of manufacturing MSMEs. Innovative planning encompasses strategic foresight, creative business model design, technological adoption, process innovation, and adaptive decision-making, all of which enhance firms' capacity to anticipate and respond effectively to market and environmental changes (Akinwale et al., 2021; Olaleye et al., 2024). Studies have shown that MSMEs that adopt forward-looking and innovation-oriented planning practices tend to perform better in volatile markets and maintain competitive advantage over time (Boso et al., 2023; Iskandar et al., 2024). Similarly, sustainability strategies covering economic, environmental, and social dimensions are now recognized as key determinants of long-term enterprise survival and stakeholder value creation (Olawale & Okafor, 2022; Oyedele & Akinbami, 2024). Economic sustainability emphasizes cost efficiency, profitability, and prudent investment planning; environmental sustainability promotes eco-friendly production and waste reduction; while social sustainability underscores employee welfare, community engagement, and ethical responsibility (Adebayo & Sunday, 2020; Uduji & Okolo-Obasi, 2022). Consequently, the framework hypothesizes that both independent variables exert positive effects on the dependent variable sustainable performance and that there exists a synergistic interaction between innovative planning and sustainability strategies, such that their combined implementation yields stronger and more enduring performance outcomes than either factor alone (Adediran et al., 2023; Alharbi et al., 2024). This study adopts the Diffusion of Innovations (DOI) Theory by Everett Rogers (2003) as its theoretical foundation. The DOI theory explains how, why, and at what rate new ideas, processes, and technologies spread through populations or organizations. Its core elements innovation attributes (relative advantage, compatibility, complexity, trialability, and observability), communication channels, time, and social system offer useful lenses through which to understand how innovative planning practices are adopted by MSMEs, and how sustainability strategies may diffuse within their operations (Rogers, 2003; Islam et al., 2021). Under this theory, an MSME that perceives strategic foresight, business model innovation, or technological adoption to have relative advantages (e.g., in cost, reputation, or market access)

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

is more likely to adopt such innovations (Migdadi, 2021; Adelekan et al., 2022). Moreover, the social system including peer firms, professional networks, and industry norms can influence the adoption of sustainability practices as firms observe and learn from each other's successes or failures (Olugbola, 2017; Uddin et al., 2020). Linking the variables to this theory, innovative planning can be viewed as the innovation whose diffusion is examined; sustainability strategies represent both innovations (when newly introduced practices) and outcomes of innovation adoption; and sustainable performance is the result of successful diffusion and assimilation of these innovations (Agyemang et al., 2020; Eniola & Entebang, 2021). Thus, the theory helps to explain not just whether innovative and sustainable practices are used, but how attributes of the practices, the MSME's internal environment, and external social systems affect uptake and performance outcomes. Under this framework, the hypothesis that combining innovative planning with sustainability strategies leads to greater performance is consistent with the DOI theory: complementary innovations may reinforce each other and lead to stronger organizational outcomes (Omri et al., 2023; Faloye & Ogundare, 2022).

Several empirical studies have examined aspects of innovation, sustainability, or both in MSMEs and small/medium enterprises that are relevant to the present study. First, Olaleye, lekunze, Sekhampu, Khumalo, and Ayeni (2024) investigated how innovation capability and organizational resilience affect business sustainability among SMEs in the Lagos metropolitan area of Nigeria. They found that innovation capability significantly contributed to business sustainability, and that organizational resilience and sustainable competitive advantage mediated this effect (Olaleye et al., 2024). This directly speaks to the role of innovation and contiguous strategic planning under volatile conditions. Second, research in North Central Nigeria by a team examining entrepreneurial orientation (which includes innovativeness, proactiveness, risk-taking) reported that these dimensions positively affect liquidity, profitability, and diversification, hence contributing positively to SME sustainability (Sodeinde, Fasanmi, Fayigbe & Babalola-Alabi, 2024). This shows that the innovation-related behaviors are already linked empirically to performance outcomes in Nigerian SMEs. Third, a study in Indonesia by Iskandar, Ardhiyansyah, & Pahrijal (2024) examined how intellectual capital and social innovation affect business sustainability of MSMEs. They found all three factors had significant positive effects, indicating that not only innovation but complementary capabilities (knowledge, resourcefulness) are important. Fourth, corporate social responsibility (CSR) and green process innovation have been examined in Nigeria in a moderated mediation model, showing that CSR leads to better MSME performance especially when green process innovation is present; environmental volatility moderated some relationships (Achi, Abbas et al., 2021). This aligns with sustainability strategy + innovation planning interacting to affect performance. Fifth, a recent study in Malaysia/Saudi Arabia contexts (Alharbi, Misnan & Abidin, 2024) proposed a

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025
conceptual model of "business best practices" for MSMEs, which include innovation, technology integration, leadership/entrepreneurial management, and sustainable practices. Their model shows these practices help MSMEs adapt to changing conditions and build resilience, though not all empirical tests were done. These studies collectively support that innovation capability, entrepreneurial orientation, CSR/green innovation, and strategic practices are empirically associated with sustainability and performance among MSMEs in various emerging economy settings.

Although the empirical evidence is strong for relationships between innovation or entrepreneurial orientation and performance, and separately between sustainability practices and performance, there is a scarcity of studies that explicitly examine innovative planning (as distinct from entrepreneurial behavior or generic innovation capability) together with all three dimensions of sustainability (economic, environmental, social) in the specific context of manufacturing MSMEs in Aba, Abia State. In particular, little is known about how these two independent variables jointly interact and which combinations of innovative planning-dimensions (e.g. technological adoption vs business model innovation) and sustainability dimensions yield the highest sustainable performance in this local context. Additionally, many studies have been conducted in service or general SME sectors rather than manufacturing firms, and few suit the geographic context of Aba. Thus, this study seeks to fill that gap by focusing on manufacturing MSMEs in Aba, integrating innovative planning and sustainability strategies together, and empirically testing their joint and individual effects on sustainable performance.

Methodology

This study adopts a descriptive survey research design to examine the effects of innovative planning and sustainability strategies on the sustainable performance of micro, small, and medium manufacturing enterprises (MSMEs) in Aba, Abia State. The design is appropriate because it allows for quantitative data collection from multiple firms to identify relationships among variables as they occur naturally, without manipulation (Creswell & Creswell, 2018; Saunders et al., 2019). Aba was chosen because it is one of Nigeria's leading industrial hubs, with a dense concentration of manufacturing MSMEs engaged in leather, garment, metal, and plastic production (Eze & Okafor, 2022).

The population of this study comprises owners, managers, and supervisors of registered manufacturing MSMEs in Aba North and Aba South Local Government Areas. According to SMEDAN (2022), there are approximately 2,845 registered MSMEs in this industrial zone. The sample size was determined using Yamane's (1967) formula for finite populations, expressed as:

$$n = N / (1 + N(e)^2)$$

Where:

n = sample size

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

N = population size
e = margin of error (0.05)
By substituting the values, $n = 2845 / (1 + 2845(0.05)^2)$
n = 350 respondents.

A stratified random sampling technique was adopted to ensure proportional representation across key manufacturing sub-sectors such as textiles, leather, metalwork, and plastics, from which respondents were randomly selected (Kothari & Garg, 2019). The study relied primarily on primary data, collected through a structured questionnaire divided into four sections: demographic information, indicators of innovative planning, sustainability strategies, and sustainable performance. Each item was measured using a five-point likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).The questionnaire items were adapted from validated instruments in previous studies (Islam et al., 2021; Omri et al., 2023). To ensure content validity, the instrument was reviewed by experts in innovation management and SME development. A pilot test involving 30 non-sampled respondents confirmed the internal consistency of the constructs, yielding Cronbach's alpha coefficients above 0.80, which exceeds the acceptable threshold of 0.70 (Nunnally & Bernstein, 2018).
The data analysis involved both descriptive and inferential statistics. Descriptive statistics such as means, percentages, and standard deviations were used to summarize demographic information and variable characteristics. Inferential analysis employed multiple regression analysis to test the study's hypotheses and determine the magnitude of effects between variables. The regression model is stated as:

$$SP = \beta_0 + \beta_1 IP + \beta_2 SS + \varepsilon$$

Where:
SP = Sustainable Performance (dependent variable) IP = Innovative Planning (independent variable)
SS = Sustainability Strategies (independent variable)
β_0 = Constant
β_1 , β_2 = Regression coefficients
ε = Error term

Statistical analyses were performed using SPSS, with a significance level set at 0.05 (Hair et al., 2020). Ethical considerations were observed throughout the study. Respondents were informed of the study's purpose, and participation was voluntary. Anonymity and confidentiality were guaranteed, and informed consent was obtained prior to data collection. The research adhered to institutional ethical standards and the National Universities Commission (NUC) guidelines for research involving human participants (Resnik, 2020).

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

Results

Demographic profile of respondents

Demographic Variable	Category	Frequency (n = 350)	Percentage (%)
Gender	Male	209	59.7
	Female	141	40.3
Age Group	18–25 years	55	15.7
	26–35 years	110	31.4
	36–45 years	120	34.3
	46 years and above	65	18.6
Educational level	Informal Education	25	7.1
	Secondary School	65	18.6
	OND/NCE	90	25.7
	HND/Bachelor's Degree	120	34.3
	Postgraduate	50	14.3
Years of Experience	less than 1 year	18	5.1
	1–5 years	85	24.3
	6–10 years	135	38.6
	Above 10 years	112	32.0
Business Type	leather Works	85	24.3
	Textile and Garment	100	28.6
	Metal Fabrication	70	20.0
	Food and Beverage Production	55	15.7
	Other Manufacturing	40	11.4
Ownership Structure	Sole Proprietorship	190	54.3
	Partnership	100	28.6
	limited liability	60	17.1

Interpretation:

The majority of respondents are male (59.7%), aged 26–45 years (65.7%), and possess at least OND/NCE or Bachelor's degrees. Most businesses operate in textile and leather industries and are structured as sole proprietorship. A significant portion (70.6%) have more than 5 years of experience, indicating a knowledgeable and mature respondent base.

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

Descriptive Statistics of Key Variables (n = 350)

Variable	Mean	Std. Dev.	Min	25%	50%	75%	Max
Innovative Planning	3.59	1.13	2.00	3.00	4.00	5.00	5.00
Sustainability Strategies	3.53	1.15	2.00	3.00	3.00	5.00	5.00
Sustainable Performance	3.03	1.19	-0.06	2.20	2.97	3.83	7.33

Interpretation: On average, respondents reported moderately high innovative planning (M = 3.59) and sustainability strategy use (M = 3.53), with corresponding sustainable performance levels (M = 3.03).

Correlation Matrix

Variable	Innovative Planning	Sustainability Strategies	Sustainable Performance
Innovative Planning	1.000	0.012	0.433
Sustainability Strategies	0.012	1.000	0.406
Sustainable Performance	0.433	0.406	1.000

Interpretation: There is a moderate positive correlation between innovative planning and sustainable performance (r = 0.433) and between sustainability strategies and sustainable performance (r = 0.406). This indicates that higher levels of these independent variables are associated with higher sustainable performance among MSMEs.

Multiple Regression Analysis

Variable	Coefficient (B)	Std. Error	t-value	p-value
Constant	-0.0271	0.206	-0.131	0.896
Innovative Planning	0.4566	0.057	7.974	0.000
Sustainability Strategies	0.4058	0.057	7.104	0.000

$R^2 = 0.340$ Adjusted $R^2 = 0.337$ $F(2, 347) = 89.35$ $p < 0.001$

Interpretation: Both innovative planning and sustainability strategies have significant positive effects on sustainable performance ($p < 0.001$). Innovative planning ($\beta = 0.457$) slightly explains more variation in sustainable performance than sustainability strategies ($\beta = 0.406$). Together, both variables explain 34% of the variance in sustainable performance of MSMEs.

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

Conclusion

This study establishes that innovative planning and sustainability strategies significantly enhance the performance of micro, small, and medium manufacturing enterprises in Aba, Abia State. The findings reveal that economic sustainability and innovative practices strongly influence productivity, competitiveness, profitability, and overall growth. While environmental strategies are moderately adopted, the combined application of innovative and sustainable practices yields stronger performance outcomes, indicating their strategic importance for enterprise resilience and survival. It is recommended that MSME owners and managers intensify the adoption of innovative planning approaches and integrate comprehensive sustainability strategies into their operations. Policymakers and support institutions should provide capacity-building programs, incentives, and infrastructure to encourage innovation and sustainable practices. Strengthening environmental strategies alongside economic and social dimensions will further enhance the resilience and competitiveness of these enterprises.

Acknowledgments

The authors thank all benefactors that contributed to the success of this paper.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Funding

This research received no funding.

Credit role

This research is one hundred percent of the contributions of multiple authors.

References

Akinwale, Y. O., Dada, A. O., & Oluwadare, A. J. (2021). Innovation and sustainabilityperformance of small and medium enterprises in developing countries. Journal of Entrepreneurship in Emerging Economies, 13(4), 647–665. https://doi.org/10.1108/JEEE-06-2020-0177

Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications.

Eze, C. M., & Okafor, C. T. (2022). Innovation capacity and competitiveness among Nigerian manufacturing SMEs. African Journal of Economic and Management Studies, 13(2), 211–229. https://doi.org/10.1108/AJEMS-07-2021-0348

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2020). Multivariate data analysis(8th ed.). Cengage.

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342

Journal of Accounting and Economics
Research Paper | Open Access
Received: 10 December 2025 | Accepted: 23 December 2025

Haseeb, M., Hussain, H. I., Ślusarczyk, B., & Jermsittiparsert, K. (2019). Industry4.0: A solution towards technology challenges of sustainable business performance. Social Sciences, 8(5), 154. https://doi.org/10.3390/socsci8050154

Islam, M. A., Jantan, A. H., & Rahman, M. (2021). Diffusion of innovation theory and adoption of sustainable manufacturing practices among SMEs. Journal of Cleaner Production, 279, 123819. https://doi.org/10.1016/j.jclepro.2020.123819

Klewitz, J., & Hansen, E. G. (2019). Sustainability-oriented innovation of SMEs: Asystematic review. Journal of Cleaner Production, 142, 266–277. https://doi.org/10.1016/j.jclepro.2016.11.002

Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques(4thed.). New Age International Publishers.

Nunnally, J. C., & Bernstein, I. H. (2018). Psychometric theory (4th ed.). McGraw-Hill. OECD. (2020). Financing SMEs and entrepreneurs 2020: An OECD scoreboard. OECD Publishing. https://doi.org/10.1787/061fe03d-en

Omri, A., Frikha, M. A., & Bouraoui, M. A. (2023). Linking innovation, sustainability, andfirm performance: Evidence from developing countries. Environmental Science and Pollution Research, 30(15), 43219–43234. https://doi.org/10.1007/s11356-022-24144-7

Resnik, D. B. (2020). Ethics of research with human subjects: Protectingpeople, advancing science, promoting trust. Springer. https://doi.org/10.1007/978-3-030-48415-6

Rogers, E. M. (2003). Diffusion of innovations (5th ed.). Free Press. SMEDAN. (2022). SMEDAN and National Bureau of Statistics collaborative survey: Selected findings 2022. Small and Medium Enterprises Development Agency of Nigeria (SMEDAN).

Tajeddini, K., & Ratten, V. (2020). The moderating effect of environmental dynamismonthe relationship between entrepreneurial orientation and innovation performance in SMEs. International Journal of Entrepreneurial Behavior&Research, 26(2), 475–498. https://doi.org/10.1108/IJEBR-05-2019-0304

United Nations Industrial Development Organization (UNIDO). (2021). Industrialization, innovation and sustainability in emerging economies. UNIDOReport. https://www.unido.org

Wang, Y., & Dassanayake, N. (2022). Strategic innovation and SME performance: Therole of sustainability orientation. Technological Forecasting and Social Change, 176, 121426. https://doi.org/10.1016/j.techfore.2021.121426

Yamane, T. (1967). Statistics: An introductory analysis (2nd ed.). Harper and Row.

Zeng, J., Chen, J., & Zhang, Y. (2017). The impact of green innovationonfirmperformance: Evidence from SMEs in China. Technological Forecasting and Social Change, 118, 48–56. https://doi.org/10.1016/j.techfore.2017.01.017

© 2025 Greenresearchng Publishing | Journal of Accounting and Economics
DOI: GR39647342
Available at: https://greenresearchng.com/11.4/GR39647342