GUSAU JOURNAL OF BUSINESS ADMINISTRATION (GUJOBA)

Vol. 5 Issue 1, June, 2026; Pp 026 - 034

ISSN: 2811-1702. https://doi.org/10.57233/gujoba.v5i1.03

A Publication of the Department of Business Administration, Federal University Gusau, Nigeria

INNOVATIVE LEADERSHIP AND CORPORATE PRODUCTIVITY PERFORMANCE OF HOSPITALITY INDUSTRIES IN YENAGOA, BAYELSA STATE, NIGERIA

***Vicar Efebo**
Department of Business Administration
Federal University Otuoke Bayelsa State, Nigeria

*Correspondence: efebovicar14@gmail.com

ABSTRACT

This research paper is designed to examine the relationship between innovative leadership and corporate productivity performance of hospitality industries in Yenagoa, Bayelsa state, Nigeria. the survey research design was adopted for this research work. A total number of 377 managers and supervisors from 111 hotels, 177 bars/night clubs, 3 amusement parks, and 86 restaurants. constituted the target population. A random sampling method was used to select a sample of 194 participants from the population and 192 questionnaires were returned for data analysis. To test the hypotheses, a multiple linear regression analysis was performed using SPSS version 25. With 5% level of significance for a two-tailed null hypothesis. The research revealed that: statistically, there is significant relationship between visionary thinking and quality output, the R value of 0.940 shows a very strong positive correlation of the both. Also, there is significant relationship between visionary thinking and customer satisfaction, the result indicates that, the R value of 0.937 shows a very strong positive correlation between visionary thinking and customer satisfaction. Creativity, risk-taking and quality output also shows a very strong significant relationship of R value of 0.939 and also. there is significant relationship between creativity, risk-taking and customer satisfaction as the R value of 0.944 shows a very strong positive correlation. Finally, the multi-variant analysis shows that the R value of 0.943 indicates a very strong positive correlation between innovative leadership and corporate productivity performance. The policy recommendation of this research work is that: Organizations should invest in programs that help leaders develop visionary skills. leaders should create an environment where members of staff feel free and safe to express dissenting ideas, question the status quo and learn from possible failures. Finally, Leaders should also encourage initiatives that boost efficiency, enhance quality, reduce costs, or create new revenue flows. Conclusively, the research brings to our knowledge that innovative leadership is a very strong contributor or influencer to corporate productivity performance.

Keywords: Innovative leadership, corporate productivity performance, hospitality industries, Bayelsa state Nigeria.

1. INTRODUCTION

Corporate productivity performance is a multi-dimensional concept that encompasses how effectively and efficiently an organization uses its resources to generate outputs. It involves how an organization utilizes its resources (technological, human, material, financial, etc.) to produce goods or services by achieving organisational goals and objectives. Cooperate productivity performance involves the measure of output relative to input. An optimal cooperate productivity performance simply means the organisations are achieving much with relatively small or few resources,

while on the other hand, low performance signifies inefficiency and eventually wasted company's or organisational resources.

Corporate productivity performance is a multidimensional construct, since it is not only about output quantity but also involves quality, efficiency and sustainability. Its core dimensions are labour productivity, financial productivity, quality of output, customers satisfaction and operational efficiency.

In addition to the construct under discussion, innovative leadership is nascent in terms of the traditional leadership styles that we are familiar with, that prioritize control, structure, specialization, hierarchy, communication etc. innovative leadership style emphasizes creativity, adaptability and the proactive pursuit of novel changes to drive transformation and growth in organisations. It apparently thrives in uncertainty and complexity which make it highly relevant in today's globalize and fast evolving business environment.

Innovative leadership comes with visionary thinking leaders that have a clear and compelling vision of the future by carrying all the followers along so that they can be featured in the future for the purpose of organisational change and apparently achieve incremental business growth and; expansion. They also have the capabilities, innovative prowess and gamine creativity to inspire others by bringing their visions to bear on their daily work and purposes that will stand the test of time for rapid and radical organisational innovative changes. Innovative leadership is very critical for the survival and growth of any cooperate organisation because it involves risk taking and experimentation that will drive the organisation for success and accepting failures as a learning opportunity not actually a setback.

Innovative leadership has to do with people and organisation centered in ways and manner that foster or promote creativity, innovation, idea generation, problem solving thinking and mainly by providing solutions to them. It incorporates the traditional leadership skills with the outmost touch of innovative orientation and practices. Innovative leadership has it key dimensions as visionary thinking, experimentation, adaptability, collaborative ideas, strategic networking, change management and emotional intelligence.

This study anchored on Dynamic capabilities theory which is one of the most influential and prominent perspectives in understanding corporate performance in this innovative, science and technological driven business environment. The theory states that corporate performance in consistently changing environment largely depends on the firm's ability to identify opportunities, transform resources and seize them continuously.

It is pertinent to note that in this 21st century business environment that is highly competitive and speedy or swiftly evolving business organisations are constantly and persistently seeking ways to improve their corporate productivity performance. As such, innovative leadership has been seen or acclaimed to play and contributes crucial roles in stirring such improvements as it encourages critical thinking, risk taking, adoption of new strategies and creativity. Nevertheless, so many organisations are struggling to effectively apply innovative leadership practices and; the exploration of the relationship between innovative leadership and corporate productivity performance that is complex and yet to be fully understood. Therefore, this statement problem put in motion the stage for an in-depth study of the relationship between innovative leadership and corporate productivity performance in hospitality industries in Yenagoa, Bayelsa state, Nigeria.

This research work was to investigate the relationship of innovative leadership on corporate productivity performance in hospitality industries in Yenagoa, Bayelsa state, Nigeria. specifically, this research is to:

i. Investigate the relationship between Visionary-Thinking and Corporate Productivity Performance of hospitality industries in Yenagoa, Bayelsa state, Nigeria.
ii. Investigate the relationship between Creativity, Risk-Taking and Corporate Productivity performance of hospitality industries in Yenagoa, Bayelsa state, Nigeria and;
iii. To ascertain the level influence between Innovative Leadership and Corporate Productivity Performance of hospitality industries in Yenagoa, Bayelsa state, Nigeria.

The study addresses the following hypotheses:

Ho1 = There is no significance relationship between visionary thinking and quality output;

Ho2 = There is no significant relationship between visionary thinking and customer satisfaction;

Ho3 = There is no significant relationship between creativity, risk-taking and quality output;

Ho4 = There is no significant relationship between creativity, risk-taking and customer satisfaction;

Ho5 = There is no significant relationship between Innovative Leadership and Corporate Productivity Performance;

This study on innovative leadership and corporate productivity performance explores the impact and influence leaders with innovative ideas have on corporate productivity performance with particular reference to the hospitality industries in Yenagoa, Bayelsa state, Nigeria. A good understanding of innovative leadership and applying those attributes will sustain, improve, and turn around the fortunes of businesses and; other organisations for the betterment of humanity and the society in general. Leaders, managers, chief executives, employees, the academias, governmental agencies and the general public will benefit immensely in this study.

The base of this study was on innovative leadership and corporate productivity performance of hospitality industries in Yenagoa, Bayelsa state, Nigeria. Geographically, the scope of this research focused on Yenagoa, Bayelsa state, Nigeria. The content scope of this research was based on the entire employees of the hospitality industries in Bayelsa state, Nigeria. In addition, the predictor variable is innovative leadership (dimensioned as Visionary Thinking and; Creativity and Risk-Taking) while the criterion variable is corporate productivity (measured as Quality Output and Customer Satisfaction).

2. LITERATURE REVIEW

2.1 Conceptual Review

Innovative Leadership

Innovative leadership is built around organizational development in support of mission and vision statements (Gliddon, 2006). Giving the fact that, innovative leadership is important to organizations, therefore organisations need innovations in order to survive, grow and be successful in a competitive business environment. Innovation is a collaborative affair running from idea, through its development to implementation, involving many people with various expertise (Baumgartner (2013). Innovative leadership refers to introducing a brand-new method, product, service, technique, or an idea to satisfy individuals' needs and find solutions to current and future problems (Şen & Eren, 2012). Innovative leadership thus refers to a technique and philosophy, which combines various leadership styles to influence and motivate employees to generate products, services, and creative ideas (Horth & Buchner, 2014).

Grazzi et al. (2022) found that business exits are often linked to innovation capabilities rather than just bankruptcy. Innovative leaders stimulate employee creativity, recognizing it as a key factor for competitiveness and enterprise innovativeness (Lv et al., 2021) cited in (Abun et al., 2023). This contrasts with bureaucratic leadership, which focuses mainly on structures and procedures, that impede or slow creativity. An innovative leader serves as an idea generator and influencer, vital for organizational innovation. This is purely distinctive from bureaucratic leadership style, that mainly focuses on procedures, specializations and structures, which is also a precursor for impeding employee creativity. As such, innovative leader act as an idea generator and influencer which is very vital for organizational innovation and growth.

Visionary Thinking

Visionary thinking has to do with the ability to imagine and conceptualize possibilities beyond the present happenings and events, allowing individuals and organisations to set goals and create innovative steps or ways to accomplish them. This type of thinking is characterized by foresight, creativity and a strong sense of intent or purpose. Visionary thinkers often challenge the status quo, envisioning a future that others may not see and mobilizing resources to bring their ideas to fruition (klein & Garcia 2025). Porter and Kramer (2011) argue, that best visionaries recognize that their plans must evolve in response to real-world dynamic and stakeholder feedback. Nonetheless, visionary thinking is integral and important in context of strategic management and planning, innovation and; entrepreneurship. Visionary thinking is a multifaceted capability that encompasses adaptability, innovation, foresight and results orientated leadership.

Creativity and Risk-Taking

Creativity is centered on the imaginative ability in producing and using artistic ideas for new things, added value or solving and countering challenges. It commonly termed as ingenuity, inventiveness, resourcefulness, inspiration, vision, innovation (Ahmed, 2025). Creativity involves an elaborate, complex and dynamic

process organized and shaped by individual traits, cognitive processes, occasioned by intangible and tangible outputs and; environmental ambient or terrain. As various business organisations continue to recognize its significance, strategies to encourage and advance creativity will remain a focal criterion in the development and sustenance of business organizations. One of the fundamental theories of creativity is the "Four P's" model, which examines creativity through four lenses: Person, Process, Product and Press (Puccio, 2018). Creativity involves the generation of novel and useful ideas, solutions or products. In recent years, scholars have highlighted the significant impact of creativity on personal development, problem-solving and innovation (Runco, 2014).

Risk-taking is a multi-dimensional concept that encompasses various aspect, including psychological, social and economic aspects. It involves making decisions that can lead to positive results or outcomes but also brings to bear the possibility of negative consequences. Individuals with a higher tolerance for uncertainty are more likely to engage in risk-taking activities (Weber et al., 2002). Apparently, studies show that moderate levels of risk-taking can lead to greater rewards, as individuals and businesses that take calculated risks are often those that experience growth and innovation (Markman & Baron, 2003).

Corporate Productivity Performance

Corporate productivity performance is a crucial key performance indicator of organisations effectiveness and efficiency in utilizing its resources to achieve its sets goals and objectives. Apparently, an increase in productivity often leads to higher profitability, better advantage and appropriate use of capital and human resources. Typically, labour productivity measured as output per hour worked, labour productivity is a fundamental metric for assessing how a company's labour force is generating value (OECD, 2024).

Quality Output

Quality output simply refers to the reliability and effectiveness of the final product or service delivered, either in services, manufacturing, education or research. It is characterized by the fulfillment of established standards and customer needs (Kumar & Prakas, 2023). Ensuring and maintaining quality output is imperative for customer retention and satisfaction by also enhancing organisational reputation and achieving long term growth and; success. Apparently, quality output is crucial in so many industries, companies and sectors. implementing effective total quality management practices can facilitate continuous improvement and drive organisational success and sustainability. Various factors contribute to quality output, including adherence to specifications, reliability, performance and customer satisfaction (Juran, 1999). Similarly, in the context of manufacturing, for instance, quality output is often associated with low defect rates, effective use of resources and ability to meet delivery timeline (Deming, 1986).

Customer Satisfaction

Customer satisfaction is the degree to which a company's product or services meet the expectations and needs of its customers. It can significantly affect customer loyalty, brand reputation, and overall business performance (Smith, 2024). Research indicates that customer satisfaction is influenced by various factors, including product quality, customer service, and the overall purchasing experience (Johnson & Lee, 2025). Nevertheless, customer satisfaction is seen as a leading indicator of customer loyalty; satisfied customers are often more likely to make repeat purchases and recommend a brand to others (Davis et al., 2023). Hence, to promote customer satisfaction, organisations should prioritize communication, meeting deadlines, continuous improvement and timely delivery of goods and services.

Empirical studies on innovative leadership and productivity and; performance shows significant relationship between the both. As previous research works evidence that innovative leadership has the tendencies of novels ideas that are capable of triggering heightened productivity. Similarly, the study of Anand and Saraswati (2014) on innovative leadership: a paradigm in modern human resource practices states that to regain and retain global competitiveness, a new generation of innovative leaders needs to take over zenith roles in the leading corporations. Băeșu and Bejinaru (2015) on innovative leadership styles and the influence of emotional intelligence, the study revealed that an organization with strong values attracts more easily talented staff and will be able to keep them on a long term. Productivity is higher when the organization's values overlap with the values of individuals, thus prompting them to become better representatives of those organizations (Băeșu and Bejinaru, 2015). Finally,

Chika, Samuel *et. al* (2021) on their study the effects of innovation leadership on organizational efficiency, the result shows that innovation leadership, collaborative role, technological management, and hierarchical structure are prime drivers of organizational efficiency and productivity.

Conceptual Framework

The aim of this conceptual frame work of this study was meant to succinctly organize, describe or simplify the connection, influence and relationship between the predictor and criterion variables of the study. Therefore, the conceptual framework of this research was presented as follows:

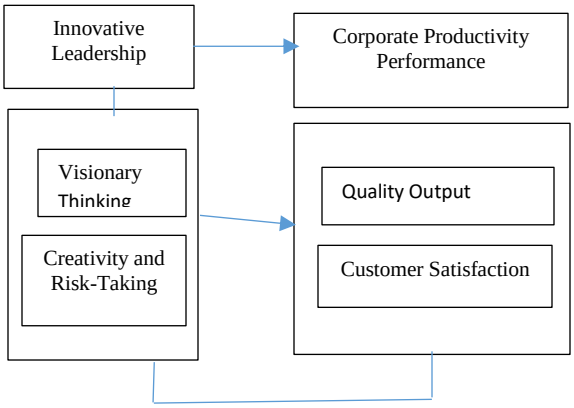


Fig. 1.1 Conceptual Framework on Innovative Leadership and Corporate Productivity Performance
Source: Researcher's desk (2025).

3. METHODOLOGY

In this study, the researcher used a survey research methodology to gather both quantitative and qualitative data. The purpose was to explore the relationship between specific variables by collecting information on the attitudes, behaviours and opinions of a group of people.

Study Setting and Population

The research was conducted in Yenagoa, Bayelsa State, Nigeria, focusing on the hospitality industry due to its high concentration of establishments. The total population included 377 managers and supervisors from 111 hotels, 177 bars/night clubs, 3 amusement parks, and 86 restaurants. A random sampling method was used to select a sample of 194 participants from the population and 192 questionnaires were returned.

Data Collection and Analysis

The study utilized both primary and secondary data sources. To test the hypotheses, a multiple linear regression analysis was performed using SPSS version 25. This statistical method was chosen to measure the strength of the relationship and influence between variables at a 5% level of significance for a two-tailed null hypothesis.

4. RESULTS

4.1 Results

Test of Hypotheses

Hypothesis 1: There is no significant relationship between visionary thinking and quality output

Table 1: Summary of Multiple Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.940[a]	.883	.883	.28290	.883	1440.353	1	190	.000

a. Predictors: (Constant), Visionary Thinking
b. Dependent Variable: Quality Output

Table 1 shows the result of the multiple linear regression analysis conducted to determine the relationship between visionary thinking and quality output. The correlation coefficient (R = 0.940) indicates a very strong positive relationship between visionary thinking and quality output. The coefficient of determination (R^2 = 0.883) reveals that 88.3% of the variation in quality output is explained by visionary thinking, while the remaining 11.7% is attributable to other factors not captured in the model. The F-change value of 1440.353 and the associated significance level (p = 0.000) indicate that the model is statistically significant. Therefore, the null hypothesis is rejected, and it is concluded that visionary thinking has a significant positive relationship with quality output.

Hypothesis 2: There is no significant relationship between visionary thinking and customer satisfaction

Table 2: Summary of Multiple Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.937[a]	.877	.877	.28677	.877	1357.389	1	190	.000

a. Predictors: (Constant), Visionary Thinking

b. Dependent Variable: Customer Satisfaction

Table 2 presents the regression analysis examining the relationship between visionary thinking and customer satisfaction. The result shows a strong positive correlation (R = 0.937) between the variables. The R^2 value of 0.877 indicates that 87.7% of the variance in customer satisfaction is explained by visionary thinking. The adjusted R^2 value of 0.877 confirms the stability of the model. Furthermore, the F-change statistic of 1357.389 with a significance value of 0.000 demonstrates that the regression model is statistically significant. Consequently, the null hypothesis is rejected, implying that visionary thinking significantly influences customer satisfaction.

Hypothesis 3: There is no significant relationship between creativity and risk-taking and quality output

Table 3: Summary of Multiple Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.939[a]	.882	.882	.28415	.882	1426.036	1	190	.000

a. Predictors: (Constant), Creativity and Risk-Taking

b. Dependent Variable: Quality Output

Table 3 presents the results of the regression analysis on the relationship between creativity and risk-taking and quality output. The correlation coefficient (R = 0.939) indicates a very strong positive relationship between the variables. The coefficient of determination (R^2 = 0.882) shows that 88.2% of the variation in quality output is explained by creativity and risk-taking. The adjusted R^2 value of 0.882 further validates the model's explanatory power. The F-change value of 1426.036 and the significance level of 0.000 confirm that the model is statistically significant. Therefore, the null hypothesis is rejected, indicating that creativity and risk-taking significantly affect quality output.

Hypothesis 4: There is no significant relationship between creativity and risk-taking and customer satisfaction

Table 4: Summary of Multiple Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.944[a]	.890	.890	.27112	.890	1541.144	1	190	.000

a. Predictors: (Constant), Creativity and Risk-Taking

b. Dependent Variable: Customer Satisfaction

Table 4 presents the regression analysis of the relationship between creativity and risk-taking and customer satisfaction. The correlation coefficient (R = 0.944) indicates a very strong positive relationship between the variables. The R^2 value of 0.890 suggests that 89.0% of the variability in customer satisfaction is explained by creativity and risk-taking, while the remaining 11.0% is influenced by other factors outside the model. The F-change value of 1541.144 and the corresponding significance level of 0.000 indicate that the model is statistically significant. Consequently, the null hypothesis is rejected, demonstrating that creativity and risk-taking have a significant positive relationship with customer satisfaction.

Hypothesis 5: There is no significant relationship between innovative leadership and corporate productivity performance

Table 5: Summary of Multiple Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.943[a]	.889	.889	.55250	.889	1524.889	1	190	.000

a. Predictors: (Constant), Innovative Leadership

b. Dependent Variable: Corporate Productivity Performance

Table 5 presents the summary of the regression analysis conducted to examine the relationship between innovative leadership and corporate productivity performance. The result reveals a very strong positive correlation between the variables (R = 0.943). The coefficient of determination ($R^2 = 0.889$) indicates that 88.9% of the variation in corporate productivity performance is explained by innovative leadership. The adjusted R^2 value of 0.889 confirms the reliability of the model. Furthermore, the F-change statistic of 1524.889 with a significance value of 0.000 demonstrates that the regression model is statistically significant. Since the p-value is less than the 0.05 significance threshold, the null hypothesis is rejected. It is therefore concluded that innovative leadership has a significant positive relationship with corporate productivity performance.

4.2 Discussion of Findings

As posited in table 1 summary result, expressly shows that there is a significant relationship between visionary thinking and quality output. This is to say that leaders that has visionary thinking and its application to their subordinates will witness an increase in quality output, thereby also improving the quality of corporate productivity and the continuous sustenance of their organisational performance.

This further clarify the assertion of klein and Garcia (2025) that visionary thinkers often challenge the status quo, envisioning a future that others may not see and mobilizing resources to bring their ideas to fruition. This brings to the fact that leaders that are visionary in their thinking has the capabilities to mobilized human and material resources for quality productivity.

The report from table 2 is a testament to the fact that visionary thinking and customer satisfaction has positive relationship and this is to say that leaders that are visionary and/or leaders who increase their visionary thinking will have an increase in customer satisfaction. This brings to bear the position of Porter and Kramer (2011) argue that, best visionaries who recognize that their plans must evolve in response to real-world dynamic and stakeholder feedback. It is evident to assert that customers are critical stakeholders in any corporate organisation and as such, their positive feedback are indications that the services or products of the organisation are meeting the expectations of the end user and this is to further say that an increase in visionary leader(s) will result to and an increase in customer's satisfaction.

Table 3 result also alluded to the fact that there is a significant relationship between creativity, risk-taking and quality output. It is an affirmation that an increase with creativity and risk-taking in leaders will increase the quality of output and by so doing will enhance the corporate productivity performance of corporate entity. According to Ahmed (2025) creativity is commonly termed as ingenuity, inventiveness, resourcefulness, inspiration, vision, innovation and also in recent years, scholars have highlighted the significant impact of creativity on personal development, problem-solving and innovation (Runco, 2014). These testaments allude to the fact that an increase in creativity will lead to personal and problem-solving strategies that will culminate into corporate productivity performance. These findings also collaborate with the submission of Markman and Baron (2003), who states that individuals and businesses that takes calculated risks are often those that experience growth and innovation.

Table 4 clearly shows that, there is significant relationship between creativity, risk-taking and customer satisfaction. The result validates the fact that leaders who are creative and willing to take calculate risk will experience growth and an environment for innovations to travail and this collaborate with the findings of Markman and Baron (2003), who states that individuals and businesses that takes calculated risks are often those that experience growth and innovation and this goes further to confirm the findings of Runco (2014). This is to say that, creativity is directly proportional to customer's satisfaction.

Table 5 substantially evidence that, there is significant relationship between innovative leadership and corporate productivity performance. The multivariate analysis from the table evidently shows that leaders with innovative disposition will increase the corporate productivity of their organisation. This presupposes the fact that an increase with innovative leadership will increase the productivity of the organisation given the fact that visionary thinking and; creativity and risk-

taking are pivotal in the pursuance and deliberate implementation of innovative leadership in organisations.

5. CONCLUSION AND RECOMMENDATION

The crux of this research was to examine the relationship and; influence of innovative leadership and corporate productivity performance of hospitality industries in Yenagoa, Bayelsa state, Nigeria. the research mainly centered on qualitative method of eliciting information's from targeted respondent with the use structured questionnaire which was designed and subsequently distributed accordingly and collects data on innovative leadership and corporate productivity performance which was analyzed and succinctly reported. The research uncovered that innovative leadership is directly proportional to productivity as the fact remains that organisations are going smart and leaders have to be deliberately innovative to solve and position organisations for productivity and general success.

Nevertheless, innovative leadership is influential in the driving of corporate productivity performance. With this, cultivating the habit of innovation, investing in latest science and technologies and; human capital development and as such, leaders can place their organisations for optimal productivity.

Conclusively, challenges exist but the rewards of deliberate and effective innovative leadership style outweigh the potential risks. It is evident to say that organisations that recognize or situate and nurture innovative leadership style will most certainly better off in this competitive business world.

Going by the empirical findings of this research, it is important to note that innovative leadership has surfaced as a critical factor in the driving or moving of corporate productivity performance. As such, this policy recommendation aims to provide strategies that are actionable for organisations to encourage innovative leadership styles and optimize corporate productivity performance.

Visionary Thinking: Organizations should invest in programs that help leaders develop visionary skills. These programs should include training on strategic management and planning, innovation management etc. Leaders should also have opportunities to create and network with other visionaries. This approach equips and enable them with the necessary knowledge and skills to drive positive change within their teams and the organization in general.

Fostering Creativity and Risk-Taking: leaders should create an environment where members of staff feel free and safe to express dissenting ideas, question the existing status quo and learn from failures without fear of criticism or redress. Leaders should encourage risk-taking and trial or test, where failure is seen as an opportunity to grow and also, by learning new ways of executing tasks.

Promoting Innovative Leadership: To promote innovative leadership, organizations should decentralize decision-making, which will allow or encourage for quicker responses and gives employees at all levels a sense of ownership and responsibilities. Leaders should also encourage initiatives that boost or increase efficiency, reduce costs, enhance quality, or create new channels of revenue flows and income.

REFERENCE

Abun, D., Barroga, J. R., & Julian, F. P. (2023). Examining the influence of innovative leadership on the innovative work environment. *Research in Management and Humanities, 2*(4), 2980-4817.

Ahmed, T. (2025). *Creative and innovative leadership visioning for organizational efficiency*. A lecture delivered to the NIPSS Policy, Strategy and Leadership Course 20, Kuru.

Anand, P., & Saraswati, A. K. (2014). Innovative leadership: A paradigm in modern HR practices. *Global Journal of Finance and Management, 6*(6), 497-502.

Baumgartner, J. (2013). *What is innovation leadership?* Innovation Management. Retrieved from http://www.innovationmanagement.se/imtool-articles/what-is-innovative-leadership/

Băeșu, C., & Bejinaru, R. (2015). Innovative leadership styles and the influence of emotional intelligence. *The USV Annals of Economics and Public Administration, 15*, 136-145.

Chika, L. A., Samuel, A. C., & Azubuike, E. A. (2021). Effects of innovation leadership on organizational efficiency: A study of Access

Bank PLC Umuahia. *Journal of Economics and Allied Research*, *6*(1), 2536-744.

Davis, A., Martinez, P., & Thompson, R. (2023). The impact of customer satisfaction on brand loyalty in e-commerce. *Journal of Business Research*, *138*, 405-412. https://doi.org/10.1016/j.busres.2023.02.036

Deming, W. E. (1986). *Out of the crisis*. MIT Press.

Gliddon, D. G. (2006). *Forecasting a competency model for innovation leaders using a modified Delphi technique*. (Doctoral dissertation).

Grazzi, M., Piccardo, C., & Vergari, C. (2022). Turmoil over the crisis: innovation capabilities and firm exit. *Small Business Economics*, *59*, 537–564. https://doi.org/10.1007/s11187-021-00485-

Johnson, M., & Lee, T. (2025). Factors influencing customer satisfaction in the retail sector. *International Journal of Retail and Distribution Management*, *53*(2), 123-138. https://doi.org/10.1108/IJRDM-03-2023-0101

Juran, J. M. (1999). *Juran's quality handbook*. McGraw-Hill.

Klein, K., & Garcia, R. (2025). Leadership and vision: A transformational perspective. *Journal of Business Research*, *113*, 407-415.

Kumar, S., & Prakash, A. (2023). Quality management practices and performance of manufacturing firms. *International Journal of Quality and Reliability Management*, *37*(5), 641-6587.

OECD. (2024). *Measuring productivity: Handbook of OECD-GC research*.

Porter, M. E., & Kramer, M. R. (2011). Creating shared values. *Harvard Business Review*, *89*(1/2), 62-77.

Puccio, G. J. (2018). The creative process: A comparative investigation. *Psychology of Aesthetics, Creativity, and the Arts*, *12*(4), 507-517.

Runco, M. A. (2014). *Creativity: Theories and themes: Research, development and practice*. Academic Press.

Smith, R. (2024). Understanding the dimensions of customer satisfaction: A comprehensive analysis. *Journal of Consumer Research*, *51*(2), 374-389. https://doi.org/10.1086/727408

Zenger, J., & Folkman, J. (2014). Leadership research: 10 Traits of innovative leaders. *Harvard Business Review*. Retrieved from https://hbr.org/2014/research-10-traits-of-innovative-leaders

.